Deliverable 10.2

INGENIUM Dissemination and Exploitation Strategy

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Work package 10 – Impact and Dissemination

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COORDINATOR
University of Oviedo (UNIOVI), Spain

PARTNERS
Medical University - Sofia (MUS), Bulgaria
University of Crete (UoC), Greece
Karlsruhe University of Applied Sciences (HKA), Germany
South-Eastern Finland University of Applied Sciences (XAMK), Finland
University 'G. d'Annunzio', Chieti-Pescara (Ud'A), Italy
University of Skövde (HS), Sweden
Munster Technological University (MTU), Ireland
University of Rouen, Normandy (URN), France
'Gheorghe Asachi' Technical University of Iasi (TUIASI), Romania

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Document information

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Description of the deliverable (3-5 lines)	The INGENIUM Dissemination and Exploitation Strategy details all elements of the communication, and dissemination, such as the different target groups at local, European and international level, the successive communication stages, with the appropriate messages for the specific audiences targeted. The strategy defines the Alliance corporate identity and the user rules, and the main communication activities and tools (Press releases / Articles / Interviews / Social Media / etc.). The strategy also takes into account EU communication rules and guidelines to ensure compliance.

	This updated version (October 2025) introduces a revised KPI framework and a harmonised monitoring methodology for 2025–2026, ensuring measurable impact, visibility, and alignment with the Alliance's strategic communication objectives.
Key words	Communication, Dissemination, Target audience, Key messages, Visual identity, Website, Newsletter, Social media.

Document history

Date	Version	Prepared by	Description
15/06/2023	V01	Nicolae Lucanu	First draft
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Revision Notes

This updated version of Deliverable D10.2 reflects the evolution and consolidation of the Alliance's communication framework during the first half of the project (2023–2025). The revision builds upon the experience gained from INGENIUM's communication activities and the development of new internal tools, methodologies, and performance indicators.

The updated document refines the set of Key Performance Indicators (KPIs) to provide a more accurate and meaningful assessment of INGENIUM's communication performance. Certain legacy indicators have been replaced with more engagement oriented and measurable ones, ensuring better alignment with current analytics standards across major platforms.

The document also integrates the *Intra-Alliance Communication Methodology*, introduced in 2025, which institutionalises a collaborative model for planning, coordination, and reporting among all partners. This shared methodology enhances coherence, fosters joint ownership of communication outputs, and supports harmonised reporting through regular CO meetings and shared tools.

In addition, two new reference tools have been developed to support design and content consistency across INGENIUM's materials and platforms: the *Extended Brand Style Guide (2024)*, which expands the Alliance's visual identity with new design elements, iconography, and colour hierarchies; and the *Web Style Guide (2024)*, which supports the collaborative framework for website growth.

This revised version also clarifies the strategic scope between dissemination and exploitation. The present deliverable focuses exclusively on dissemination and communication, while the exploitation dimension will be fully developed under Deliverable *D10.1 Long-Term Sustainability Strategy*. To maintain continuity between the two deliverables, this document includes a concise roadmap outlining how the exploitation strategy will be structured in D10.1.

The forthcoming exploitation strategy will provide a comprehensive framework for ensuring the long-term impact, scalability, and sustainability of INGENIUM's outcomes. The content of the Exploitation Strategy has yet to be defined, but could initially focus on:

- **Mapping INGENIUM's exploitable outputs**, and providing a brief description of each one, in particular:
  - **Strategic documents and policies**: Report on identified obstacles, implementation and monitoring of the INGENIUM Inter-University Campus, Joint quality assurance policy, Report on INGENIUM Innovation Strategy, Report on micro-certifications, Regulations for the INGENIUM Research School, Report on Transnational Incubation and Acceleration Programme, Action Plan for Equity and Inclusion, Policy on Multilingualism and Intercultural Understanding, Health campus toolkit, etc.
  - **Digital tools and platforms:** Website, E-learning platform, Open Data Repository, Internal collaboration platform, intra-Alliance website, etc.
  - **Educational results:** INGENIUM Flagship Programmes, Pathway Programmes, Micro-credentials, Joint Doctorate Programmes, 10 Days of INGENIUM, SDG course materials, SDG Hackathon, Language courses for students and staff, etc.
- **Identifying target users or beneficiaries of each output.** The EC review report specifies that the exploitation of INGENIUM's results must take place "within and beyond partner institutions, including collaborations with external stakeholders and broader policy impact". These stakeholders may be:
  - **Internal**: students, academic staff, administrative staff across partner universities.
  - **External**: academic actors, socio-economic actors, EU policymakers, national or regional authorities, etc.
- **Report on the exploitation actions carried out so far**, specifying how each output is being used by the beneficiaries and what results this has produced.
- **Define an exploitation action plan for the coming years.** This plan will link each output to a concrete exploitation action (who will do what, with which partners, when). Naturally, the actions will overlap in part with the 2025–2035 roadmap of the Long-Term Sustainability Strategy, in particular concerning outputs related to management and coordination (WP1) and the European campus (WP4). However, the exploitation action plan will go further by defining actions to fully exploit outputs in the areas of the cooperation framework (WP2), digital (WP3), innovation (WP5), research (WP6), sustainability (WP7), entrepreneurship (WP8), and non-discriminatory and socially engaged higher education (WP9). This work will be carried out in close collaboration with the leaders of each work package. Where relevant, it may be complemented by target KPIs designed to assess the degree of implementation of

each action. This work will ensure that the INGENIUM's outputs evolve from plans and policies into tangible, lasting impacts.

Finally, this revision reaffirms INGENIUM's commitment to the EU visibility and acknowledgement obligations in line with Article 17 of the Grant Agreement. All dissemination materials and online content are aligned, ensuring consistent and compliant visual representation across communication channels.

Definitions & Acronyms

Definition/Acronym (in alphabetical order)	
AD	Advertisement
CTA	Call-to-action
HIS	University of Skövde
HKA	Karlsruhe University of Applied Sciences
KPIs	Key Performance Indicators
MTU	Munster Technological University
MUS	Medical University - Sofia
QR code	Quick Response code
SEO	Search Engine Optimization
TOV	Tone of Voice
TUIASI	"Gheorghe Asachi" Technical University of Iasi
Ud'A	University "G. d'Annunzio", Chieti-Pescara
UGC	User Generated Content
UNIOVI	University of Oviedo
UoC	University of Crete
URL	Uniform Resource Locator
URN	University of Rouen Normandy
WP	Work Package
XAMK	South-Eastern Finland University of Applied Sciences

I.Context

Embracing the Communication Ecosystem: Navigating the Contextual Landscape for Effective Impact and Dissemination within INGENIUM

I.1. European Commission

The European Council's Conclusions in December 2017 and subsequent resolutions have urged support from Member States, the Council, and the European Commission for the establishment of 'European Universities'. These initiatives aim to deepen collaboration through transnational alliances and the implementation of the European Universities initiative.

The objective is to expand the number of European Universities to 60, comprising over 500 higher education institutions by mid-2024, supported by a budget of EUR 1.1 billion under Erasmus+ for 2021-2027. These alliances hold the potential to generate extensive and long-term cooperation, resulting in significant European added value.

The higher education sector, including European Universities, plays a crucial role in implementing the European Innovation Agenda and has seen remarkable institutionalized cooperation among 44 operational European Universities involving 340 institutions across Europe, establishing a sustainable framework for excellence in higher education.

I.2. About INGENIUM

INGENIUM - European University is an ambitious alliance of 10 universities from EU member states, supported by various organizations such as governments, industries, and civil society groups. With diverse backgrounds and activities, **we complement each other in education and research, creating a platform for cooperation and learning.**

The goal of the INGENIUM Alliance is to **enhance inter-university cooperation and become a fully integrated European University with ten campuses across the Union.** We aim to offer **accredited higher education degrees** through a single quality assurance policy.

Our **focus areas** include expanding joint programs, innovating in academic offerings, and providing opportunities for students to customize their study programs. We prioritize pedagogical innovation, entrepreneurship, inclusiveness, and sustainability.

I.3. INGENIUM general objectives

Our objectives are to foster knowledge sharing, raise awareness of challenges and the role of cooperation, and ensure the long-term sustainability of the Alliance. Through these efforts, we aim to create a thriving community that collaboratively tackles the complexities of higher education and drives positive change for the benefit of all involved.

1. We strive to increase awareness and understanding of the INGENIUM Alliance, its objectives, and the outcomes it aims to achieve. We are committed to effectively communicating the purpose and impact of the Alliance, ensuring that its mission and accomplishments are widely recognized and comprehended.

2. We aim to create an environment that enables seamless sharing of knowledge pertaining to the activities of the Alliance. Through effective facilitation, we aim to foster a culture of open communication and collaboration, allowing for the efficient exchange of information and ideas among the members of the Alliance.

3. We aspire to increase awareness among the university community about the challenges that universities encounter in the current landscape and the significant role that cooperation plays in addressing and overcoming these challenges. By emphasizing the importance of collaboration, we aim to educate and engage students, faculty, and staff in meaningful discussions about the potential of collective efforts in overcoming obstacles and driving positive change within the academic sphere.

4. Our commitment extends beyond the pilot project, as we strive to establish a sustainable and enduring Alliance. We aim to achieve this by developing robust strategies, establishing strong governance structures, seeking opportunities for continued funding, and nurturing strategic partnerships. Through these efforts, we aspire to create a foundation that supports the Alliance's ongoing existence and maintains its impact in the ever-evolving landscape of higher education.

I.4. The Consortium

Led by the 400-year-old University of Oviedo (UNIOVI - ES), the Alliance involves prestigious and forward-looking universities:

> the Medical University of Sofia (MUS - BG);

> the University of Crete (UoC - EL);

> the Karlsruhe University of Applied Sciences (HKA - DE);

> the South-Eastern Finland University of Applied Sciences (XAMK - FI);

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> the University "G. d'Annunzio" of Chieti – Pescara (Ud'A - IT);

> the University of Skövde (HS - SE);

> the Munster Technological University (MTU - IE);

> the University of Rouen-Normandy (UR - FR);

> the Gheorghe Asachi Technical University of Iasi (TUIASI - RO).

I.5. Communication rules

Our strategy is designed to **comply with the communication rules of the European Commission and to the five milestones of the communication strategy.** We will closely monitor our adherence to these rules to ensure a successful strategy implementation.

By following the communication rules, we strive for effective information flow and engagement with our target audience. **Transparency, accuracy, and clarity** are our focus in conveying key messages. We seek to **foster trust, promote inclusivity, and facilitate meaningful dialogue** among stakeholders.

Regular assessment and monitoring will be crucial in identifying areas for improvement. Gathering feedback and insights will help refine our approach, ensuring agility and alignment with the evolving needs of the higher education sector.

Ultimately, our goal is a successful communication strategy supporting the thriving, adaptive higher education sector and **contributing to Europe's resilience and recovery**. Upholding the rules and monitoring progress will maximize the positive impact and **drive meaningful change in the higher education landscape.**

II. Communication & dissemination objectives

Where do we want to be?

The following objectives have been established to guide and drive the communication strategy for INGENIUM European University:

1. **Create awareness, visibility & regional awareness of the INGENIUM European University:**
   a. Raise awareness, visibility and understanding of INGENIUM European

University's mission, achievements, and collaborative impact among the university community and key stakeholders over a four-year period.

Success of this objective will be measured by achieving the KPIs in Section VII. KPIs: Tracking & report that cover the communication channels chosen for this strategy.

b. Strengthen the INGENIUM European University community by fostering active engagement and collaboration among Alliance members and stakeholders through a diverse range of events, including but not limited to workshops, conferences, and networking sessions, both public and internal. This aims to enhance understanding and motivation to contribute positively to higher education over a four-year period.

Success will be measured by organizing at least 30 events during the four-year period.

HOW will we achieve this objective?

To reach our awareness objective, we inform people about what INGENIUM is, what it intends to do, what solutions it found to the challenges faced by the target audience, by utilizing social media platforms to increase the University's online presence and engage with a wider audience. We do direct outreach on **outbound channels** such as email, events, networking and for people that prefer to do their own research, we have **inbound channels** such as social media, newsletter, website, SEO (articles written considering SEO best practices), Press that lead to the website and INGENIUM official pages.

2. **Facilitate knowledge sharing around the Alliance activities:**

a. Facilitate knowledge sharing around the Alliance activities within the INGENIUM European University community by developing and following an editorial calendar content plan for the website and social media platforms, encompassing various types of content such as articles, case studies, shared documents, and discussions over a four-year period.

HOW will we achieve this objective?

To facilitate knowledge sharing around the Alliance activities INGENIUM provides valuable resources such as articles, case studies, white papers, etc. that highlight the University's expertise and contributions to higher education.

3. **Sustain the Alliance beyond the pilot project lifetime.**

a. After the second year, **develop a comprehensive strategic plan** outlining the long-term vision, objectives, and action steps for the sustainable and enduring Alliance. Ensure alignment with the values and mission of the Alliance. Have the strategic plan finalized and approved by all member universities within the first year.

b. Develop and implement a continuous **improvement plan**, including regular

evaluations and feedback mechanisms, to monitor the Alliance's impact and ensure its relevance in the evolving higher education landscape.

HOW will we achieve this objective?

To sustain the Alliance beyond the pilot project lifetime, INGENIUM needs to engage in effective communication by using various communication channels to reach out to potential members and keep current members informed of the Alliance's activities and developments, to increase online presence. We aim to promote the benefits of the Alliance, continuously offer valuable resources, and highlight success stories of the people that will be part of the program. An important part of longevity is to be able to adapt the strategy. That's why we will track the results and create a report once per quarter.

III. Fostering Linguistic, Cultural, Individual Diversity and Accessibility

At INGENIUM European University, inclusivity and accessibility are paramount. With 10 universities from 10 different countries involved in the Alliance, it is crucial to ensure that all voices are heard and represented.

III.1. Language and Cultural Inclusiveness

Although British English will serve as the primary language for communication, we recognize the importance of embracing not only the diversity of languages but also the richness of cultures within the Alliance. In this regard, we will take into consideration the input from Work Package 9, which is tasked with ensuring language and cultural inclusiveness. This will involve finding ways to incorporate all the languages used by the respective universities in our communication activities, and also promoting and respecting the various cultural practices and traditions.

III.2. Diversity of Individuals

Moreover, INGENIUM European University is committed to fostering an environment that is inclusive of the diversity of individuals, including differences in background, perspective, disability, and other characteristics. We aim to create a space where every individual feels valued and included, and can thrive academically and personally.

III.3. Accessibility

Currently, the Alliance is leveraging the expertise and best practices of each individual university's accessibility guidelines. This collaborative approach empowers us to utilize a diverse and effective set of standards from the outset. Moving forward, we will be developing a set of unified accessibility guidelines for communication which will be adopted across the Alliance, ensuring that our community continues to be accessible and inclusive for all members.

This approach will help in establishing an inclusive and welcoming environment that respects and values the diversity of its members.

IV. Target audience

Who are we addressing?

We sought a more in-depth understanding of our audience, seeking key insights about the individuals whom we will be offering support and educational materials to.

IV.1. Audience insights

After analysing reports and statistics available online, we extracted the following main insights:

Students are the best at:

- Embracing cultural diversity and fostering cross-cultural understanding.
- Engaging in interdisciplinary learning and collaborative projects.
- Utilizing digital tools and technology for academic purposes.
- Participating in international exchange programs and mobility opportunities.
- Adapting to different learning environments and educational systems.
- Engaging in extracurricular activities, clubs, and student organizations.

The challenges students face are:

- Financial constraints and affordability of higher education.
- Balancing academic demands with part-time work and other responsibilities.
- Coping with academic pressure, exams, and deadlines.
- Navigating complex administrative processes and bureaucracy.
- Overcoming language barriers and adjusting to the language of instruction.
- Promoting inclusivity and addressing diversity-related issues on campuses.
- Ensuring a smooth transition from university to the workforce.

