

YUFE Management, Coordination and Development

November 2024

Final version

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1. Executive Summary

The Young Universities for the Future of Europe (YUFE) Alliance, now in its sixth year and second project phase under YUFE2030, has achieved substantial milestones in its journey to become a sustainable and transformative European university model. The first two years of the current project period were focused on institutionalizing long-term commitments, including governance restructuring, establishing a centralized legal entity, and creating a robust data management framework.

Governance

A revised governance structure has been implemented, with the YUFE Executive Committee and YUFE Central Office playing pivotal roles. The Executive Committee handles operational decision-making, while the Central Office, based in Brussels, supports strategic planning, funding acquisition, and communication. Students remain at the heart of governance through the YUFE Student Forum, ensuring their active engagement in strategic decisions and projects.

Legal Entity

The establishment of a Belgian non-profit entity (AISBL) provides a centralized framework for managing operations, employing staff, and ensuring sustainability. The AISBL facilitates streamlined decision-making and acts as a unified voice for external stakeholders.

Sustainable Funding

YUFE is developing a funding strategy to secure baseline financing for core initiatives while leveraging external project funding for innovation. The strategy emphasizes reducing reliance on temporary EU funding to ensure financial independence and long-term viability.

Data Management

YUFE has implemented a comprehensive Data Management Plan aligned with the FAIR principles (Findable, Accessible, Interoperable, Reusable) and GDPR compliance. Standardized tools like Microsoft Teams and the YUFENet intranet support efficient collaboration and data security across the alliance.

This report underscores the alliance's progress in building a unified and resilient foundation for its ambitious vision while addressing the challenges of long-term institutionalization and funding stability.

2. Background and Context

2024 marks the year that the YUFE Alliance enters in its 6th year. A lot of progress has been made since the very beginnings. With YUFE2030 we are currently 24 months deep into the second project phase. This phase is crucial as the partners see the necessity of materializing their long-term commitment in sustainable structures and procedures for the Alliance. The partners share the conviction that "YUFE is here to stay".

Since the start of YUFE2030 the Alliance has invested many efforts in stabilizing its organisation and governance, materializing in the foundation of a joint legal status. With an empowered YUFE Central Office Team in Brussels, a swift and efficient coordination of the Alliance coordination is guaranteed. The team plays a pivotal role in supporting the development of the Alliance's strategy and policies, making the Alliance future-proof. With the support of the YUFE Central Office, the partners are currently developing a YUFE Strategy for Sustainable Funding and a joint GDPR agreement. It is also the responsible of the YUFE Central Office Team to run the joint YUFENet and provide a MS Teams infrastructure for smooth joint working processes.

3. YUFE Governance

Since the beginning of the YUFE2030 project period, the YUFE Alliance reflected on the decision-making bodies and management structures established during the previous project period. The process of establishing the new YUFE governance structure included forming governance subgroups with representatives from all layers of the organization—including students. This subgroups were tasked with drafting a governance code for each governance body. The outcome of this effort was the creation of terms of references for the YUFE Strategic Council, the YUFE Executive Committee, the YUFE Student Forum, and the objectives and tasks of the YUFE Central Office. A similar reflective process was conducted to define the roles and functions of the YUFE Advisory Bodies, specifically the YUFE Advisory Board, the YUFE Conflict Resolution Body, and the two Vice Presidents of YUFE.

YUFE Organigram (appendix d)

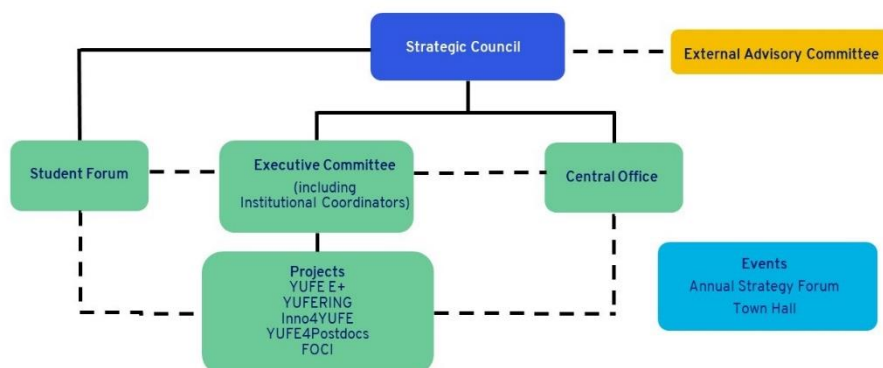


Figure 1: Organigram of the YUFE Governance Bodies

These governance documents were presented to, discussed with, and agreed upon by the highest decision-making representatives of the partner organizations, demonstrating their commitment to the governance structure. Following approval by the highest decision-making body, the YUFE Central Office ensured the implementation of the new governance codes, which included organizing the successive meetings of governance bodies. Notably, the first meeting of the newly established YUFE Executive Committee was held in November 2023.