The needs students have are:

> Access to financial aid, scholarships, and affordable education options.

> Comprehensive career guidance and job placement support.

> Mental health resources and counselling services on campus.

> Language support and resources for non-native speakers of the language of instruction.

> Enhanced support for student well-being and stress management.

> Inclusive and diverse campus environments that promote equity and belonging.

> Opportunities for research experience, internships, and practical training.

The students' pain points are:

> Financial stress and the burden of student loans.

> Academic stress and pressure to perform well.

> Time management challenges and balancing multiple commitments.

> Feeling overwhelmed by coursework and assignments.

> Experiencing homesickness and adjusting to a new environment.

> Dealing with the competitive nature of academic programs.

> Coping with the social and emotional challenges of student life.

Professors & researchers are the best at:

> Expertise in their respective fields and an in-depth understanding of their subjects.

> Producing high-quality research and contributing to the advancement of knowledge.

> Delivering engaging and informative lectures and facilitating meaningful discussions.

> Mentoring and guiding students in their academic and research endeavors.

> Collaborating with colleagues within and outside their institutions on interdisciplinary research projects.

> Contributing to academic journals, conferences, and publications.

The challenges professors & researchers face are:

> Balancing teaching responsibilities with research and administrative duties.

> Coping with heavy workloads and time constraints.

> Navigating complex bureaucratic processes and administrative tasks.

> Addressing the demands for interdisciplinary research and collaboration.

> Keeping up with rapidly evolving technology and digital tools for research and teaching.

> Adapting to changing educational policies and standards.

> Dealing with limited resources and funding constraints.

> Managing work-life balance and avoiding burnout.

The needs professors & researchers have are:

> Access to sufficient research funding and resources to support their projects.

> Opportunities for career advancement, mentorship, and professional development.

> Supportive institutional policies and frameworks that promote work-life balance.

> Collaboration platforms and networks to facilitate interdisciplinary research.

> Training and support in effective teaching methodologies and student engagement.

> Recognition and rewards for high-quality teaching and research contributions.

> Adequate support for research administration and grant proposal writing.

> Access to state-of-the-art research facilities and technology.

> Guidance on navigating bureaucratic processes and administrative tasks.

> Opportunities for international collaborations and exchange programs.

The pain points of professors & researchers are:

> Limited career advancement opportunities and job insecurity, especially for early-career researchers.

> Challenges in bridging the gap between academic research and real-world applications.

> Struggles with maintaining a healthy work-life balance and managing stress.

> Difficulty in obtaining research funding and resources for projects.

> Coping with the demands of publishing in prestigious journals and meeting publication targets.

> Managing large class sizes and maintaining student engagement.

> Balancing the need for academic freedom with institutional and funding requirements.

> Dealing with issues of plagiarism, misconduct, and ethics in research.

Administrative staff is the best at:

> Efficiently managing administrative processes and operations within higher education institutions.

> Navigating complex bureaucratic systems and ensuring compliance with regulations.

> Providing support and guidance to students, faculty, and staff members.

> Coordinating academic programs, course scheduling, and registration processes.

> Managing financial operations, including budgeting and financial aid administration.

> Facilitating communication and collaboration between different departments and stakeholders.
> Implementing and managing technology systems and platforms for administrative purposes.

The challenges administrative staff face are:

> Coping with increasing workload and responsibilities.

> Managing tight budgets and resource constraints.

> Adapting to rapidly evolving technology and digital platforms.

> Navigating complex legal and compliance frameworks.

> Ensuring efficient and effective communication across the institution.

> Addressing the needs and demands of diverse student populations.

> Keeping up with changing educational policies and accreditation requirements.

The needs of the administrative staff are:

> Professional development and training opportunities to enhance skills.

> Adequate resources and support to manage workload effectively.

> Access to updated technology systems and tools for efficient administration.

> Streamlined and simplified administrative processes.

> Collaboration and communication platforms to facilitate information sharing.

> Recognition and appreciation for the importance of administrative roles.

> Work-life balance support and flexible work arrangements.

> Networking and knowledge-sharing opportunities with peers.

The pain points of the administrative staff are:

> Feeling overwhelmed by the volume of administrative tasks.

> Dealing with budget limitations and financial constraints.

> Managing complex and time-consuming processes.

> Balancing multiple priorities and deadlines.

> Handling challenging or difficult interactions with stakeholders.

> Coping with stress and pressure in a fast-paced environment.

IV.2. Target groups

Considering the context and the research, we will communicate with the following segments:

> students;

> professors & researchers;

> administrative staff;

> industry collaborators, local and national authorities, partner universities;

> general public.

from all the 10 countries involved in the INGENIUM Alliance: Spain, Italy, Romania, Greece, Ireland, Sweden, Germany, Bulgaria, Finland, France.

IV.3. Personas

The following section presents the primary personas developed for INGENIUM, considering the unique characteristics of the target groups in each country. The INGENIUM personas provide an overview of the main directions, but they were created by each partner university at a country-specific level to ensure effective communication. The INGENIUM personas are listed below, while country-specific personas can be found in **Annex 1** for further reference.

Figure. 1. INGENIUM Persona – the Student

Figure. 2. *INGENIUM Persona – the Professor/Researcher*

Figure. 3. *INGENIUM Persona – the Administrative Staff*

V. Key messages

How are we addressing?

The key messages were created in connection with the alliance tagline (CONNECT | SHARE | LEARN), and they are customized for each target group, as follows:

Robert | The Student

LEARN

Learn Your Potential: Embrace a university experience that prioritizes both your personal and professional growth, empowering you to discover your full potential and embark on a rewarding future.

Modern Resources to Learn: Access state-of-the-art resources and facilities that provide a cutting-edge learning environment, equipping you with the tools needed to excel in your academic and professional endeavours.

Annika | The Professor / Researcher

CONNECT

Connect in an Inspiring Academic Journey: At INGENIUM University, your academic journey is not solely about acquiring knowledge; it's a transformative experience that ignites your intellectual curiosity, broadens your perspectives, and equips you with the skills necessary to make a lasting impact while forging meaningful connections and fostering intellectual exchange.

Connect for a Real Impact in Education: Engage with a diverse academic community at INGENIUM University, connecting with like-minded individuals who share your passion for knowledge. Expand your network, unlocking doors to new opportunities for collaboration and intellectual growth, and make a meaningful and lasting impact by connecting with others, sharing your expertise, and contributing to the field of education.

Industry collaborators

CONNECT

Ignite a World of Innovation: Embark on a transformative journey with INGENIUM - European University and unlock boundless innovation potential. Join our vibrant network of 10 universities across Europe to collaborate, inspire groundbreaking research, and ignite technological advancements that shape the future.

Embrace Expertise that Drives Success: Embrace the power of industry-relevant expertise offered by our esteemed partner universities. From Spain to Finland, tap into a diverse pool of exceptional graduates and cutting-edge research that propels your industry forward. Together, let's conquer challenges, drive sustainable growth, and elevate your success to unprecedented heights.

Local and National Authorities

CONNECT

Empower the Future Generation Together: Join forces with INGENIUM - European University to empower the future generation. By collaborating to strengthen education systems across our ten countries, we can unlock the full potential of higher education, equipping students with cutting-edge knowledge and skills that fuel innovation, drive economic growth, and shape a prosperous future.

Drive Regional Prosperity and Thriving Economies: Seize the opportunity to catalyze regional development and foster thriving economies by embracing the integrated European University model of INGENIUM. By supporting our alliance, local and national authorities become catalysts of change, attracting investments, nurturing innovation ecosystems, and igniting job creation. Together, we can create vibrant, prosperous regions that thrive on knowledge and opportunity.

Partner Universities

CONNECT

Foster Collaborative Excellence: Partner universities of INGENIUM - European University embark on an exhilarating journey of fostering collaborative excellence. Together, we can harness our collective strengths, exchange groundbreaking ideas, and cultivate a vibrant platform for inter-university cooperation. Let's forge ahead to redefine the boundaries of education and research, propelling us to new heights of academic achievement and global impact.

Unlock Limitless Opportunities: Our alliance unveils a world of limitless opportunities for partner universities. From expanding joint programs to pioneering pedagogical innovation and tailoring study programs, INGENIUM empowers universities to unleash their full potential. Let's seize this extraordinary opportunity to create an educational landscape that nurtures intellectual curiosity, sparks creativity, and empowers students to thrive on a global stage. Together, we can shape the next generation of trailblazers and change-makers.

John | The Administrative Staff

SHARE

Share in Organizational Excellence: As a valued member of our administrative staff, you have the opportunity to share your expertise and contribute to the overall excellence of INGENIUM University. By working collaboratively with colleagues, you play a crucial role in providing an exceptional educational experience for our students.

Share in Personal and Professional Growth Opportunities: At INGENIUM University, we are committed to fostering your personal and professional growth. We provide numerous opportunities for sharing knowledge, development, skill enhancement, and career advancement, empowering you to thrive in your role and share in the university's success.

General public

SHARE

Be a Changemaker: Embrace the INGENIUM experience and become a catalyst of positive change. With innovative academic offerings, customizable study programs, and a focus on entrepreneurship, we empower the next generation to thrive in an ever-changing world. Together, let's unleash your potential, equip you with the knowledge and skills to make a lasting impact, and shape a future built on innovation, sustainability, and global collaboration.

Enriching Education, Empowering Futures: INGENIUM - European University is dedicated to enriching education for all, breaking barriers, and empowering individuals to reach their full potential. With our collaborative approach and inclusive learning environment, we foster inter-university cooperation that knows no boundaries. Join us in shaping a future where education becomes a transformative force, empowering the next generation to become catalysts of positive change in an ever-changing world.

How do we get there?

The purpose of a value proposition is to clearly and succinctly communicate the unique value and benefits that a product, service, or offering provides to its target audience. It aims to capture the attention of the audience, differentiate the offering from competitors, and persuade them to choose the particular product or service being presented. A strong value proposition effectively addresses the needs, pain points, and aspirations of the target audience, showcasing how the offering can meet their specific requirements and deliver meaningful value. It helps establish a compelling and persuasive message that resonates with the audience and motivates them to take action.

This is the value proposition we propose: INGENIUM is an alliance of 10 European Universities that work together to offer innovative, high-quality education, promote intercultural competence and collaboration, and encourage entrepreneurship and digital learning.

Tone of voice

It should strike a balance between being **respectful and institutional / expert,** while also being **approachable and friendly**. The tone should **inspire trust, convey expertise**, and **foster a sense of community** and **collaboration.** It should be **clear, concise,** and **easy to understand**, catering to diverse audiences with varying levels of knowledge and backgrounds.

The tone should also demonstrate a **commitment to collaboration and cooperation** among the universities. It should promote the sharing of knowledge, resources, and best practices among students, academics, and administrative staff. Encouraging partnerships, joint research initiatives, and interdisciplinary collaborations can help convey the alliance's commitment to advancing education and research.

The general language recommended being used is **British English**, considering that the alliance is situated on the Europe continent.

Overall, the tone of voice should strike a balance between professionalism, inclusivity, clarity, and engagement. It **should create a positive and motivating atmosphere that inspires and empowers individuals** within the alliance to achieve their educational and professional goals.

The key values that the tone of voice must have are:

PROFESSIONAL

The communication should establish credibility and expertise within the academic community. The tone should also demonstrate a commitment to collaboration and cooperation among the universities. It should promote the sharing of knowledge, resources, and best practices among students, academics, and administrative staff. Encouraging partnerships, joint research initiatives, and interdisciplinary collaborations can help convey the alliance's commitment to advancing education and research.

Dos	Don'ts
Share updates on research publications, academic achievements, and notable contributions from faculty members.	Use informal language or slang.
Provide information about conferences, seminars, and workshops organized or attended by the university.	Share personal opinions or controversial content unrelated to academia.
Showcase the expertise and credentials of faculty members and researchers.	Make unsubstantiated claims or provide inaccurate information.
Share relevant industry partnerships and collaborations.	Engage in confrontational or disrespectful discussions.
Use formal language and appropriate academic terminology.	Overuse jargon that might alienate a broader audience.
"We are proud to announce the latest research publication by Dr. Smith, a leading expert in astrophysics."	"Our uni is totally crushing it! We've partnered with some major players in the AI field to create groundbreaking research."
"Join us for the upcoming international conference on sustainable development, where experts from various fields will discuss groundbreaking research."	"Our professors are like genius-level smart. They know pretty much everything there is to know."
"Our university has formed a strategic partnership with industry leaders to	"We're hosting this super awesome webinar. It's going to be absolutely

enhance practical learning opportunities for our students."	amazing!"

Table 1. *Do's and Don'ts in Tone of Voice – PROFESSIONAL Value.*

INFORMATIVE

The tone of voice should be informative, providing valuable and relevant information about the alliance's programs, initiatives, and opportunities. Clarity is essential to ensure that all messages are easily understood by a wide range of individuals, including those whose first language may not be English.

Dos	Don'ts
Share updates on academic programs, admissions, scholarships, and deadlines.	Overwhelm the audience with excessive details or technical language.
Provide information about the university's facilities, resources, and support services.	Make assumptions about the audience's prior knowledge.
Explain complex concepts or research findings in a clear and accessible manner.	Neglect to fact-check or provide references for the information shared.
Share important dates, such as orientation sessions or registration periods.	Ignore or dismiss questions or concerns from the audience.
Respond promptly to inquiries and provide helpful and accurate information.	Provide biased or one-sided information.
"Attention prospective students: The application deadline for our Master's programs is approaching. Don't miss this opportunity!"	"Hey, applications are closing soon. Hurry up if you want to stand a chance!"
"We offer a wide range of scholarships to support students from diverse backgrounds. Visit our website for more information."	"We have scholarships available, but you'll need to explore our website to find the appropriate information."
"Discover our state-of-the-art laboratory facilities that provide students with hands-on learning experiences in the field of biotechnology."	"Our research centers are cool. You should definitely explore them. We've got some amazing work happening!"

Table 2. *Do's and Don'ts in Tone of Voice – INFORMATIVE Value.*

INCLUSIVE

The tone should be inclusive and welcoming to students, academics, and administrative staff from diverse backgrounds. It should acknowledge and embrace the diversity of perspectives and cultures within the alliance. Using inclusive language and showcasing

diverse voices and experiences can help create a sense of belonging and encourage participation from all stakeholders.

Dos	Don'ts
Use inclusive language that embraces diversity and avoids gender or cultural biases.	Use language or content that excludes or marginalizes specific groups.
Highlight success stories and achievements from students and faculty members representing various backgrounds.	Assume a homogenous audience or make generalizations.
Share events, initiatives, or resources that promote inclusivity and multiculturalism.	Disregard or dismiss concerns related to inclusivity and diversity.
Celebrate cultural holidays and observances from different communities within the university.	Avoid addressing cultural or social issues that are important to the community.
Actively engage with and respond to comments and inquiries from diverse individuals.	Engage in divisive or controversial discussions that may alienate certain individuals.
"At our university, we value and celebrate the diversity of our student community. Share your cultural heritage with us using #OurDiverseCampus."	"We're only interested in students who fit a particular mold. If you don't meet our criteria, we're not interested."
"Congratulations to Maria, a first-generation student, for receiving the prestigious academic achievement award!"	"The only reason Maria got the award was because of her family connections."
"We're committed to fostering an inclusive environment where everyone feels welcome and valued. Let's learn from each other's unique perspectives."	"We only prioritize our own culture here. Other perspectives don't hold much significance."

Table 3. *Do's and Don'ts in Tone of Voice – INCLUSIVE Value.*

ENGAGING

Engagement is key, so the tone should be engaging and conversational to spark interest and encourage interaction. This can be achieved through storytelling, personal anecdotes, or highlighting success stories of students and faculty members. Encouraging feedback, questions, and discussions can further enhance engagement and foster a sense of community within the alliance.

Dos	Don'ts
Use storytelling techniques to share experiences, challenges, and successes.	Overwhelm the audience with excessive content or frequent updates.
Ask questions to encourage audience participation and foster discussions.	Ignore or neglect audience interactions or questions.
Respond to comments, messages, and inquiries in a timely and friendly manner.	Use a one-way communication approach without actively engaging with the audience.
Conduct polls, surveys, or contests to gather opinions and promote engagement.	Dismiss or belittle comments or feedback from the audience.
Share user-generated content, such as student testimonials or photos from campus events.	Use clickbait or misleading tactics solely to generate engagement.
"What's your favorite study spot on campus? Share your photos and tag us for a chance to be featured!"	"Who cares about study spots? Just find any place and study. It doesn't really matter."
"We'd love to hear your thoughts! What topics would you like us to cover in our upcoming webinar series?"	"Don't bother asking questions. We might answer, but no guarantees."
"Congratulations to Lisa, one of our alumni, who just landed her dream job. Tell us about your post-graduation success stories!"	"Only successful stories allowed. If you didn't land a dream job, don't bother sharing."

Table 4. *Do's and Don'ts in Tone of Voice – ENGAGING Value.*

VI. Activities & channels

How exactly do we get there?

In the upcoming pages, we will outline our proposals for implementing the strategy and achieving our objectives.

INGENIUM
European University

Co-funded by
the European Union

VI.1. Visual identity & assets

VI.1.1. The logo

Primary

Secondary

Figure. 4. *Logo INGENIUM*

VI.1.2. The font

Montserrat

AaBbCcDdEeFfGgHh
IiJjKkLlMmNnOoPp
QqRrSsTtUuVvWwXxYyZz

0123456789

Figure. 5. *Image of the reccomended font - Montserrat*

A geometric sans-serif typeface that celebrates a special style of underline that is integrated into the letterforms found in the Montserrat neighborhood of Buenos Aires. Montserrat has subtle optical adjustments, which resulted in a sans serif family with multiple versions and multiple possibilities, both in the editorial and corporate realm.

In cases where Montserrat is not available, Arial will serve as the fallback font. Additionally, Arial is recognized as an accessible font and should be employed when accessibility is a crucial factor to consider. This ensures that content is easily readable and accessible to a broader audience.

VI.1.3. The color gradient
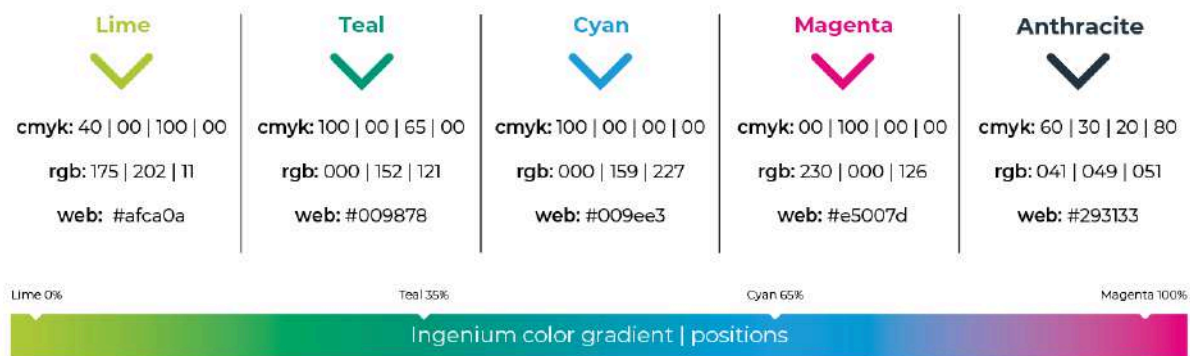
Figure. 6. *INGENIUM color gradient*

You can find the complete style guide in **Annex 2.** The 2024 extended version of the Style Guide is also accompanied by the **Web UI Style Guide**, which can be consulted in **Annex 3**.

VI.1.4. EU Visibility and Acknowledgement Guidelines

In accordance with Erasmus+ and European Commission visibility requirements, all INGENIUM communication outputs must ensure the consistent and correct use of the **European Union emblem** accompanied by the acknowledgement:

"Co-funded by the European Union."

This visual attribution is mandatory for all **printed materials** (brochures, posters, roll-ups, event programmes, and publications), all **permanent digital materials** (official web pages, downloadable documents, presentations, and other long-term online resources), and all **video or audiovisual productions** (promotional videos, interviews, recordings of events, and social media videos with lasting visibility).

For temporary or short-lived digital content — such as social media posts or stories — displaying the EU emblem is recommended but not mandatory, provided that the content links or refers to official INGENIUM channels where the emblem is clearly visible.

The EU emblem must appear prominently and adhere to the proportions, colour codes, and clear-space standards defined by the **European Union Visual Identity Manual**. It must not be altered, stylised, or merged with other logos, and no institutional mark should visually dominate it.

Where relevant, communication materials should also include the following disclaimer:

> *"Views and opinions expressed are those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them."*

Ensuring the visibility of EU funding across all communication materials reinforces transparency and recognition of INGENIUM's role within the European Universities Initiative.

Figure 7. *Example of EU Emblem Placement on Video Materials out-ro.*

VI.1.4. Promotional items

The geometric shapes and the gradient footer can be used on promotional and print items.

Figure. 9. Sample of promotional item – Notebook

Figure. 9. Sample of promotional item – Cup

Figure 10. *Sample of promotional item – Roll-up*

In social media, the same shapes can be used to add images.

All the promotional materials can be found in **Annex 4**, alongside the stationary assets in **Annex 5**.

Figure. 11. *Sample of promotional posts on Instagram*

Figure. 11. *Sample of promotional image*

VI.2. Channel mix

Website: The website serves as the central hub for information, and provides an overview of programs, services, and resources available to the target audience.

Newsletter: This is an effective way to help the audience stay engaged and informed, to distribute to them regular updates, news, and important announcements to the target audience. It allows us to share relevant information such as upcoming events, research opportunities, new programs, deadlines, and other news.

Instagram: We will use this platform to communicate with the younger audience in a more vibrant and dynamic way. Instagram can help create a sense of community, generate excitement, and attract the attention of potential students, while also serving as a valuable communication channel for current students and staff.

Twitter/X: Twitter provides a fast-paced and concise way to share updates, news, and announcements with your target audience. It is particularly effective for real-time communication, quick responses to queries or concerns, and engaging in conversations.

LinkedIn: This is the professional space where we will connect with the students, professors, researchers, and the administrative staff. We can share with them research findings, academic achievements, job opportunities, and industry insights, but also calls for proposals, calls for applications, online events, etc. LinkedIn is also a valuable platform for alumni engagement, connecting with potential partners or sponsors, and establishing the institution's reputation in the professional world.

YouTube: This is a powerful platform for sharing video content, such as lectures, tutorials, research presentations, and campus tours. It can serve as a valuable educational resource for students, professors, and researchers. It allows us to showcase the expertise of the institutions, and highlight success stories.

VI.3. Website

VI.3.1. Sitemap diagram

In developing the sitemap and navigation, we considered the existing identified requirements, ensuring they can be enhanced in response to future needs. It is important to note that the sitemap is an evolving document, designed to adapt and evolve based on the discovered needs during the 4 years of the project. The initial sitemap serves as a guideline and a starting point, offering a foundation that can be built upon as the project's needs
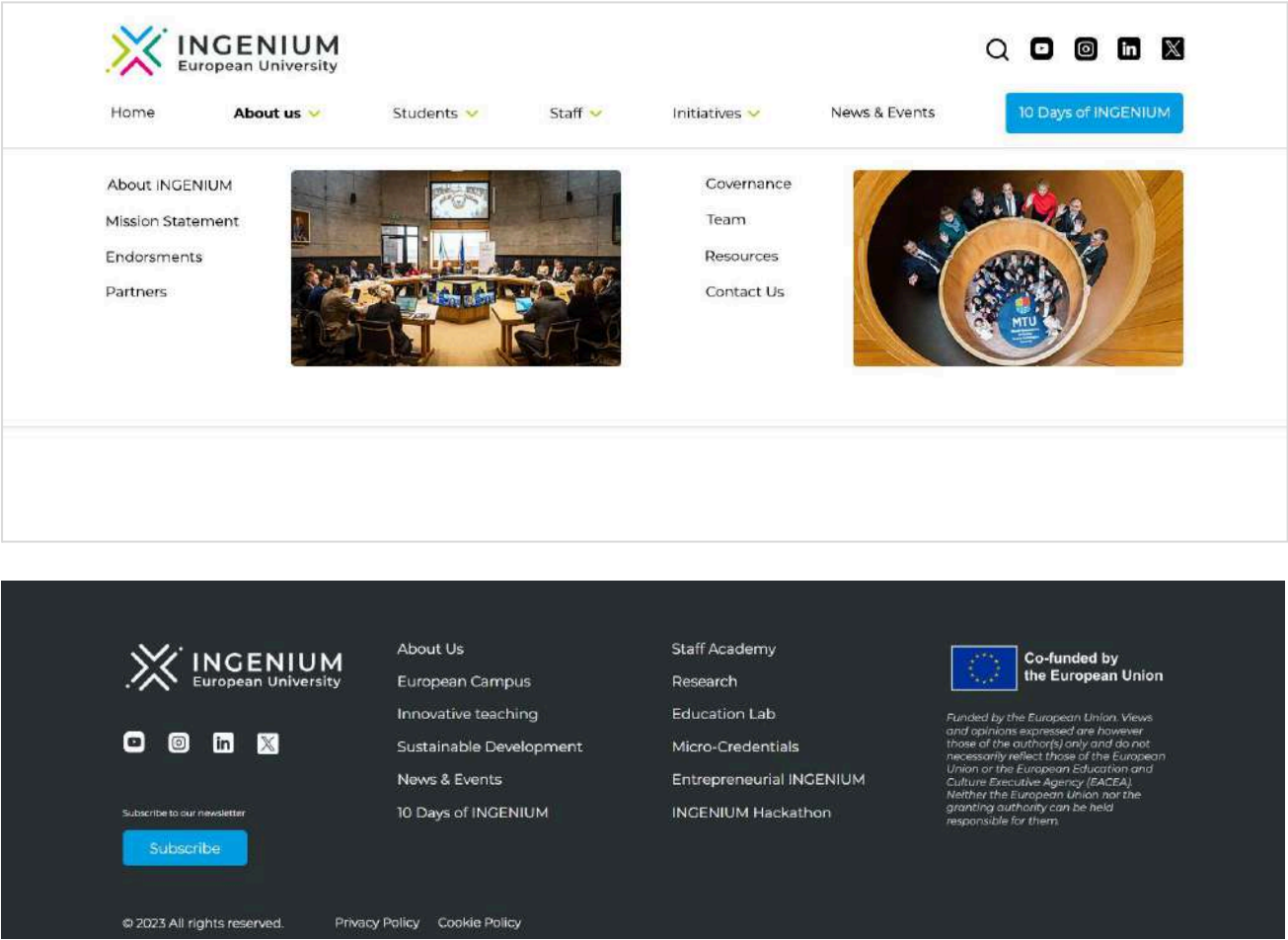
change and grow. You can find the full-size sitemap, navigation, and footer in **Annex 6.**

View full size

Figure. 12. *Image of the 2024 updated site map*

VI.3.2. Website navigation

Figure. 13. *Image of the website pages Menu and Footer*

The INGENIUM website features an enhanced navigation structure designed to ensure clarity, accessibility, and consistency across all sections. The main menu adopts a visual "mega menu" layout, combining structured subcategories with relevant imagery to provide visitors with an intuitive overview of the Alliance's key areas of activity.

The navigation bar includes direct access to core content pillars — *About Us, Students, Staff, Initiatives,* and *News & Events* — allowing users to explore information tailored to their profile or interests. Each dropdown menu integrates representative visuals and links to subpages such as governance, partnerships, mobility opportunities, and resources, ensuring both informational depth and visual engagement.

A dedicated blue button on the main menu highlights the Alliance's flagship event, 10 Days of INGENIUM, ensuring prominent and consistent visibility throughout the year.

The website's footer complements the main navigation by offering users quick access to essential links, contact information, and legal notices, ensuring a consistent browsing experience and reinforcing usability across all pages.

VI.3.3. Content proposals

To ensure optimal organic traffic, it is recommended to publish 2-3 articles per week. This frequency allows for consistent engagement and visibility among the target audience. Moreover, it is advisable to maintain a minimum article size of 800 words to provide sufficient depth and value to readers.

Equally important is the tone of voice (TOV) used across all platforms. Consistency in TOV helps to establish a recognizable and cohesive brand identity. Whether it is a blog post, social media update, or website content, maintaining a consistent tone reflects professionalism and builds trust with the audience. By aligning the TOV across platforms, the brand message becomes stronger and more memorable, fostering a cohesive and harmonious brand experience for users.

In the news section, the content will be grouped according to the following content categories:

> **Educational**

Content types: articles about values, educational context, challenges students&staff are facing.

Examples: Innovative and creative educational solutions, international mobility.

> **How to**

Content types: provide useful information, tips&tricks.

Examples: how students and staff can access an international educational program.

> **Resources**

Content types: ebooks, educational studies made by partners or others.

> **Interviews**

Content types: sharing personal experiences.

Examples: Expert story/Student story.

> **Expert Articles**

Content types: content developed by researchers.

Examples: Innovative methods of learning.

> **Case studies**

Content types: write about student or staff personal experiences, about how people benefitted of INGENIUM due to European funding.

> **Events**

Content types: promote all news, events and your partners' achievements.

VI.3.4. Editorial Calendar

Every month will be prepared an editorial calendar to plan and prepare all the needed resources for the development of the content.

Figure. 14. *Sample of the editorial calendar*

VI.3.5. Best Practices when writing a piece of content

The following best practices will be considered when creating a piece of content:

Use Clear and Conversational Writing Style: We will avoid jargon and complex language, and break down long phrases into multiple sentences. Use multiple subheadings in your article when writing about different topics. Use bullet points in your articles for lists, values, to-do's etc. to improve readability.

Add blog categories: We will use categories for your blog to help readers navigate easily through your articles. Include categories such as success stories, interviews, podcasts or more specific ones such as educational wellness etc.

Use Call-to-Action (CTA): We will include clear and relevant CTAs within your blog posts to prompt readers to take specific actions: ask readers to share the article or invite them to download one of your resources (e-book about 10 days of INGENIUM).

Internal Linking: We will strategically include internal links within your blog posts of other articles or resources to guide readers to related content on your website.

Add social media sharing buttons: We will add social media buttons at the end of each article to encourage sharing and distribution of your blog articles across multiple social media platforms.

Use Visual Enhancements: We will incorporate visuals such as images, infographics, charts, and videos into your blog posts. Visual content can help convey information more effectively, break up text, and make your blog visually appealing.

Analytics and Optimization: We will use your content management platform analytics to gain insights into your blog's performance such as page views, bounce rate and time spent on pages.

VI.3.6. SEO Best Practices

SEO best practices play a vital role in optimizing web pages and blog articles for search engines. By implementing these practices, the visibility and discoverability of the content can significantly improve, leading to higher organic traffic and potential audience reach.

Key SEO best practices include:

> **Metatitles** should have a maximum of 60 characters;

> **Metadescriptions** should have a maximum of 120 characters;

> **Include keywords**. Use a main keyword in your url, blog title, at least in one subheading and in the blog content. Conduct a keyword research for related and similar keywords and include them in your article as well;

> **URL** of the blog should have a maximum, 2048 characters;

> Use **Alt tags** for your blog images;

> Use a blog article structure to improve readability (see the structures proposed below);

> One time per year is recommended to perform a **SEO and performance audit** to make sure the SEO ranking of the website is good.