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The implementation of the new YUFE governance structure underscores our commitment to establishing a long-term, sustainable organization. This commitment was further evident in the governance process of the YUFE AISBL, where the integration of YUFE Governance bodies ensured consistency between the YUFE 2030 Project and the broader YUFE Alliance.

3.1 The YUFE Executive Committee

Existing from the beginning of the YUFE Alliance (formerly called Strategy Board), the YUFE Strategic Council (YUFE SC) serves as the highest decision-making body within the Alliance. It is responsible for implementing the YUFE 2030 Vision and overseeing decisions related to the activities of the YUFE 2030 Project. Members of this body include Presidents, Rectors, Vice-Rectors, or Vice-Chancellors of the Alliance's partner institutions, ensuring that decisions are effectively implemented across the various organizations. During the previous project period, the Strategic Council faced challenges due to an overload of operational decisions, leaving insufficient time to focus on the Alliance's strategic priorities. This imbalance highlighted the need for a dedicated operational board to alleviate the burden on the Strategic Council, allowing it to concentrate on advancing YUFE from a short-term project to a sustainable, long-term initiative.

In late 2023, the YUFE Executive Committee (YUFE ExComm) was established to handle operational tasks, thereby creating the necessary space for the Strategic Council to deliberate on strategic topics. The ExComm functions as the primary operational decision-making body, responsible for implementing operational aspects of the YUFE 2030 Project. Its members include the Institutional Coordinator (IC) from each partner institution. These ICs hold senior administrative roles within their institutions and are closely connected to their universities' internationalization efforts, ensuring streamlined reporting to university management.

The crucial role of Institutional Coordinators

The role of Institutional Coordinator is vital for the smooth functioning of YUFE's governance. ICs not only form the core of the YUFE Executive Committee but also act as the central liaison between the Alliance and individual partner institutions. Their efforts ensure that YUFE remains a collaborative initiative by the partners, for the partners, fostering inclusivity and cohesion. As hubs for their institutions, ICs serve as the primary contact

points for colleagues engaged in YUFE activities and act as a bridge between content expert groups (e.g., Work Packages) and the Alliance's management. This ensures a continuous flow of information, enabling informed decision-making. Being there from the beginning of the first project period, during the last two years the Alliance and its partners have put effort into a streamlined onboarding and task description for these colleagues, ensuring that they can fulfill their important responsibilities in an efficient manner.

The YUFE ExComm meets monthly and includes two representatives from the YUFE Student Forum, who are full voting members. Meetings are chaired by the YUFE Secretary General, with the Vice-Chair—an IC from one of the partner institutions—assisting in ensuring strong connections with the Strategic Council. Both the Secretary General and Vice-Chair are non-voting members of the YUFE SC, fostering alignment between the two governance bodies.

Both the YUFE ExComm and the YUFE SC are supported by a secretary, whose critical role is to document decisions clearly and ensure their subsequent implementation. This essential function is carried out by the YUFE Central Office, enhancing the effectiveness of the governance framework.

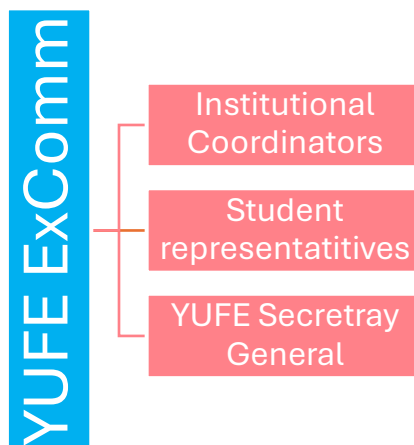


Figure 2: Composition of the YUFE Executive Committee

3.2 The YUFE Central Office

The YUFE Central Office (CO) plays a pivotal role in supporting the development of the Alliance's strategy and policies. With highly engaged and competent staff, the CO gives excellent insights into European project cultures

and modalities. See the role of the YUFE Central Office within the wider YUFE governance structure in figure 1.