VI.3.7. Text structure

These are two examples of text structure that we will use: one for a blog article, and one for a success story.

Blog Article Structure

INGENIUM
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[BLOG POST TITLE]

Add Photo

INTRODUCTION

Lead into the post with a short 100-200 word introduction.

BODY

SUBHEADING 1

Subtitle containing a few words describing what the next paragraph will be about.
Break content into multiple paragraphs.

MAIN SENTENCE/TESTIMONIAL/CATCH PHRASE from the article

SUBHEADING 2

Subtitle containing a few words describing what the next paragraph will be about.
Break content into multiple paragraphs.

CONCLUSION

Wrap up the blog article with key takeaways. Add a CTA.

Success Story Article Structure

[BLOG POST TITLE]

Add Photo

INTRODUCTION

Lead into the post with a short one-two sentence.

CONTEXT

Respond to the following questions: Who? How?
Break content into multiple paragraphs.

CHALLENGE

Respond to the following question: What were the objectives of the project?
Break content into multiple paragraphs.

SOLUTION

Respond to the following question: what solutions did you provide throught your project?
Break content into multiple paragraphs.

RESULTS

Break content into multiple paragraphs.

CONCLUSION

Wrap up the blog article with key takeaways. Add a CTA.

ADD TESTIMONIAL STUDENT & STAFF

VI.4. Newsletter

The primary objectives of the newsletter are twofold: to share INGENIUM news and to drive increased traffic to the website. In the first year, as the newsletter is launched, it is recommended to have a frequency of one newsletter every two months. Subsequently, the

frequency will be increased to one newsletter per month. To facilitate the distribution of the newsletters, we will utilize either the Brevo or Mailerlite tools.

The newsletter will have one of these three names:

INGENIUM Excellence,

Pursuit of Excellence,

INGENIUM Insider.

The structure of the newsletter is also connected to the alliance tagline:

Connect: events, such as the 10 days of INGENIUM.

Share: Access the latest studies, research, and notable achievements.

Learn: Gain insights from informative articles, reviews, teacher/researcher advice, and captivating interviews with corresponding links.

NEWS category: 2-3 new and noteworthy updates.

Interactive content: engaging content such as YouTube videos, captivating social media posts, interviews with teachers, and thought-provoking quotes.

This is the newsletter prototype, and you can find it in full size in **Annex 7.**

View full version

Figure. 15. *Sample of the newsletter*

VI.4.1. Newsletter Database

In the first year, our focus will be to expand the database, using the tactics:

1. **Opt-in Form/QR Code:** By incorporating an opt-in form and QR code, individuals have the option to voluntarily provide their information or access additional resources, facilitating the growth of the database.
2. **Email signature:** Including relevant links or calls to action in email signatures encourages recipients to explore further, increasing the likelihood of capturing valuable data for database expansion.
3. **Shares from professors and universities:** Capitalizing on the trust and influence of professors and universities by encouraging their active involvement in sharing information. Shares from these respected entities serve as strong endorsements, lending credibility and attracting a wider audience to contribute to the database.
4. **Social media platforms:** By creating engaging content focused on the newsletter, these posts aim to capture the attention of followers, generating interest, and driving more subscribers to the database. Use Direct Links via Instagram Story for facilitating the access and clicks.

We will also apply some additional ways to expand the database:

1. **Content Updates:** by offering exclusive e-books and white papers to enhance the content experience for subscribers, providing valuable resources for knowledge enrichment. E-books and white papers examples: "Innovations in Higher Education: Transforming Learning in the Digital Age", "Navigating International Collaboration: Strategies for European Universities", "Sustainability in European Higher Education: A Path to a Greener Future".
2. **Social Media/Interactive Quizzes:** Engaging subscribers through interactive quizzes on social media, encouraging their participation by providing personalized quiz results and newsletter updates.
3. **User-Generated Content Contests:** Organize contests requiring newsletter subscription, generating diverse user-generated content that enhances the database while incentivizing subscriptions.
4. **"Student Spotlight" Feature:** Highlight exceptional students in a dedicated feature, inspiring others and fostering a sense of community among subscribers.

VI.5. Social Media

VI.5.1. Best Practices on Social Media

Adhering to Best Practices and Recommendations (2023) for Social Media Publishing: To establish a strong professional presence, it is crucial to implement recommended practices when publishing on social media platforms. The following tactics should be considered:

Cultivate Meaningful Audience Relationships and Foster Community Growth: Engage in effective community management by promptly responding to comments and messages, showcasing attentiveness and fostering connections.

Drive Engagement through Interactive Content: Utilize interactive content that encourages audience participation and sparks conversations. Leverage the potential of interactive Instagram Stories to create opportunities for individuals sharing similar passions to connect and engage in discussions, promoting shared interests.

Prioritize User Generated Content (UGC): Actively encourage individuals to create and share content related to your brand.

Showcase appreciation by resharing their content and amplifying their contributions.

Establish distinctive hashtags that resonate with your brand, encouraging people to incorporate them when posting about your brand, thereby facilitating discoverability and community-building.

Prioritizing Engaging Content: in order to captivate and retain users on a brand's page, it is crucial to focus on creating engaging content. By fostering a bilateral communication approach, the brand can cultivate a stronger connection with its audience.

Leveraging Video Content: Emphasizing the use of video content can greatly enhance the dynamism of even static images.

Crafting Compelling Captions and Copies: Giving due attention to captions and copies is essential. These elements should be catchy, effectively delivering information quickly and concisely to capture the interest of the audience.

Utilizing Diverse Post Formats: To keep the content fresh and diverse, utilizing a range of post formats such as carousels, single images, and videos is recommended. This approach allows for variety and engages the audience through different mediums.

Sharing Behind-the-Scenes Photos: Offering a glimpse behind the scenes with photos that unveil what is typically hidden creates a sense of exclusivity and intrigue. These types of visuals can pique curiosity and provide an intimate connection with the audience.

Harnessing the Power of Stories: Utilizing Stories is crucial as they are one of the most consumed types of content. Their popularity is driven by factors such as the "urgency factor" and the ability to deliver real-time information rapidly. By leveraging Stories, brands can engage with their audience in a timely and dynamic manner.

VI.5.2. Instagram Tactics

VI.5.2.1. Content

To establish a strong presence on Instagram, it is crucial to adopt a consistent and strategic approach to posting content. We will aim to publish five activities per week, approximately

20 activities per month. While daily uploads are possible, we will avoid exceeding three posts per day on the News Feed. Instead, we will consider utilizing Instagram Stories for more frequent updates. We will embrace diverse post formats, including carousels, static images, short videos (REELS), and engaging Instagram Stories.

The daily activities/posts will promote different topics, such as:

Values: All the members of the Alliance are embracing the core values, which center on fostering a cohesive community that is driven by a passion for learning, knowledge sharing, and connecting with like-minded individuals who strive for educational excellence. Our messaging will prioritize diversity, both in academic programs and cultural backgrounds, to ensure that everyone has equal opportunities to contribute to our collective impact. Our goal is to establish a strong relationship with our target audience by creating resonance.

Partners and Universities: INGENIUM partners with esteemed universities, showcasing their notable achievements, exceptional programs, and distinct offerings. Each university will be featured in dedicated posts that emphasize their unique contributions. These posts will incorporate strategically placed Calls to Action, urging the audience to take specific actions such as visiting the university's website to explore further details and gather more information.

Benefits: INGENIUM presents an array of benefits, offerings, and added value that underscore the advantages of being a part of our transformative experience. These encompass captivating study programs that empower individuals to acquire knowledge and skills for a lifetime. Moreover, our platform fosters meaningful connections, enabling individuals to forge enduring relationships. By directly articulating what individuals gain from associating with our brand, we adhere to the best practices on social media, ensuring transparency and resonating with our audience.

Testimonials: To enhance professionalism, INGENIUM places importance on incorporating personal stories and testimonials from program participants to motivate others to join. These narratives shed light on individuals' firsthand experiences with INGENIUM, spanning courses, activities, team collaborations, and programs. When sharing such "personal content" or testimonials, it is recommended to present unfiltered visuals, offering a glimpse behind the scenes.

Events, activities, news: INGENIUM aims to communicate updates on events, activities, and the latest information from each university. This includes showcasing achievements and success stories, highlighting notable results or advancements, and posting updates on ongoing studies. By consistently sharing this content, we ensure that our audience remains informed about the dynamic events and activities happening within our organization.

VI.5.2.2. Building the Community

#INGENIUMexperience

We will actively encourage individuals to share their personal stories and experiences under the unified hashtag #INGENIUMexperience. By consolidating content within this

personalized hashtag, we create a cohesive platform where others can access and connect with these shared narratives. This initiative serves as an ongoing awareness campaign, leveraging the power of user-generated content to reach a wider audience through their networks.

Our communication strategy revolves around the art of storytelling.

We employ engaging elements such as polls, open quizzes, and interactive features in our Stories to generate heightened user engagement and retention on our page. Furthermore, we embrace practices like AMA (ask me anything) sessions, enabling direct contact between individuals and our brand. These organic interactions naturally foster engagement, nurturing a vibrant community on our platform.

Using hashtags plays a crucial role in social media marketing and content discovery. We will use 2 types:

Permanent hashtags: *#INGENIUM, #EuropeanUniversity #HigherEducation; #ErasmusPlus*

Contextual hashtags: *#INGENIUMexperience*, when sharing posts about cultural experiences, people, members. #INGENIUMRomania when posting updates from a specific country.

VI.5.2.3. Posting

To ensure a professional approach, **each University will be allocated a dedicated monthly post**, totalling 2 post/month for Instagram. **The same approach will be considered for all the channels.** However, if there are periods when a wider coverage of activities is necessary, **more posts can be made on the channels**, with the recommendation **not to exceed 3 posts/day**.

It is expected that each University takes responsibility for collecting and providing the visuals and copy for their respective posts. These materials should be uploaded directly onto the designated channels to maintain consistency and efficiency in our communications.

VI.5.2.4. Instagram Page

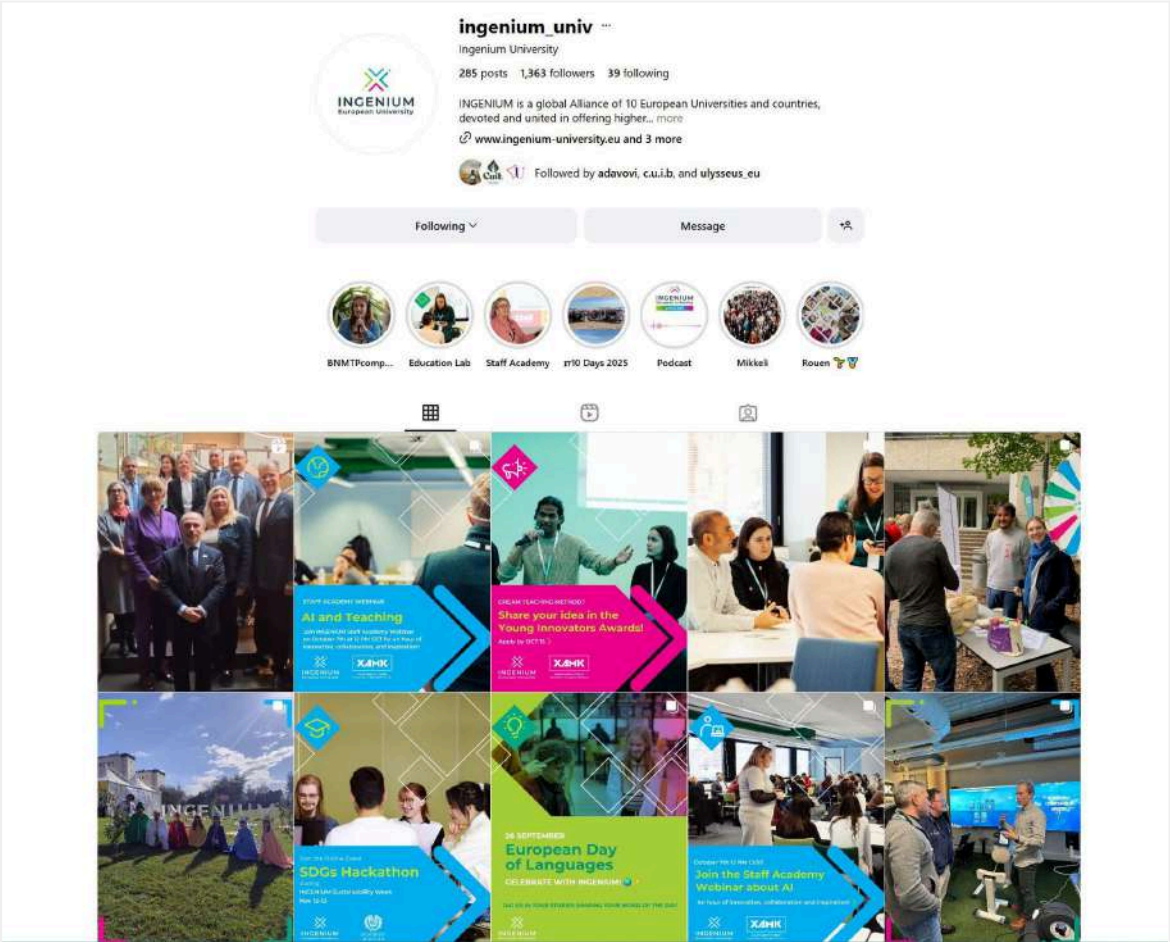This is how the Instagram page looks like.

Figure. 16. *Instagram profile page look*

VI.5.2.5. Instagram Post

This is the first Instagram post we made about our alliance.

Figure. 17. *The first Instagram post*

VI.5.2.6. Instagram Ads

During the initial stage of launching social media accounts, it is highly advisable to prioritize increasing brand awareness through **Instagram Boosted Posts.**

This strategic approach will effectively attract a larger audience to the profile.

Additionally, here are some recommendations for Instagram ads to further enhance the campaign:

Target Audience: specific demographics, interests, and behaviours to ensure the ads are seen by those who are most likely to engage with the content.

Compelling Visuals: Create visually appealing and high-quality content that stands out in users' feeds.

Clear Call-to-Action: Including a clear and compelling call-to-action in ad captions or visuals to guide users towards the desired action.

Additionally, here are some recommendations for Instagram ads to further enhance the campaign:

Target Audience: specific demographics, interests, and behaviors to ensure the ads are seen by those who are most likely to engage with the content.

Compelling Visuals: Create visually appealing and high-quality content that stands out in users' feeds.

Clear Call-to-Action: Including a clear and compelling call-to-action in ad captions or visuals to guide users towards the desired action.

VI.5.2.7. Instagram Ads Simulation

To have a better view of the strategic approach, we made 2 ad simulations, with 2 different objectives:

AD Simulation for Brand Awareness:

Budget: 37 euro

Estimated target audience: 70.2M - 82.6M (based on personalized targeting with

specific interests, demographics and locations).

Estimated results for the proposed budget 40$: **33.000 - 86.000 people reached.**

AD Simulation for Website Visits:

Budget: 37 euro

Estimated target audience: 70.2M - 82.6M (based on personalized targeting with specific interests, demographics and locations).

Estimated results for the proposed budget 37 euro: **10.000 - 27.000 people.**

VI.6. YouTube Tactics

YouTube will be the channel to gather all the video content on different topics. We will develop video content with the duration between 15 - 90 seconds.

To develop video content, we will consider the following topics:

Spotlighting the Alliance's Key Benefits: Emphasize the remarkable advantages and benefits that the Alliance brings to its members, including enhanced collaboration, knowledge sharing, and the opportunity to forge meaningful connections. Highlight the excellence in education and outstanding study programs offered within the Alliance.

Showcasing University Activities and Achievements: Produce videos that showcase the dynamic activities and notable achievements of each University, while highlighting how they effectively address the challenges faced by educational institutions.

Engaging and Digestible Content: Create easily consumable videos that succinctly explain what INGENIUM represents, the specific challenges it resolves, and the myriad benefits it offers. Incorporate compelling testimonials from individuals who have actively participated in the program, sharing their first-hand experiences and affirming the value of their involvement.

VI.7. Twitter/X Tactics

INGENIUM maintains an active presence on Twitter (currently X) primarily to ensure continuity of visibility and institutional representation within the European higher education and policy ecosystem.

The platform is used selectively — mainly for reposting official announcements, project milestones, and cross-tagging relevant EU-level initiatives, stakeholders, and partner universities.

Given the platform's declining relevance and engagement potential among INGENIUM's core audiences (students, academics, and institutional staff), it no longer serves as a strategic communication channel for the Alliance.

The emphasis is therefore placed on maintaining a minimal yet consistent presence, ensuring that INGENIUM remains visible within the broader European policy and academic communication sphere.

No specific quantitative objectives are associated with Twitter/X. Monitoring of this channel focuses only on basic activity and audience reach, while strategic efforts and content production are concentrated on higher-impact platforms such as Instagram, LinkedIn, and the INGENIUM website.In our hashtag strategy, we will incorporate both permanent and contextual hashtags to maximize visibility and relevance. We will use two types of hashtags:

Permanent Hashtags:
#INGENIUM: The primary hashtag that represents our brand and overall identity.
#EuropeanUniversity: Showcasing our commitment to European higher education and collaboration.
#HigherEducation: Highlighting our focus on excellence and advancement in the field of education.
#ErasmusPlus: Signifying our involvement and affiliation with the Erasmus+ program.

Contextual Hashtags:
#INGENIUMexperience: Implement this hashtag when sharing posts related to cultural experiences, individuals, and our community members.
#INGENIUMRomania: Utilize this hashtag when posting updates specific to activities and developments in Romania (adapt it to each country).

By incorporating both permanent and contextual hashtags, we can effectively broaden our reach, establish relevance, and engage with the desired audience on social media platforms.

VI.7.1. Twitter/X Page

This is how the Twitter/X page looks like.

Figure. 18. *Twitter/X page look*

VI.7.2. Twitter/X Post

This is the first post we created about our alliance.

Figure. 19. *The first Twitter/X post*

VI.8. Linkedin Tactics

To maintain a **consistent presence on LinkedIn,** we recommend a **posting frequency of 5 activities per week, resulting in a total of 20 activities per month.** The content topics should align with the aspects already mentioned for Instagram and Twitter/X, covering the wide range of INGENIUM's offerings and values.

YouTube video links can be shared on LinkedIn to leverage the platform's professional context and engage the audience with dynamic visual content.

In terms of hashtags, incorporate the following relevant and consistent tags in each post: #INGENIUM #EuropeanUniversity #HigherEducation #ErasmusPlus. These hashtags will help categorize our content and enhance discoverability.

As a best practice on LinkedIn, it is crucial to **celebrate** both small and significant results and achievements and communicate about each University.

Take the opportunity to congratulate individuals who have contributed to INGENIUM, **showcasing the power of the Alliance.**

By raising awareness of our achievements, we demonstrate the real impact of INGENIUM to the LinkedIn audience.

VI.8.1. LinkedIn AD Simulation

To optimize brand awareness during the early stages of account establishment, it is advisable to implement brand awareness advertisements that target individuals based on demographics, geo-location, and consumer insights.

AD Simulation for Page Awareness

Fixed lifetime budget**:** 100 euro.

AD duration: 7 days

Objective: Brand Awareness

Estimated target audience size: 51,000,000+

Estimated results for the proposed budget (100 euro): 8,600 - 35,000

It is recommended to run an AD with this objective at **least 1 per month.**

AD Simulation for Website Traffic

Fixed lifetime budget**:** 70 euro

AD duration: 7 days

Objective: Website Traffic

Estimated target audience size: 51,000,000+

Estimated results for the proposed budget: website clicks: 90 - 240

It is recommended to run an AD with this objective at **least 1 per month.**

VI.9. Social Media Calendar

This is a versatile and editable model mock-up for the Social Media Calendar that can be used across all channels.

To ensure a balanced distribution of content and maintain a clear understanding of our strategic directions and communication objectives, the editorial calendar proves invaluable. It will help to stay on track while fostering a sense of fairness and cohesion throughout the content planning process.
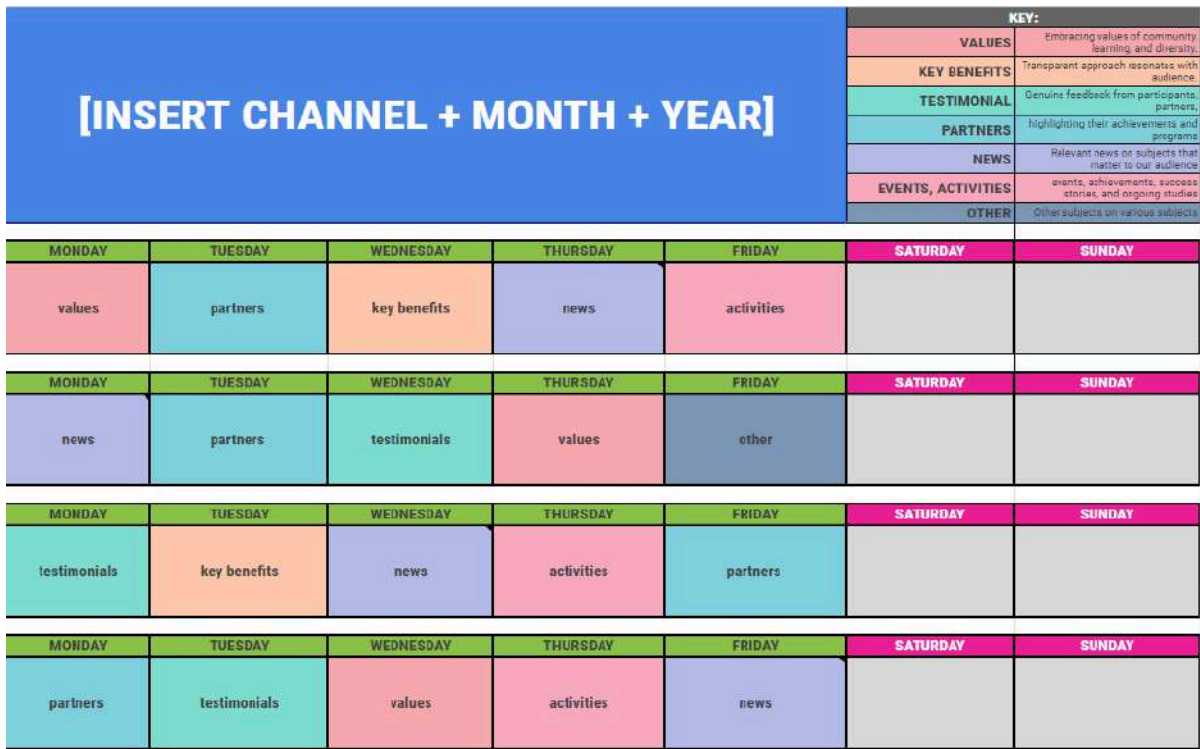
Figure. 20. *Social Media Calendar*

VI.10. Social Media Planner

This Social Media Planner will help all the universities within the alliance to organize, prepare and give feedback to the content to be published.

Figure. 21. *Social Media Planner*

VI.11 10 Days of INGENIUM

The 10 Days of INGENIUM event will take place twice a year. When arriving at the event, each participant will receive a physical goodie bag, containing:

- **Tote bag** - instead of a paper bag, we offer a cloth bag that can be easily reused for a longer period of time.
- **T-shirt.**
- **Notebook** made of recycled paper.
- **Pencil** - Instead of pens, we offer pencils that are more environmentally friendly (without plastic). We offer pencils that, instead of an eraser, have flower seeds that can be planted in the ground with the remaining pencil after use.
- **Drinking bottle** made of glass.
- **Stickers.**
- Card with **OR code.**

Figure. 22. *Sample of promotional item - Bag*

Figure. 23. *Sample of promotional item - Notebook*

Figure. 24. *Sample of promotional item - T-shirt*

Figure. 25. *Sample of promotional item - Pens*

Figure. 26. *Sample of promotional item - Bootle*

Card with OR code

By scanning the QR code, participants will be directed to a landing page on the website.

Figure. 27. *Sample of promotional card with QR-code*

VI.11.1. Dedicated website landing page

The event will have a dedicated landing page on the website where the participants can find

all the needed details:

- about INGENIUM;
- event activities;
- main topics of discussion;
- student and administrative staff agendas;

who are the speakers.

You can find the landing page prototype in **Annex 8.**

Figure. 28. *Sample landing page prototype*

VI.11.2. Media Kit

To provide comprehensive and relevant information about the alliance and the event to members of the media, journalists, and other stakeholders, each university hosting the event will prepare a virtual press kit containing:

- Press release written in a document with the official letterhead;
- INGENIUM General Information;
- Contact details;
- Quotes from leading university;
- Graphic Identity of the INGENIUM;
- Key visual of INGENIUM;
- Photos & Videos taken at the event.

VI.11.3. Leveraging Social Networks for Amplification

Each material will be posted on Instagram, Twitter/X and Linkedin. The Content Strategy is separated in 3 phases: **Teasing, During** and **After the event.**

Phase 1 - Teasing

- **total posts: 5**
- The posts will be created and uploaded before the 10 days of INGENIUM starts, in order to give a glimpse to the audience and create awareness over the event.

Phase 2 - During

- **total posts: 12**
- Universities will provide the materials from live events, in many formats: single images, videos and multiple photos.
- In this phase, there could be more photos shared on Social Media if there are many important materials.

Phase 3 - After

- **total post: 5**
- After the event there will be posts that will sum up everything that happened at 10 days of INGENIUM, special thanks to people who participated, testimonials, quotes and results.

VI.11.4. Social Media Planner

The content to be promoted will be prepared and organized following this planner.

Figure. 29. *Social media planner*

VI.12. Institutional level of communication

Each partner university contributes to the visibility and relevance of INGENIUM by embedding the Alliance's messages within its own institutional communication ecosystem. Rather than duplicating efforts, the approach ensures that INGENIUM's strategic priorities are reflected, contextualised, and amplified through each university's established communication structures.

Central INGENIUM channels — including the website, LinkedIn, Instagram, and newsletter — serve as the main reference point for unified messaging, visual identity, and tone. Partner universities adapt and relay these key messages through their own institutional platforms, tailoring the narrative to their local audiences, languages, and engagement opportunities.

This interaction between central and institutional communication channels creates a dynamic *"local-to-European"* dissemination flow: local actions and success stories enrich the shared Alliance narrative, while central coordination ensures coherence and visibility at

European level. Through this collaborative model, INGENIUM maintains a balance between unity and diversity, ensuring that communication remains authentic, locally anchored, and collectively impactful.

VI.13. Intra-Alliance Communication Methodology

A key element in ensuring coherence and efficiency across INGENIUM's communication ecosystem is the implementation of a shared coordination methodology. This **methodology** — known as the *Intra-Alliance Communication Methodology* — translates the strategic principles of dissemination and communication into a structured, collaborative process, enabling all partners to contribute in a consistent and aligned manner.

The **methodology** provides an operational structure that supports all actors involved in the communication chain — **WP Leaders, IPCs, Communication Officers (C.O.s), and WP10** — in implementing coordinated dissemination actions across the Alliance. By working within this shared methodology, each partner contributes to a collective voice that reflects the richness and diversity of INGENIUM, while maintaining coherence and strategic alignment.

VI.13.1 Communication Scope of INGENIUM Activities

While all INGENIUM activities contribute to the Alliance's mission, the **level at which an activity takes place** — local, regional (inter-institutional), or Alliance-wide — directly influences how it should be communicated and which channels are best suited for dissemination. Not all activities require the same degree of visibility or coordination: a high-profile, cross-partner initiative may call for centralised promotion across INGENIUM channels, whereas a bilateral event may be more effectively covered through targeted local channels with limited amplification on INGENIUM platforms. This rationale helps project leads and activity initiators understand how to assess the communication relevance of an activity, identify the appropriate contact points, and provide the information needed for impactful dissemination.
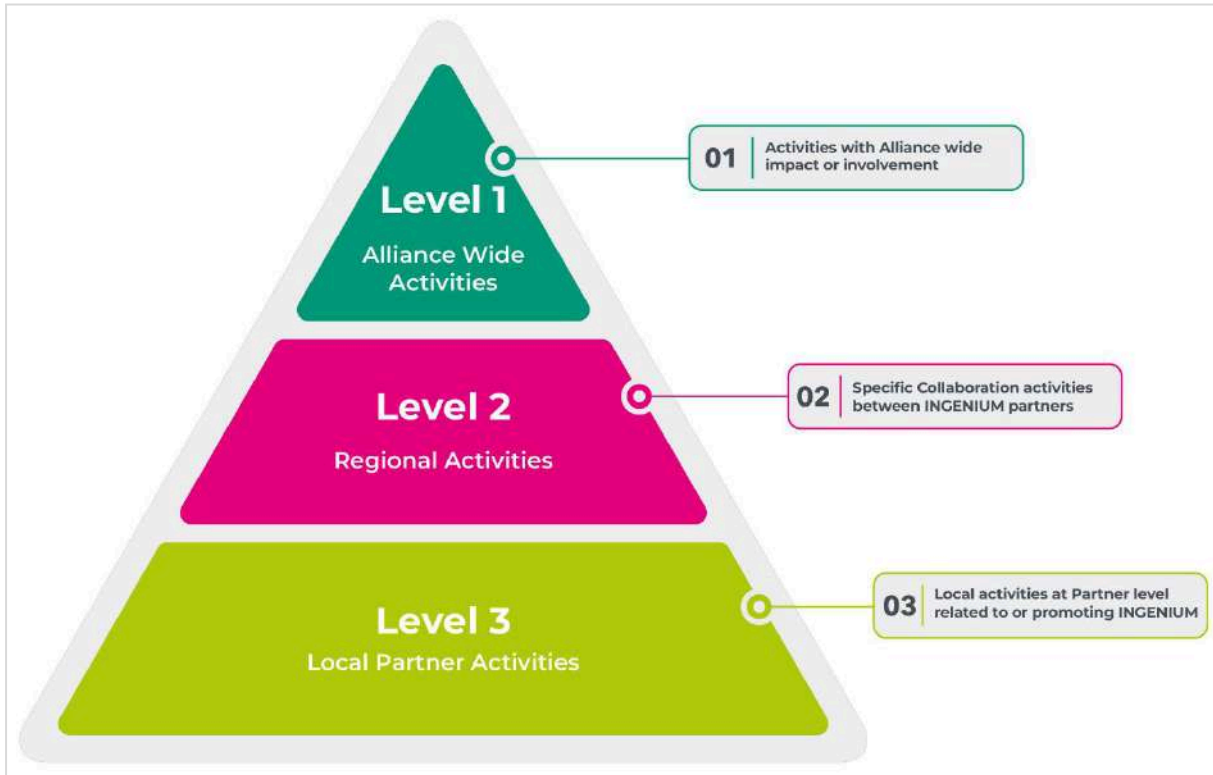
Figure 30. Graphic with Levels of INGENIUM Activities to Be Communicated

Level 1 - Activities with Alliance wide Impact or Involvement
    Specificity: Involves more or all partners;
    Target group: the entire or most of the INGENIUM community; the general public;
    Examples: 10 Days events, Joint projects, Specific target groups calls, alliance-themed events.