In the past, the YUFE CO team was spread over three YUFE partner universities: the Maastricht University (UM), the University of Antwerp (UA) and Université Sorbonne Nouvelle (USN). This decentralized team brought its operational challenges and makes team building, development and capacity more demanding (also through dispersed line management).

A true YUFE Central Office

From 01 September 2024 onwards the YUFE CO, is truly centralized in a Brussels-based office. A Belgian legal entity (AISBL) was established (see 4.0) to hire the entire YUFE CO team with the Secretary General as Head of Office and direct line manager. During a workshop in Brussels in September 2022, the Strategic Council decided to have a Central Office team of 6,0 FTEs in the framework of the newly established YUFE legal entity.

These 6 FTE include:

- 1 FTE YUFE Secretary General
- 1 FTE YUFE Project Officer
- 1 FTE YUFE Policy & Funding Advisor
- 1 FTE YUFE Office & Events Manager
- 1 FTE YUFE Communications Officer
- 1 FTE YUFE Content Creator & Community Manager

To ensure that the YUFE Central Office is closely linked to the partners and the Alliance as a whole, the Secretary General is managed by the YUFE Alliance President (the Chair of the YUFE Strategic Council). Next to regular monthly check-in meetings, the Secretary General also has a performance review with the YUFE President twice a year. Furthermore, the Secretary General gets guidance through the YUFE Executive Committee and its members and the YUFE Central Office has to process major decisions (especially concerning financial consequences) through the two major YUFE decision-making bodies: the YUFE Strategic Council and the YUFE Executive Committee.

The added value of the YUFE Central Office

Next to supporting the partners in the overall coordination of the Alliance's activities, the YUFE Central Office will offer the following services:

- Central Communication services, managing the Alliance website and the social media channels
- Monitoring, reporting and continuous improvement
- Central event management, especially for events that are planned to be held in Brussels
- Pursuing strategic and annual planning of the Alliance as well as facilitating strategic discussions regarding the long-term future of the Alliance
- Insights into the European policy landscape
- Scanning and identifying funding opportunities
- Pre- and post-grant office services (facilitating workshops, translating and explaining calls, supporting the identification and assembly of the appropriate consortium, and assisting with the proposal development and submission process)
- Being an active contact point for the YUFE bottom-up initiatives in their desire to collaborate on a research level. Supporting them in coordinating their research activities and informing them regarding upcoming funding opportunities that eventually lead to joint YUFE proposals
- Dissemination and communication of project progress and results (e.g. organising multiple events in Brussels).

3.3 Students at the heart of the YUFE Governance

The YUFE 2030 Mission Statement underlines the ambition of being the leading model of a student-centred, egalitarian open and inclusive University. The YUFE Student Forum (SF) acts at the heart of the YUFE governance, interconnected with the two main decision-making bodies of YUFE, the Executive Committee and the Strategic Council. Next to being involved in the decision-making process, SF members are active contributors in the ongoing YUFE projects. They are involved across the different work packages (WPs) of YUFE2030 and other institutional activities. We work with consistent feedback from the student perspective into our initiative and student input is taken seriously. The SF and the other bodies of the YUFE governance are co-responsible for shaping a holistic and inclusive future for European students and learners, and their society.

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In the summer of 2024, the YUFE Strategic Council members, reinforced the principal commitment to YUFE as a student-centred organization. They also recognized that even though some progress in student-centeredness and student co-creation has been made in the past, YUFE needs to improve to become a role model for student engagement. To put this commitment the YUFE Strategic Council has endorsed calls for action to reinforce student engagement at the Alliance level.

The calls for action covered the following elements:

- Streamlining the onboarding and handover process to ensure an efficient take-off
- Acknowledging the different roles in the Student Forum and their commitment
- Ensuring student participation in YUFE2030 Work Packages
- Assembling the Student Forum physically twice a year nurturing fruitful collaboration
- Remunerating student co-creation with the help of a diverse portfolio of rewards

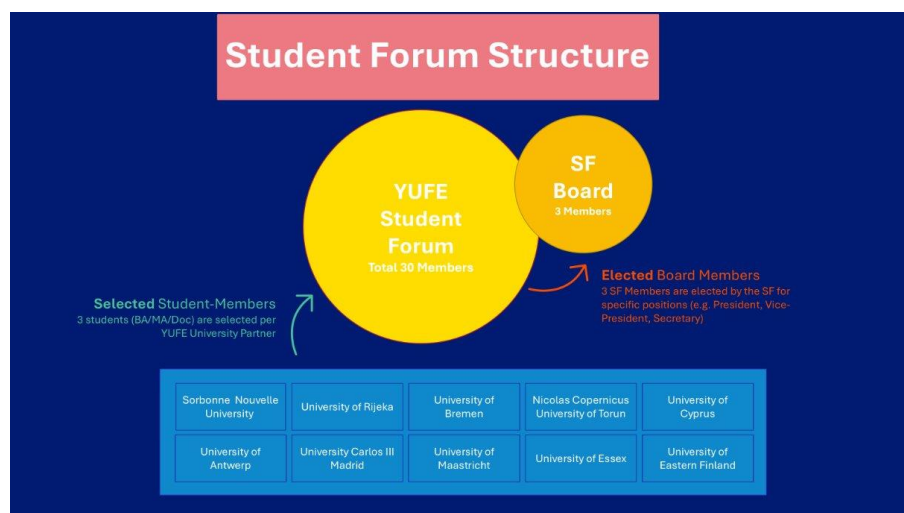


Figure 3: Composition of the YUFE Student Forum

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4. The YUFE Legal Entity

To ensure a sustainable future for the Alliance, the partners have established YUFE's own legal entity. This entity will not only house the YUFE Central Office (YUFE CO), an impartial shared service agency for all Alliance partners, but will also streamline the Alliance's activities, optimize its organization, and serve as an active discussion partner for external stakeholders—such as the recently funded Community of Practice of Alliance—and funders. The YUFE CO, staffed with 6 FTE (full-time equivalent) employees, operates under the shared responsibility of the partners and will assist in steering YUFE toward an efficient and sustainable future, while supporting the development of the Alliance's strategies and policies.

The operationalization of activities and daily management of the Alliance is ensured through the YUFE CO. The team, based in Brussels, also supports the various decision-making bodies within YUFE, ensuring effective governance and the implementation of decisions. YUFE has designed a robust governance structure with the YUFE CO at its core.

YUFE Alliance and YUFE AISBL

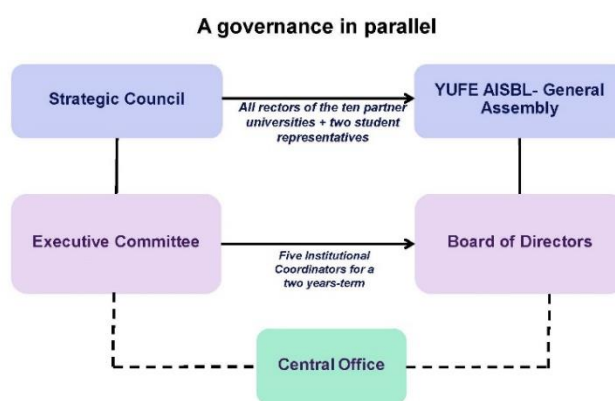


Figure 4: Organigram of the YUFE legal entity (AISBL) in parallel with the governance of the Alliance

The decision for a legal status: the Belgian AISBL

After a thorough analysis of different legal status available in Europe and defining the purpose and needs of the future YUFE legal entity, the YUFE Strategic Council decided to proceed with the foundation of a Belgian non-profit organisation, namely a L'association internationale sans but lucratif (short AISBL). The characteristics of this

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legal status were identified to be the most appropriate to employ joint staff and organise joint activities like communication campaigns or events.

In the statutes of the YUFE AISBL, the following goal is defined for the association:

The goal of the association is to fundamentally transform higher education by developing and implementing the leading model of a student-centered, equalitarian, open and inclusive Alliance that inspires members of the society to actively participate in and contribute to its academic, civic and professional opportunities. YUFE is developing a holistic model of European University that seamlessly integrates education, research, innovation, and service to society.