Level 2 - Specific Collaboration activities between INGENIUM partners
    Specificity: Involves 2-3 partners;
    Target group: just the local communities of partners involved;
    Examples: Bi-lateral visits, bi-lateral agreements, and projects.

Level 3 - Local activities at Partner level related to or promoting INGENIUM
    Specificity: Involves only one partner;
    Target group: local community, local public
    Examples: Local INGENIUM workshops, presentations, one-site events

VI.13.2 Communication Flow within the Alliance

To ensure consistency, timeliness, and appropriate visibility of INGENIUM activities, clear communication pathways have been established between partners. These pathways define how information moves across institutional and Alliance levels — from initial reporting of

activities to coordinated dissemination on shared channels. The communication flow reflects the distributed nature of INGENIUM's governance, balancing local autonomy with central coordination for key initiatives.
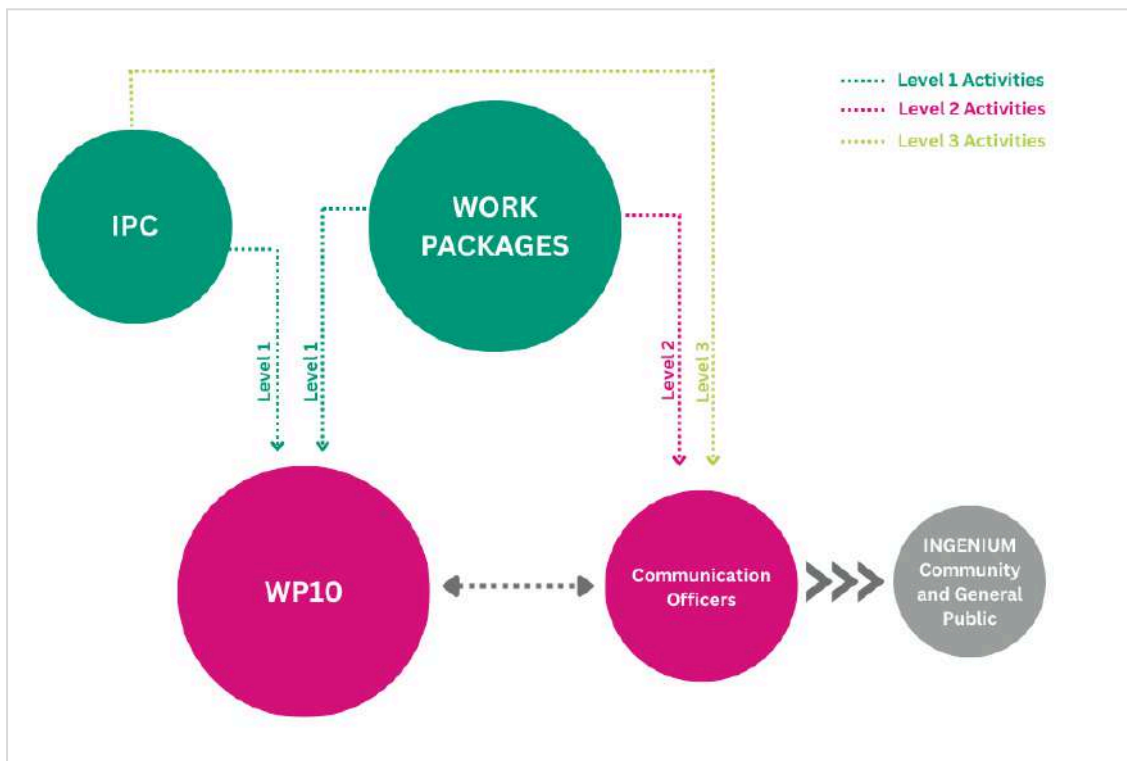
Figure 31. Graphic with Alliance Communication Flow

Effective communication across INGENIUM relies on deliberate planning, timely coordination, and transparent information-sharing between partners. Each phase of this process — from identifying an activity to disseminating its outcomes — contributes to the visibility, credibility, and impact of the Alliance. The methodology offers a clear timeline and structure to guide Work Packages and Communication Officers throughout this cycle, ensuring that all communication actions are accurate, engaging, and aligned with INGENIUM's mission and identity.

A detailed version of the **Intra-Alliance Communication Methodology**, including specific roles, coordination procedures and checklists, is available as an **internal handbook with controlled access**, available upon request to WP10.

By formalising this methodology, INGENIUM strengthens its collaborative governance of communication. The shared approach ensures that dissemination is not only operationally consistent but strategically coherent across all partners. It promotes a culture of transparency, accountability, and joint ownership — reinforcing WP10's role as an enabler of INGENIUM's visibility and long-term impact.

VII. KPIs: Tracking & Monitoring

How do we monitor performance?

Monitoring of communication indicators has been implemented continuously since the start of the INGENIUM project in 2023.

The KPI framework supports the Alliance in assessing communication performance across digital channels and dissemination activities. These KPIs directly support the strategic objectives of visibility, engagement, and outreach established in this document.

The 2025 revision refines certain indicators to ensure stronger relevance, comparability, and interpretability of data. These adjustments strengthen the evidence base for communication impact analysis without changing the overall objectives of visibility, engagement, and outreach.

Rationale for KPI Adjustments

As part of the 2025 revision, several communication KPIs have been refined to ensure that the collected data offers a more accurate and meaningful picture of INGENIUM's communication performance. These updates do not alter the initial dissemination objectives but improve the way results are interpreted and reported across the Alliance's shared communication channels.

While INGENIUM maintains an active presence on Twitter (currently X), the platform is no longer considered a strategic communication channel within the Alliance's dissemination framework. This adjustment reflects the platform's decreasing relevance among INGENIUM's core audiences — students, academics, and institutional stakeholders — and its limited effectiveness in supporting visibility and engagement objectives. Consequently, Twitter/X has been removed from the KPI framework, as maintaining performance indicators for a non-priority platform would not provide a meaningful measure of communication impact.

Communication resources are therefore concentrated on LinkedIn, Instagram, newsletter and the official website, which demonstrate stronger growth, higher interaction rates, and better alignment with the Alliance's communication strategy and European higher education outreach priorities.

For the newsletter, the indicator *Conversion Rate* has been replaced with *Subscriber Growth*. While the newsletter regularly promotes calls, events, and training opportunities, these actions occur through multiple institutional platforms and registration systems. This makes conversion data difficult to aggregate consistently or to interpret at Alliance level. Tracking *Subscriber Growth* instead allows INGENIUM to contextualise *Open Rate* results — providing a clearer sense of audience expansion, stability, and engagement over time.

For Instagram, the previous indicators *Reach* and *Impressions* have been replaced by *Views* and *Interactions*. This adjustment follows current best practices in digital analytics, which increasingly favour engagement-based metrics to reflect how audiences actually consume and respond to content.

Moreover, Meta has begun a gradual roll-out replacing these legacy metrics with *Views* as the primary visibility indicator, further reinforcing the relevance of this change for long-term comparability and compliance with platform standards. Also, *Reach* and *Impressions* only estimate potential exposure, without confirming that content was truly seen or engaged with. By contrast, *Views* measure verified content consumption, while *Interactions* (likes, comments, shares) capture active audience response.

Overall, this revision helps INGENIUM orient its communication analysis toward more meaningful engagement metrics — focusing not only on visibility, but on how effectively the Alliance connects with and activates its audiences.

INGENIUM Website and Newsletter KPIs (Updated Framework):

Channel	Old Metric	KPI (1st year)	KPI (4 years)	New Metric	Annual KPI quota	KPI (4 years)
Website	Unique Visitors	10.000	100.000	Unique Visitors	25.000	100.000
Website	Average time on page	1-2 min	2-3 min	Average time on page	2-3 min	2-3 min
Newsletter	Open rate	10%	30%	Open rate	10%	30%
Newsletter	Conversion rate	1%	4%	Subscriber Growth	500	2000

Table 5. *KPIs aimed to be achieved for the website and newsletter.*

INGENIUM Social Media KPIs (Updated Framework):

Channel	Old Metric	KPI (1st year)	KPI (4 years)	New Metric	Annual KPI quota	KPI (4 years)
Instagram	Reach	225.000	900.000	Views	100.000	200.000[1]
Instagram	Followers Growth	500	2000	Followers Growth	500	2000
Instagram	Impressions	250.000	1.000.000	Interactions	10.000	20.000[2]
Twitter/X	Reach	60.000	240.000	N/A	N/A	N/A
Twitter/X	Followers Growth	200	800	N/A	N/A	N/A

[1] This indicator was introduced in 2025. Its cumulative targets refer to the remaining two years of the project (2025–2026), not to the full four-year duration.

[2] Ibidem 1.

Youtube	Subscribers	150	600	Subscribers	150	600
Youtube	Total video views	1.000	4.000	Total video views	1.000	4.000
LinkedIn	Reach	60.000	240.000	Impressions	60.000	240.000
LinkedIn	Followers Growth	500	2.000	Followers Growth	500	2.000

Table 6. KPIs aimed to be achieved for Social Media.

Conclusion

The INGENIUM Dissemination and Communication Strategy plays a central role in translating the Alliance's mission into visibility, engagement, and tangible impact. It serves as both a communication framework and a strategic instrument, ensuring that INGENIUM's activities and achievements are effectively shared across institutional, regional, and European levels.

By integrating clear coordination mechanisms and measurable performance indicators, the strategy fosters coherence, accountability, and collaboration among all partners. It ensures that dissemination efforts are not only aligned with INGENIUM's overarching goals, but also supported by data-driven insights that enable continuous improvement and evidence-based decision-making.

The focus on strategic channels — website, newsletter, LinkedIn, and Instagram — reflects a balanced approach between reach and relevance. These central platforms work in close interaction with the communication strategies of partner universities, ensuring that INGENIUM's core messages are locally adapted, contextualised, and amplified. The "local-to-European" dissemination logic anchors the Alliance's visibility within institutional structures while maintaining coherence across all alliance-level platforms. These channels are also complemented by the INGENIUM Brand Style Guide which provides a unified, recognisable, and professional presence across all communication outputs, reinforcing the Alliance's European identity and reputation.

Strong communication within INGENIUM is grounded in anticipation, collaboration, and shared purpose. When information circulates effectively between partners, activities gain meaning and resonance, amplifying the collective visibility and impact of the Alliance.

Ultimately, this strategy embodies INGENIUM's commitment to transparency, engagement, and sustainability. It positions the Alliance as a cohesive and forward-looking European University — one that communicates not only to inform, but to connect, inspire, and build lasting value across the European Higher Education landscape.

Annexes

Annex 1

Specific persona profiles to the University of Oviedo (UNIOVI - ES)

THE STUDENT - Ana

Age: 20

Gender: Female

Personality: Curious, ambitious, sociable.

Country of origin: Spain (mostly Asturias), but also other countries through the Erasmus program.

BIO: Ana is a second-year student of Psychology at the University of Oviedo. She lives in a shared flat near the campus with two other students. She enjoys learning about human behaviour and mental processes, and she hopes to become a clinical psychologist in the future. She attends classes every morning and studies in the library or at home in the afternoon. She likes to participate in group projects and discussions with her classmates and professors. She also takes part in some extracurricular activities, such as volunteering for a local NGO that helps people with mental health problems. She loves nature and outdoor sports, and she often goes to the mountains or the coast with her friends. She also likes to travel and discover new cultures, and she plans to apply for an Erasmus exchange program next year.

MOTIVATION: Ana likes to do things that challenge her intellectually and emotionally. She is motivated by her passion for psychology and her desire to help others. She wants to achieve her academic goals and gain practical experience in her field. She also would like to have fun and enjoy her student life. She likes to meet new people and make friends from different backgrounds and countries. She is interested in learning new languages and skills that can enrich her personal and professional development.

GOALS & NEEDS: Ana's main goals are to complete her degree in Psychology with good grades, to gain practical experience in her field of interest, and to broaden her horizons by learning from other cultures and languages thanks to INGENIUM.

CHALLENGES: Coping with the academic workload and pressure, balancing her studies with her leisure activities and social life, finding suitable internships or placements that match her expectations and interests, overcoming language barriers and cultural differences when travelling abroad.

THE PROFESSOR & THE RESEARCHER - José

Age: 55

Gender: Male

Personality: Intelligent, creative, dedicated.

Country of origin: Spain

BIO: José is a full professor of Biochemistry and Molecular Biology at the University of Oviedo. He leads a research group that focuses on the molecular mechanisms of ageing and cancer. He has published more than 500 papers in prestigious journals and has received numerous awards and recognitions for his scientific contributions. He teaches undergraduate and graduate courses, and supervises several PhD students and postdoctoral fellows in his lab. He is involved in several national and international collaborations and networks with other researchers and institutions.

MOTIVATION: José likes to do things that advance the understanding of life and health. He is motivated by his curiosity and his desire to solve challenging problems. He wants to achieve excellence in his research and teaching activities, and to make an impact on society through his discoveries. He also would like to inspire and mentor the next generation of scientists. He likes to travel and attend scientific conferences and meetings, where he can exchange ideas and learn from other experts. He also likes to spend time with his family and friends, and to enjoy the cultural and natural attractions of Asturias.

GOALS & NEEDS: José wants to achieve a high-quality research and teaching career that allows him to contribute to the advancement of science and society. He expects INGENIUM University to offer him a stimulating and supportive environment that fosters his creativity and productivity. He also expects INGENIUM University to provide him with adequate resources, facilities, funding, recognition and opportunities for his research and teaching projects.

CHALLENGES: Coping with the increasing competition and pressure in the academic world, balancing his research and teaching duties with his personal life, finding novel and relevant research topics that attract funding and attention, and overcoming technical and ethical difficulties in his experiments.

ADMINISTRATIVE STAFF - María

Age: 40

Gender: Female

Personality: Organized, efficient, helpful.

Country of origin: Spain

BIO: María is an administrative assistant at the Department of Sociology of the University of Oviedo. She has been working at the university for 15 years, and she knows well the procedures and regulations of the institution. She is responsible for managing the administrative tasks of the department, such as processing enrolments, transcripts, certificates, grants, contracts, etc. She also provides support and information to the students, professors and researchers of the department. She works from Monday to Friday, from 9:00 to 14:00.

MOTIVATION: María likes to do things that facilitate the functioning and development of the university. She is motivated by her sense of duty and her desire to help others. She wants to

achieve a high-quality service and a good reputation for her department and the university. She also would like to improve her skills and knowledge and to have a stable and rewarding career.

GOALS & NEEDS: María would like to achieve a high-quality administrative service that meets the needs and expectations of the students, professors and researchers of the university. She expects INGENIUM University to offer her adequate resources, facilities, training, recognition and opportunities for her career development.

CHALLENGES: Coping with the increasing workload and pressure in the administrative service, balancing her work duties with her personal life, adapting to the changing rules and requirements of the university and the society, overcoming technical and communication difficulties in her tasks, dealing with possible complaints or conflicts with other staff or members of the university, and keeping up with the new technologies and skills that are demanded in her field.

Specific persona profiles to the Medical University of Sofia (MUS - BG)

THE STUDENT - Lyudmila Borisova

Age: 24

Gender: Female

Personality: Open-minded

Marital status: Unmarried

Country of origin: Bulgaria

BIO: Lyudmila Borisova is a medical student at the Faculty of Medicine at the Medical University - Sofia. She is a 20–26-year-old, ambitious and active young woman. Her day-to-day activities are focused on attending lectures, studying and spending time with friends. Her aspirations are related to the choice of specialization and a place and field where she will develop her future career.

MOTIVATION: In the little time left between lectures and exams, Ludmila enjoys hiking in the mountains, travelling around the country and meeting friends.

GOALS & NEEDS: INGENIUM University is a new space for acquiring new skills, different from those offered by Medical University - Sofia. As a future young doctor who has not yet decided in which country she will specialize, Lyudmila uses her time at university to gain knowledge and skills that will be useful in her future career and help expand her professional path.

CHALLENGES: The specific medical environment; Language barrier; Intercultural environment; Presentation skills.

THE PROFESSOR & THE RESEARCHER - Prof. Maria Doichinova, DSc

Age: 55

Gender: Female

Personality: Closed-off

Marital status: Married

Children: 2

Country of origin: Bulgaria

BIO: Our professor's working day is extremely busy and dynamic. It is distributed between lectures and work with students, clinical practice and conducting various researches and specific scientific work.

MOTIVATION: International diversity is just as important as diversity of discipline when it comes to scientific research. It's almost gone a team to work only at the national level, although sometimes it is about applied scientific research of national importance. The methods are global and the exchange of opinions and experience is essential. Working in international teams broadens one's horizons and enriches scientific culture.

GOALS & NEEDS: Meeting international students is a daily occurrence in our academic community. But communicating with non-medical students from other European countries is a challenge that rarely happens. The exchange of experience between colleagues from universities outside Bulgaria is an opportunity that our professors value.

CHALLENGES: Language barrier; Intercultural environment; Digital skills; Communication skills.

ADMINISTRATIVE STAFF - Simeon Manolov

Age: 42

Gender: Male

Personality: Work dedicated

Job (if the case): Head of department

Marital status: Married

Children: 2

Country of origin: Bulgaria

BIO: The work at Medical University - Sofia is related to the administration of various activities in the rector's office and communication between the units of the university - four faculties, a medical college and a branch in another city. The working day starts at 08:00 a.m. and continues until 4:30 p.m.

MOTIVATION: The work is dynamic, often one person is responsible for several activities. Time for social contacts is limited by family commitments and the working day. Professional

experience includes communication with colleagues from other universities, but very rarely with those outside the country.

GOALS & NEEDS: Meeting colleagues from different countries, exchanging ideas and experiences is an invaluable opportunity offered by INGENIUM European University. Different campuses and the way work is organized in them will give employees different insight and ideas on how to apply that in their work. Digitalization process and the introduction of green solutions are also an approach that is still being introduced in our country and for which there is much to learn.

CHALLENGES: Language barrier; Intercultural environment; Digital skills; Presentation skills; Communication skills.

Specific persona profiles to the University of Crete (UoC - EL)

THE STUDENT

BIO:

- Students at two different Campuses (Rethymnon & Heraklio);
- 16 Departments and 17 undergraduate programs;
- Most Students are fully engaged in their undergraduate studies;
- Total undergraduate students : 20.672;
- Enrolled master students: 2.226;
- Enrolled doctoral students: 1.231.

GOALS & NEEDS:

- Career Opportunities through INGENIUM;
- Opportunities for collaboration with INGENIUM students and INGENIUM institutions;
- Represent their University in Local, national, European Bodies.

CHALLENGES:

- Information for Programmes;
- Lack of Motivation.

THE PROFESSOR & THE RESEARCHER

BIO:

- UoC has 471 Faculty members (from which 158 are Women);
- UoC has 164 Special educational Staff (from which half are women);
- UoC faculty members are actively involved in 897 Projects(Research, academics, national & European).

GOALS & NEEDS:

- Opportunities for Collaboration with INGENIUM Institutions;
- Opportunities for funded Projects that promote Research and Educational Goals;

- Promote UoC's reputation nationally and globally;
- Promote good practices implemented in UoC and learn from the other universities.

ADMINISTRATIVE STAFF

BIO:

- UoC has 266 permanent administrative staff;
- UoC has 70 external (non-permanent) administrative staff.

GOALS & NEEDS:

- Opportunities for getting familiar with new procedures /good practices;
- Opportunity for Staff mobility.

CHALLENGES:

- Proportion of work per administrative staff;
- Not enough information for mobility ;
- Language barriers.

Specific persona profiles to the Karlsruhe University of Applied Sciences (HKA - DE)

THE STUDENT - Youssuf Moire

Age: 21

Gender: Male

Personality: Hard-working, sociable

Job (if the case): Part time as a student worker

Marital status: Single

Children: None

Country of origin: German with a migratory background (his parents migrated to Germany).

BIO: "I really enjoy my studies, but I also have to get organised and plan it well. For this purpose, the university offers some services, programmes and events that help me plan a semester abroad, the practical study semester or the transition to professional life. I also want to come and find out about programmes on the homepage that I wouldn't have heard about otherwise, and that can give me new impulses."

MOTIVATION: Youssuf is the first person in his family to go to university, so he does have a lot of pressure to perform well and prove himself in an educational surrounding that is not known to his parents. He is very interested in the field of electrical engineering and likes to

experiment in the lab and try out new things. His objective is to help find practical solutions to current challenges.

GOALS & NEEDS: Youssuf wants to be able to try out new technologies and learn about new findings from different perspectives than at his home university. He also likes challenges and discovers new ways to approach them.

CHALLENGES: He is the first person in his family to go to university. There is an expectation for him to finish his studies and not "waste" any time. He also holds down a part-time job in a local electrical engineering company.

THE PROFESSOR & THE RESEARCHER - Larissa Zahn

Age: 43

Gender: Female

Personality: Diligent, professional, keeps personal life to herself.

Job (if the case): professor and researcher.

Marital status: not disclosed

Children: not disclosed

Country of origin: Germany

BIO: "I saw the job advertisement for the professorship "Civil Engineering" in DIE ZEIT [German Newspaper]. I currently live in Hamburg and am not sure if I want to move to Karlsruhe professionally. I would like to get a quick overview of the activities at the university, which mission statement the university embodies and what the working atmosphere is like. For me, the key figures (third-party funding for teaching/research) are also meaningful. I would like to know if there are research colleagues in my field or even an institute that I can join. Support services, e.g. in research funding, would be a plus for the university."

MOTIVATION: Avid cyclist and climate activist. She wants to motivate students to change the infrastructure in cities to address climate change issues. She also would like to engage in meaningful research activities. Furthermore, she likes the outdoors and travelling to remote places to go hiking.

GOALS & NEEDS: To exchange best practices and learn from different perspectives how to address climate challenges in the classroom. She is also looking to apply for research grants with an international research group, which she hopes to meet through the INGENIUM Network.

CHALLENGES: She needs to find a way to get those international activities accounted for within her own department. International projects with students are usually to be done "on top" of the semester teaching load. Additional administrative issues.

ADMINISTRATIVE STAFF - Pia Nguyen

Age: 38

Gender: Female

Personality: Friendly, interested, sociable.

Job (if the case): Faculty manager

Marital status: Unknown

Children: 2

Country of origin: Germany with a migratory background.

BIO: "I have been employed as faculty manager at the Faculty of Computer Science and Information Systems for two years. I like to think outside the box and find it very exciting what topics are being worked on at the university. I would like to find out about news and events regularly and thus also network better with colleagues from other faculties/institutions. Furthermore, I could imagine contributing my expertise in higher education management in cross-university projects."

MOTIVATION: She spent a few years at home, taking care of her small kinds. Before that, she was a postdoctoral student doing research in biology. She did not see a future in research and switched over to the management side of work at the university to use her expertise and have a stable position. This helps her balance personal life and work.

GOALS & NEEDS: She wants to learn from the partner schools how they manage faculties with processes, digitisation, QA etc. She hopes to get to spend time with colleagues from different countries, learning from each other.

CHALLENGES: She is not very comfortable speaking English in a professional setting, but willing to learn. Physical disability makes travelling more difficult and advance planning more important for her.

Julia Peters (18), pupil/student interested in a bachelor's degree

"I have just finished my university entrance qualification or am about to do so and would now like to study - preferably in a more applied setting. I don't know exactly what suits me yet, but I'm in the process of finding out. I use my mobile phone a lot for social contacts and for quick information about what's going on. I'd also like to possibly have a look at the university on site and wonder what opportunities there are for that."

- **Address:** informal in teasers, slightly more formal in full texts.
- **Tonality:** relaxed, companionable, emotional.
- **Complexity:** low.

Saskia Schmidt (22), prospective Master's student

"I am currently in the process of obtaining a Bachelor's degree at another university. Now I'm trying to decide what to do next. The university does very well in rankings and Karlsruhe also has a lot to offer as an IT location with a good infrastructure and high recreational value. I would like to find out more about the Master's programme and the specific course content and specialisation options in my desired subject."

- **Address:** formal.
- **Tonality:** relaxed, informative, emotional.
- **Complexity:** medium.

Youssuf Moire (21), student

"I really enjoy my studies, but I also have to get organised and plan it well. For this purpose, the university offers some services, programmes and events that help me plan a semester abroad, the practical study semester or the transition to professional life. I also want to come find out about programmes on the homepage that I wouldn't have heard about otherwise, and that can give me new impulses."

- **Address:** formal.
- **Tonality:** clear, informative, rational.
- **Complexity:** medium.

Sascha Gerling (32), Mechanical Engineer, Company X

"I have been working at X for seven years now and know my field well. In recent years, however, so much has happened technically in the industry that I am now thinking about continuous education. At the moment I'm comparing the offers at different universities. In doing so, I want to find and compare the most important information quickly."

- **Address:** formal.
- **Tonality:** informative, professional.
- **Complexity:** medium.

Prof. Dr. Bernd Sauer (57), Forschung Universität X

"I heard a talk by Prof. X from Karlsruhe University of Applied Sciences at a conference and made initial contact on the spot after the talk. I have a project idea for which Prof. X would be a potentially good project partner. I would like to find out more about Prof. X, his research activities and his research institute via the website. Thematically related colleagues of Prof. X also interest me as a possible extension of the current project idea."

- **Address:** formal.
- **Tonality:** informative, professional, intellectual.

- **Complexity:** high.

Petra Ullwig (49), HR Manager, Company X

"We have been desperately looking for graduates from the field of X for quite some time. I would generally like to know what opportunities the university offers to get into personal contact with students from the X degree programme. We are particularly interested in smaller events with students where we can establish and maintain direct contact. When it comes to promoting talent, we also seek dialogue with the university in order to develop joint strategies to motivate students for technical studies and thus cover the company's need for young talent in the long term. In order to retain our employees as an attractive employer, we are also looking for attractive training opportunities. I want to be able to get an overview quickly and easily."

- **Address:** formal.
- **Tonality:** informative, professional.
- **Complexity:** high.

Katharina Schreiber (43), secondary school physics teacher

"I've heard that there are programmes at universities of applied sciences specifically for pupils/students that offer science lessons in the form of laboratory experiments or advice on studying. I would be interested to know whether HKA also offers such programmes and whether these can be integrated into the lessons. I would like to suggest this to my students. However, I don't know the type of university from my educational biography. I would therefore like to get to know the universities of applied sciences better myself, so that I can advise my students even better on which degree programme would be suitable for them."

- **Address:** formal.
- **Tonality:** informative, professional.
- **Complexity:** medium.

Thomas Knapp (48), father

"My son will get his university entrance qualification next year and has difficulties finding information about university degrees. I want to help him find the right course of study and also need to motivate him a little to look into the subject. Therefore, I want to get a rough idea about the possibilities. The financial aspects also play a role for me. It is important to me that my son receives a sound university education that will open up good career opportunities for him later. As they say here: he should learn something decent."

- **Address:** formal.
- **Tonality:** clear, informative, emotional.
- **Complexity:** medium.

José Fernandez (34), staff member at the International Office of the Universidad Bilbao

"At a professional congress, a colleague from Madrid told me that the university has a similar range of courses to ours in terms of subject matter. I would like to take a closer look at the relevant degree programmes and find a contact person for a possible university cooperation."

- **Address:** formal.
- **Tonality:** informative, professional.
- **Complexity:** high.

Larissa Zahn (43), prospective professor

"I saw the job advertisement for the professorship "Civil Engineering" in DIE ZEIT [German Newspaper]. I currently live in Hamburg and am not sure if I want to move to Karlsruhe professionally. I would therefore like to get a quick overview on the website of the activities at the university, which mission statement the university embodies and what the working atmosphere is like. For me, the key figures (third-party funding for teaching/research) are also meaningful. I would like to know if there are research colleagues in my field or even an institute that I can join. Support services, e.g. in research funding, would be a plus for the university.

- **Address:** formal.
- **Tonality:** informative, professional, emotional.
- **Complexity:** high.

Klaus-Dieter Bachmann (48), alumnus

"I graduated from the then University of Applied Sciences 22 years ago in mechanical engineering. I'm still interested today in what's going on at my alma mater. I am very attached to it and grateful for the foundation it laid. Therefore, I would like to give something back to her. From my professional life, I have a large network with many medium-sized business personalities. I am happy to make this available to the university and could also imagine supporting student projects financially."

- **Address:** formal.
- **Tonality:** informative, emotional.
- **Complexity:** medium.

Alexa Schubert (26), academic assistant

"I have been employed as an academic assistant at the Faculty of Computer Science and Information Systems for two months. I like to think outside the box and find it very exciting what topics are being worked on at the university. I would like to find out about news and events on a regular basis and thus also network better with colleagues from other faculties/institutions. I could imagine contributing my expertise in database systems and security to cross-university projects."

- **Address:** formal.
- **Tonality:** informative, professional, emotional.
- **Complexity:** high.

Specific persona profiles to the South-Eastern Finland University of Applied Sciences (XMKA - FI)

THE STUDENT 1 - Combining family, work and studies

Age: 37

Gender: Non-binary

Job (if the case): Working

Marital status: In relationship

Children: Yes

Country of origin: Finland

BIO: Student's first year of college is getting to an end. Studies have been completed remotely. Student balances between studies, work and family life.

MOTIVATION: They went to study to pursue a new course in their career, and career opportunities were important during the course of the studies. In the studies, networking and new learning as well as the practical application of the learning is important for them.

GOALS & NEEDS: During the studies they have been able to tackle challenges with the encouragement of the study network, reminding of trusting in their own abilities and making choices suitable for their own life situation. Good enough is good enough.

CHALLENGES: In spite of studies, work and careful family planning, student challenges the adequacy of time, especially if the tasks and deadlines of the courses are not clear.

STUDY AND PROGRESS: It is important to know the content of the curriculum and the different study options, learning environments and the basics of the use of different systems. Student wants all possible information immediately after receiving a study place and at the beginning, as precise information as possible. In the planning of studies, it is important for them to know the possibilities of a personal study path, the different support options and the necessary guidance and support services.

DEVELOPMENT OF SKILLS AND CAREER PLANNING: Student likes the practical proximity of studies and likes to try the learning in the practical environment, and the content of the studies must be transferable to the working environment of modern life. Learning from others and creating contacts and networks is important in the studies. Student wants to stay on the edge of time and update skills whenever possible; continuous learning is important.

PROSPERITY AND ABILITY TO STUDY: Student believes that the balance between everyday life, work, hobbies and studies is important in well-being and learning. Realistic goals,

planning and planning for the use of time support balancing and the timely completion of study assignments, or preferably a little early. Networking, asking and asking for help will also increase your ability to study.

THE STUDENT 2 -Young and enthusiastic

Age: 22

Gender: Non-binary

Personality: Young and enthusiastic

Job (if the case): Full-time student

Marital status: not known

Children: No

Country of origin: Finland

BIO: Student is studying at Xamk for an BA degree. They ended up as a graduate student through their pathology studies. In studies, it is important to feel, get excited and open up to a new one. The student is easily absorbed in study assignments and projects, so taking care of their own resources may be forgotten. Student also recognize that they don't trust their own expertise enough, even if they receive good feedback from teachers and students.

MOTIVATION: In the selection of studies, a student's most important choice of occupation was in accordance with their own interests and values.

GOALS & NEEDS: The aim is to find employment in an area of interest. The workplace must be flexible and inspiring. The workload must be suitable and manageable.