To facilitate the achievement of the association's goals, the YUFE AISBL will conduct the following activities:

- Supporting the development of the Alliance's strategy and policies. Not only internally but also towards external multilateral stakeholders and funding bodies.
- Fulfilling YUFE's role as a role model in developing good practices of the Alliance and disseminating them to other institutions and alliances.
- Indicating any non-compliance with the key YUFE strategy, values, and policies and suggesting solutions how to tackle them.
- Managing the daily operations of the Alliance and streamlining its processes
- Acting as guardian of the good operations of the meetings of the different governance bodies. The YUFE Central Office (YUFE CO) is an essential tool in preparing and implementing decisions.
- Linking the different thematic areas of YUFE and aligning the different YUFE projects to make the overall YUFE mission a reality.
- The execution of external communication and enhancing the visibility of YUFE and its achievements.
- Overseeing the capacity building within the alliance and its funding members as well as potential new members (academic and non-academic).
- Identifying and exploring income-generating/ fundraising activities to guarantee the sustainability of the Alliance.
- Evaluating the performance of the Central Office and implementing continuous improvement measures. If necessary, suggest adaptations of the composition of the Central Office and its portfolio to the YUFE decision-making bodies.
- Operate the YUFE Central Office and to employ the necessary office staff and provide basic resources for their work

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- Organize any other activities needed for fulfilment of the activities above and the goals of the association.

All beneficiaries of the YUFE2030 project are also members of the YUFE AISBL, additionally also our associated partner the University of Essex is full partner of the joint legal entity.

AISBL as a Partner Representing YUFE

Another potential role for the AISBL, as a legal entity, is to become an associated or full partner in various YUFE projects. This would ensure that YUFE and its interests are represented by a single legal entity, even if not all YUFE partners are involved in project. Furthermore, the Alliance could play an active role in multiple projects by taking on specific project tasks, such as being a partner in the dissemination and communication work package.

To measure the success of these AISBL services, clear KPIs could be defined for the YUFE Impact Assessment. These could include metrics such as the number of facilitation activities, the number of proposals submitted and funded projects secured, as well as the level of satisfaction within the YUFE research community.

In conclusion, for a project to be considered a true YUFE initiative, it is not necessary for all YUFE partners to be directly involved. However, it is essential that the project outcomes are disseminated across the entire Alliance, accessible to, and beneficial for, all member institutions. The YUFE Central Office can play an active role in ensuring this by overseeing projects and acting as the operational link between them.

5. Financial Sustainability in the Context of YUFE: A Strategic Imperative

There is a strong possibility that, in the coming years, European funding will continue to support European University Alliances. However, the financial sustainability of European Universities Alliances, including YUFE, is increasingly a focal point for the European Commission and other stakeholders. While EU funding has been instrumental in establishing alliances, it is neither designed nor sufficient to sustain them indefinitely. The European Commission encourages alliances to develop strategies for partial self-sustainability, echoing the approach taken with the EIT Knowledge and Innovation Communities (KICs), which are expected to achieve self-sufficiency within seven years.

Rationale for a diversified funding model

YUFE must actively pursue a diversified funding approach to ensure financial resilience and strategic autonomy. This includes:

1) Baseline Institutional Funding:

Partner institutions should allocate internal budgets for core alliance programs, providing stability for initiatives that are integral to YUFE's long-term identity and mission.

2) Strategic Use of (EU) Project Funding:

Project funding should focus on high-risk, innovative, and pilot initiatives. This aligns with the EU's funding rationale while allowing YUFE to use these opportunities to test and scale new ideas.

That said, our YUFE core programmes – those that define our unique value proposition (USP) compared to other alliances and keep our Alliance stable and alive— must be integrated into the baseline funding. 100% reliance on EU funding with numerous strings attached is not sustainable for these key activities.

We must free ourselves from the uncertainty and politicization of such funding to gain the autonomy necessary for shaping our primary activities in a robust, stable manner, independent of project life cycles and regulations. This is essential for evolving from a temporary project into a long-term, sustainable initiative.

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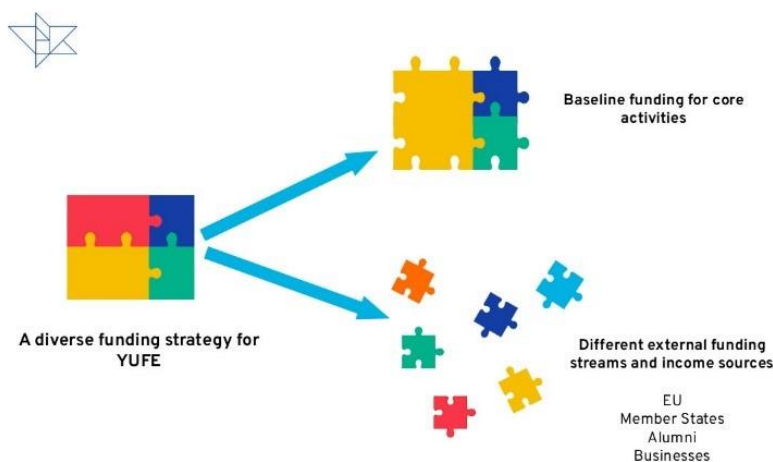


Figure 5: Funding skeleton -putting the puzzle rightly together

5.1 Baseline funding for core activities

The following activities should be part of in-house baseline funding:

- 1) Core elements that ensure stability of the Alliance
- 2) Activities that define YUFE's uniqueness and have outgrown the pilot phase

Elements that ensure the stability of the Alliance are, for example, financing the YUFE legal entity including the YUFE Central Office and financing a 1 FTE per partner as Institutional Coordinator. Furthermore, those activities that define our unique value proposition (USP) compared to other alliances and exceeded the pilot phase also need to be secured under a baseline funding umbrella.

The funding skeleton is described in a YUFE Strategy for Sustainable Funding. The final version of the strategy is expected to be endorsed by the YUFE Strategic Council in February 2025 together with a framework for the YUFE Impact assessment. The impact assessment will evaluate the outcomes of the Alliance's activities and will also play a role in the decision which activities should be continued and integrated in the baseline funding. This process of assessment and continuous improvement will be regularly repeated and the YUFE Funding strategy always be adopted for a timeframe of 36 months.

5.2 Project funding

In addition to continuing efforts to stabilize our Alliance and enhance our value within the European higher education market, we aim to remain innovative, position ourselves as pioneers, and serve as a testbed for transformative models.

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At the start of a pilot, the effective outcome is often uncertain, which increases the risk associated with such investments, as they involve funding unknown results. For these types of initiatives, project funding should be utilized. Project funding is typically limited in duration and scope and requires regular progress reporting. While this approach may be less suitable for long-term activities that have already proven successful, it provides a useful framework for innovation. It allows for periodic reviews, enabling decision-makers to assess whether to continue the activities once the pilot phase is completed. Developing a joint Master programme on ‘urban sustainability’ (as consecutive programme for the YUFE Bachelor) or the development of new micro credentials for lifelong learners are only two examples of such potential new activities.

The following sources currently are and could be explored and acquired for such funding:

- EU funding from the European Universities Alliance Initiative: This funding stream has been, and remains, the most significant source of support for YUFE and the European Universities Initiative as a whole. Its grant size surpasses other project funding instruments in both scale and duration, providing essential support for YUFE’s activities. Without it, the launch of the Alliance and its diverse portfolio of initiatives would not have been possible. It has proven to be a reliable source of funding, and we expect it to continue as a critical income stream in the coming years.

However, despite its substantial size and duration, this funding still operates within the project funding logic, which is inherently short-term. As YUFE transitions from its pilot phase to a sustainable, long-term initiative, we must become more selective about how we utilize this funding. Established, successful models should no longer depend on project funding. Instead, EU funding streams, such as the European Universities Initiative, should focus on supporting the development of new testbeds, innovative pilots, and exploratory initiatives.

- Other EU project funding. Diversifying the range of EU funding instruments should be a key part of our strategy. Beyond the Erasmus+ funding stream, programmes such as Horizon Europe (including instruments like MSCA and calls under the Widening/ERA pillar), COST, and Digital Europe should be regularly reviewed to identify matching grants.
- Regional support for European Universities. Already most of our partners receive from their member state or region some co-funding for their engagement in the European Universities Alliance. This funding is mostly

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bound to specific cost categories and activities and cannot be used freely. For activities limited in scope and time, this might be the right funding to use.

- Investment by external stakeholders: when we look for specific task-based support (financially or in-kind), investments from our project partner members or international academic partners might be a suitable source to tap into. One example for such an income stream could be sponsorships from companies that want to sponsor LLL programmes aligning with their business goals or social responsibility missions.
- Investment by Alumni. YUFE could start mobilizing alumni networks for donations, endowments, or mentorships. They could be involved as mentors on a task-based approach in very specific activities YUFE offers. Also offering lifelong learning opportunities at discounted rates for alumni can attract more learners. Alumni are often already invested in the university and its brand, and may be more likely to enroll.
- Development of services: YUFE (e.g. through its legal entity and in cooperation with the partners) could start offering paid services for the wider European Higher Education market and/or other European Universities Alliances. Such services could include: advise on ED&I and Quality Assurance and providing model policies to ensure institutions in Europe comply with European standards, opening up internal trainings for a wider community on a fee base etc.

5.3 Measures to increase the acquisition of external funding

While transformative processes like launching the YUFE Bachelor or establishing a truly functional Virtual Campus are crucial for the mission of YUFE, they can be lengthy and challenging along the way. Winning additional external grants can be seen as quick wins creating output in a rather short amount of time (see the FOCI project) and give YUFE some external visibility and reputation (see YUFE4Postdoc) while internally the Alliance is going through a challenging process of transformation and real change. Those ‘quick wins’ (which are still often hard to get) will make sure, that YUFE creates a vibrant reputation on the outside and integrates with a wider part of the university community on the inside.

Definition of a YUFE Project

To acquire external funding for YUFE activities more easily we must decrease the bar to claim an external funded project as YUFE project. A project that can be internally or externally financed by regional, national, European or international funds and can

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be executed at two levels: 1) at an institutional level or 2) at an academic / Principal Investigator (PI) level.

To create a true YUFE project and collaboration, the following criteria must be met:

Level of execution	Project at institutional level	Project at academic level (one criteria must be met)
Criteria to fulfill	A minimum of three YUFE partners are participating	For bilateral projects both participants are YUFE partners
	Promotes and/or support YUFE Alliance activities	For small consortia (3 - 4 participants) a minimum range of 75%-100% of the participants are YUFE partners
		For medium consortia (5 - 15 participants) a minimum range of 50%-75% of the participants are YUFE partners
		For large consortia (16 and more participants) a minimum range of 25%-50% of the participants are YUFE partners

Also, we should handle a flexible and demand-based model on how to involve different external partners. While our academic partners will most likely cover the role of coordinator or full partner, we should allow project partners and international academic partners to be involved more loosely as associated partners without a true financial commitment.

YUFE Kick start-fund

A YUFE internal seed or incentive fund mechanism, YUFE Kickstart, would be a valuable tool for sparking collaborative initiatives and supporting small-scale projects with potential to scale or attract additional funding. Furthermore, this fund would foster cohesion within the Alliance and cultivate an engaged YUFE community by establishing deeper connections across faculties within the YUFE partner institutions. It could act as a catalyst for building partnerships and securing larger funding opportunities in the future.

Through an annual call for applications, YUFE partners could fund up to ten projects with grants of up to €25,000, facilitating new collaborations within the Alliance. Project evaluations would be based on streamlined, joint criteria, including alignment

with alliance goals, potential for long-term impact, and the number of partner institutions involved.

To maximize effectiveness, the fund should be flexible, covering various cost categories such as travel for in-person collaboration, project materials, virtual platform subscriptions, student assistant support, and more. This flexibility would allow teams the autonomy to allocate funds in the way that best meets their needs.

Additionally, YUFE should be open to a wide variety of project topics, from small research projects (e.g., pilot studies) and joint curriculum development to staff exchange programs (e.g. a visiting researcher programs), event organization (such as workshops, hackathons, or conferences), and digital learning initiatives. The annual call for applications could include thematic areas to encourage collaboration in priority topics.

To ensure the necessary flexibility, YUFE Kickstart should ideally be funded from baseline funding, ensuring a straightforward process for applicants and allowing space for diverse, innovative ideas.

6. YUFE Data Management plan

To ensure adequate project management, YUFE has implemented the following technical tools:

1) Microsoft Teams

To efficiently communicate between the different partners, all YUFE members work on Microsoft Teams, where each Governance Body, and each Work Package has a dedicated Team. Through this tool, colleagues meet, work on shared documents and archive information relating to the outcomes of the project. This platform is primarily used for virtual meetings within the Alliance.

2) YUFENet / Intranet

In 2019, YUFE implemented an Intranet, where staff members of partners can find information regarding events, news, finalized documents, communications. We are currently opening our intranet to university staff members and bottom-up groups to have an information platform which attracts faculty members taking up our offers and collaborate with us. The overarching aim of the YUFENet is to inform as many colleagues about our activities and communication tools in a visualizing and attractive way possible. In order to access the YUFENet, double authentication is obligatory for all users.

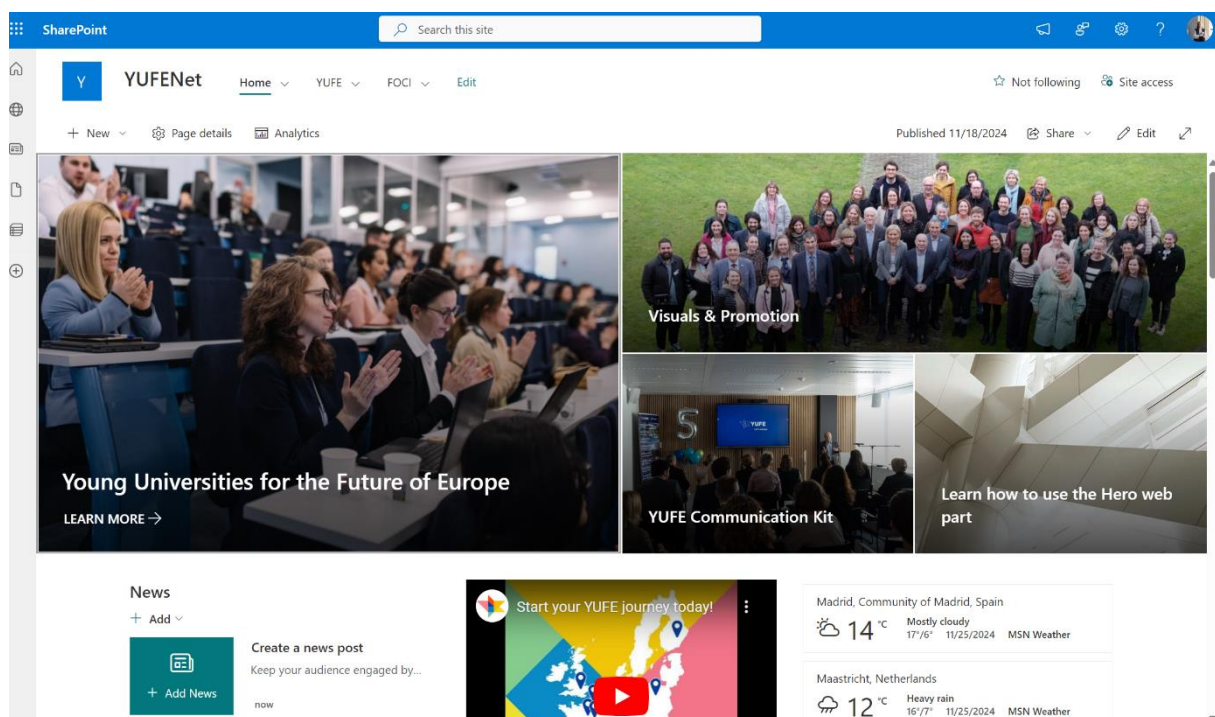


Figure 6: The YUFE NET – an effective tool connecting and informing YUFE partners

Introducing some ground rules

The Young Universities for the Future of Europe (YUFE) is one of the dynamic European University Alliances, selected by the European Commission. YUFE aims to shape a holistic and inclusive future for students and learners, and their society in Europe. The YUFE Alliance strives to be the front-running Alliance of European Higher Education in which students, learners, and staff are co-leaders, co-dreamers, and co-creators. YUFE's mission is to become a successful model of a socially responsible European University.

Within our Data Management Plan, we outline strategies and protocols for managing administrative data across the European Universities Alliance. The plan aims to ensure compliance with legal, ethical, and institutional standards, enhance data security and interoperability, and promote open science where appropriate.

We follow the general principles:

- **Data Principles (FAIR):** Data must be Findable, Accessible, Interoperable, and Reusable.
- **Data Ownership and Compliance:** We respect national and EU legislation, including the General Data Protection Regulation (GDPR). On top of the GDPR regulations which are handled at the single partner institutions, we are currently designing a joint data processing and sharing agreement covering the whole Alliance and especially our Virtual Campus platform.
- **Collaboration and Interoperability:** Standardized protocols ensure seamless collaboration among alliance members.

Within the YUFE activities, we manage data in the format of structures databases, reports and financial records. The purpose of this data is the operational management of the Alliance, handling our mobility programmes and student/staff records. We process the data from institutional records, partner communications, project documentation and our Virtual Campus. For the collection of data, we use standardized templates and tools across all universities to ensure compatibility.

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