CHALLENGES: During the studies, the student have been able to tackle challenges with the support of network and student community and by participating in various events and projects.

STUDY AND PROGRESS: From the point of view of the progress of studies, it is important for the student to have learning environments, systems, schedules, content, dates and practical matters, the prerequisites for studying, and personal discussions on the planning of studies and careers.

DEVELOPMENT OF SKILLS AND CAREER PLANNING: At the beginning of the studies, it is important to set targets for the development of one's own skills and for the career of the future. To achieve these goals, self-activity is essential. Competence should be examined and evaluated during studies using self-assessment, but the feedback of others is also important. Participation in projects and development tasks during studies supports career planning and competence development. The studies must offer opportunities to participate in various development tasks.

PROSPERITY AND ABILITY TO STUDY: According to the student, sufficient rest and recovery, openness to new things and reflection, as well as a balance between workload and

functional ability are important in well-being and learning ability. Studying in a group and helping others whenever possible enhances the well-being of the student.

THE PROFESSOR - Pedagogical expert

Age: 50

BIO: Person is a very experienced professor and is very excited about their work. They do a lot for students and are very dedicated to their work. They want to develop their field in cooperation with colleagues, partners and students.

MOTIVATION: They want to cooperate with their international colleagues and develop studies or even course units together. They are also interested in co-teaching.

GOALS & NEEDS: They want to grow their expertise with international colleagues and share new info with their students.

CHALLENGES: Persona might have difficulties in separating work from free time. They are also struggling to find international colleagues to work with.

THE RESEARCHER - Multidisciplinary innovator

Age: 29

Gender: Female

Personality: Enthusiastic

Job (if the case): RDI expert

Marital status: Cohabitation

Children: 2

Country of origin: Finland

BIO: Has multiple degrees, since she has been studying almost her entire life. She is now a doctoral researcher in the university, hoping to graduate soon, but working at the same time has been a challenge. Until this day, she has been working with RDI projects combining research and development activities, but nowadays is more keen on research.

MOTIVATION: The researcher is motivated through learning, developing new ideas and methods, as well as networking. On one hand, wants to get something done in practice, on the other hand, wants to have merits as a researcher in international networks. It is highly interested in disseminating research-based knowledge to different audiences.

GOALS & NEEDS: Wants to connect and co-operate with other researchers also in multidisciplinary context. It is eager to learn new research methods and develop connections between research, RDI- and teaching activities.

CHALLENGES: Enthusiasm vs. common sense! Takes too many tasks at once. Having no pedagogical training, needs help in formulating scientific and/or RDI-based texts into

learning materials. Needs help in communication, especially in popularizing scientific knowledge. Having difficulties finding colleagues in an international context.

ADMINISTRATIVE STAFF - World changer

Age:

Gender: 40

Country of origin: Finland

BIO: Person is very active in their own community at work and in their free time. They are not afraid of telling their opinions. They want to have a job that inspires them and offers challenges. They are interested in planning their own work, work should be flexible. They value a good atmosphere and equality at work.

MOTIVATION: Person wants to make a difference and change the world. Even though the tasks might be small at times, they want to see the change and the world getting better.

GOALS & NEEDS: Person is looking for new experiences and international cooperation. They want to be inspired and able to learn new things and grow their expertise.

CHALLENGES: At times the person might feel that they are giving a lot of themselves but not getting as much back. They want their work to be meaningful.

Specific persona profiles to the University "G. d'Annunzio" of Chieti – Pescara (Ud'A - IT)

THE STUDENT - MARTINA BIANCHI

Age: 21

Personality: She is a people person. She likes spending time with friends and sharing her knowledge with people who share her interests, and especially her passion.

Job (if the case): Full-time student, with occasional professional experience when she does not have to attend lectures.

Marital status: Unmarried

Children: None

Country of origin: Italian

BIO: Martina is from Abruzzo, and so she has to commute every day to reach the campus and attend classes. She is passionate about contemporary art, which is why she is an undergraduate student in Cultural Heritage. Martina enjoys visiting museums and exhibitions and often organizes trips to local churches and other sites with her fellow

students. She is as a volunteer for the project "Aperti per Voi", collaborating as a guide for the Italian Touring Club.

MOTIVATION: Martina's dream is to work in a museum. She would like to be a curator, organize exhibitions and find new talents. This is why she has decided to take a BA in Cultural Heritage, and she would love to take a master's degree abroad to find out more about European art trends.

GOALS & NEEDS: Studying at INGENIUM University will give Martina a chance to explore new art forms and expressions. She knows that contemporary art responds to both local and cosmopolitan stimuli. She will incredibly benefit from INGENIUM University, developing skills that she will profitably apply back at home or elsewhere in Europe after graduating.

CHALLENGES: Martina collaborates for the Italian Touring Club: this enables her to follow her passion and get some relevant hands-on experience. She gets part-time jobs in the summer. She knows that she will have to improve her language skills (in English, and possibly in another language) and apply for funding schemes in order to take a mobility programme.

THE PROFESSOR & THE RESEARCHER - LUISA ROSSI

Age: 56

Personality: determined, and especially good at time management. This is a skill she learned as a commuter. The need to divide her time between the lab and the classroom has also been instrumental in developing effective skills.

Job (if the case): Full Professor of Clinical Microbiology

Marital status: Married

Children: 2 daughters

Country of origin: Italian

BIO: Luisa is Full Professor at the Department of Innovative Technologies in Medicine and Dentistry. She is from Rome and joined Ud'A twelve years ago. On the weekend she goes back home to spend time with her family – her husband, her two daughters, and her three grandchildren. When she is in Chieti, she is busy with her research in the lab, and always tries to share her work and results with her students. She believes that teaching and research are closely interrelated.

MOTIVATION: Luisa studied in Rome and has had the chance to be a visiting professor in Europe and in the USA. Her experience abroad contributes to her research at Ud'A considerably. She strongly believes that research cannot be restricted by national barriers. Her work benefits from both local support and the international groups that she is part of.

GOALS & NEEDS: Luisa's research is part of a network that involves colleagues from several countries, both in Europe and in other countries. She is eager to share her expertise and skills with colleagues abroad, as well as to learn from them.

CHALLENGES: Luisa's teaching activity represents a barrier to mobility during the semesters when her schedule is particularly busy. INGENIUM University will enable her to share her expertise with students abroad, and to learn from colleagues working at partner universities.

ADMINISTRATIVE STAFF - FRANCESCO VERDI

Age: 42

Personality: Goal-oriented. His determination helps him organize his schedule effectively. He also likes spending quality time with his wife and his son.

Job (if the case): Department staff, he helps to organize didactics, with a focus on the academic schedule.

Marital status: Married

Children: One son, Simone

Country of origin: Italian

BIO: Francesco works in the Department of Economics, where he helps organize didactic activities – classes, exams, and other events for students. He has a busy schedule, and once a week, he works from home. He is a career-oriented person, and this flexibility enables him to better organize his schedule and follow his passions.

MOTIVATION: When he has some time off work, Francesco likes spending time with his family, playing the guitar with his son Marco and going for a walk in the Parks of Abruzzo with his dog. He is a determined person. He runs marathons, and he is an objective-oriented person. He is able to set himself attainable goals, and this attitude that shapes his leisure time as well as his day-to-day activities at university.

GOALS & NEEDS: Having clear, attainable objectives is crucial for Francesco. He is a goal-oriented person in his professional and personal life, and objectives help him organize his daily activities. INGENIUM will enable him to put his organizational skills to the test, and face new challenges maintaining his career plans. He will experience a new educational scenario and acquire skills that will facilitate his work in Italy.

CHALLENGES: Francesco would love to face new professional challenges and see what the university system is like in other European countries. He speaks Italian and French, and he is currently taking an English course to be able to interact in a multicultural work context.

Specific persona profiles to the Munster Technological University (MTU - IE)

THE STUDENT 1 - Michael, 19

Age: 19

Gender: Male

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the European Union

Personality: INTP – The Architect

Job (if the case): Student

Marital status: Single

Children: None

Country of origin: Ireland

BIO: An Engineering student balancing lectures, group projects, and studying, an undergraduate student engages in campus life, networking, and personal development pursuits. Lectures start at 10am (GMT) normally, usually has around 40 hours of weekly workload (lectures, labs and study). Part-time job over the weekend.

MOTIVATION: Driven by a desire to obtain a well paying and rewarding occupation. Very interested in his area of endeavour and challenging problems. Any activity that is seen to improve career prospects is positive.

GOALS & NEEDS:

- Employability Advancement.
- To enrich his own prospects and bring this back to MTU.

CHALLENGES:

- Summer Job(s);
- Part-time Job(s).

THE STUDENT 2 - Clare, 21

Age: 21

Gender: Female

Personality: ESTP – The Dynamo

Job (if the case): Student

Marital status: Single

Children: 0

Country of origin: Ireland

BIO: A business student, high achiever and dynamic with a strong desire to broaden horizons. Go getter attitude and a desire to work with people. Has received awards for both driving and participating in student activities.

MOTIVATION: Involved in a wide range of activities outside her programme – has a strong desire to impact people positively. Hopes to set up her own business at some point and enjoys interacting with a wide range of people.

GOALS & NEEDS:

- Broaden her horizon and understand other cultures;
- Engaging workshops and discussions.

CHALLENGES: Has many existing obligations from her other activities.

THE STUDENT 3 - Tabinda, 29

Age: 29

Gender: Female

Personality: INTP – The Architect

Job (if the case): PhD Candidate

Marital status: Single

Children: 0

Country of origin: Pakistan

BIO: A non-EU national who achieved in the top 1% of undergraduate students within her origin country. A typical day involves reading papers, developing current work elements and preparing for an upcoming conference/paper submission. Meets supervisor weekly and tutors' undergraduate students. Technically brilliant but shy.

MOTIVATION: Looking to become involved in EU funding calls and projects. Seeking to expand the academic network and learn clear transversal skills. Hobbies are passive in nature – walking, cycling, painting.

GOALS & NEEDS:

- Expanded research network and collaborator list;
- Networking events and research themed workshops.

CHALLENGES: Time and structured events.

THE PROFESSOR & THE RESEARCHER - Ignacio, 39

Age: 39

Gender: Male

Personality: ENFJ – The Teacher

Job (if the case): Lecturer

Marital status: Married

Children: 0

Country of origin: Spain

BIO: Young professor and former postdoctoral researcher. It is an early-stage researcher, very passionate about both his topic area and teaching. The work cycle reflects the academic cycle. He deeply cares about his students and their educational journey.

GOALS & NEEDS:

- Increase his teaching and research network, learn about the alliance, and make long-term connections.
- Collaborative events, the capacity to connect to others, mobility facilitation.

CHALLENGES: Current teaching load and size of research network.

ADMINISTRATIVE STAFF - Brian, 43

Age: 43

Gender: Male

Personality: ISTJ – The Inspector

Job (if the case): Admissions Officer

Marital status: Married

Children: 2

Country of origin: Ireland

BIO: An Economist by trade, Brian manages part of the admissions process in the university. His daily activities include managing a great many individual issues. He is highly contentious and prides himself on his attention to detail.

MOTIVATION: His primary motivation is doing a good job and having things in order, so the students are all well served. He is quite outgoing outside his post, with a range of varied interests from his life before his current role.

GOALS & NEEDS:

- To understand how he can adopt his role to incorporate new requirements.
- Guidance and policy on what to do, engagement during the process.

CHALLENGES: Current workload.

Specific persona profiles to the University of Rouen-Normandy (UR - FR)

THE STUDENT - Marie Durand

Age: 20

Gender: Female

Job (if the case): Student job at the library

Marital status: No

Children: No

Country of origin: France

BIO: Marie is in her second year of a Biology Bachelor's degree. She lives with her parents in Rouen.

MOTIVATION: Marie would like to do a Master's degree and join the URN's engineering school: ESITech.

She is involved in the student life of her department and regularly participates in events organised by the university: forums, fairs, JPOs, etc. She mainly uses Instagram.

GOALS & NEEDS: Develop her international experience, apply for a position abroad, discover new cultures, meet other European students, experience life away from home.

THE PROFESSOR & THE RESEARCHER

Age: 45

Gender: Male

Job (if the case): Teacher-researcher in law

Marital status: Married

Children: 2 children

Country of origin: France

BIO: After studying at the University of Rouen Normandy and in Paris, this teacher-researcher joined the University of Rouen Normandy, where he now spends his entire career. He has many interactions with other colleagues specialised in the same field of research as him.

MOTIVATION: This teacher-researcher likes to develop projects related to his field of research, for the benefit of his students. He is thus involved in partnerships with local authorities, for example, or companies in his sector. He maintains a network of alumni. He mainly uses Twitter/X and LinkedIn.

GOALS & NEEDS: The INGENIUM network will enable him to decompartmentalise his research and to envisage new partnerships in training and research on a European scale.

ADMINISTRATIVE STAFF

Age: 40

Gender: Female

Job (if the case): Administrative officer in a faculty

Marital status: In cohabitation

Children: 3 children

Country of origin: France

BIO: After studying at the University of Caen and then in a Regional Institute of Administration, this administrative manager of a component passed the civil service exam. She has worked in various administrations (Regional Board of Education, then the University).

MOTIVATION: She is continuing her career at the University, but is open to discovering new horizons, in other regions of France or in other administrations. She is considering coaching more staff. She mainly uses Facebook and Instagram, but is also present on LinkedIn.

GOALS & NEEDS: She aims to discover and understand professional practices across Europe, to carry out joint projects with local applications with INGENIUM partners, for the benefit of the students and staff of her component.

Specific persona profiles to the Gheorghe Asachi Technical University of Iasi (TUIASI - RO)

THE STUDENT - Mihai

Age: 21

Gender: Male

Personality: The Challenger (open-minded, self-confident, energetic, direct)

Job (if the case): no

Marital status: not married, single

Children: no

Country of origin: Romania

BIO: Early riser; Attending classes; Meets deadlines at the last moments; Participant in student competitions; Looking for role models; Able to filter sources of influence for their personal and career development; Digital enthusiastic; Empathetic to social causes.

MOTIVATION: Interested in self-development; Motivated by: well-paid jobs, willing to experiment with life learning opportunities, improve soft skills

GOALS & NEEDS:

Goals: Building self-confidence by expanding skills and competences; Good training for a successful professional journey.

Needs: A tailored fit for purpose: learning experience, interdisciplinarity.

CHALLENGES: Not enough flexibility in the educational path; Scarce financial resources for leisure, entertainment and multicultural abroad; Get frustrated when: facing inequity in the evaluation of achievements but does not necessary take actions; not enough state-of-the-art educational content and instruments; Not enough practice based experiential learning; Limited exposure to interdisciplinarity

THE PROFESSOR & THE RESEARCHER - Adrian

Age: 43

Gender: Male

Personality: The Investigator (independent, analytical thinker, persevering, innovative)

Job (if the case): Senior Lecturer

Marital status: married

Children: 1

Country of origin: Romania

BIO: Likes to travel a few times a year during weekends; Sport for fitness; interested in board games; Experienced in research projects; Frequent social meetings with friends; Involved in organizing and attending events in faculty; Working with post graduate and doctoral students; Heavy teaching workload.

MOTIVATION: Fast track career development, financial stability, good balance between teaching and research, increasing teaching satisfaction

GOALS & NEEDS:

Goals: Find new collaborative education & research opportunities; Willing to be a part of an innovative educational initiative; Willing to work with students eager to learn and perform well.

Needs: Support to find collaborations; Learn from best practices; Support for transition from traditional to modern and innovative teaching; To be part of collaboration in international research teams.

CHALLENGES: Insufficient access to good quality training support for development of new skills (digital, entrepreneurship); Excessive teaching workload; The need to take additional jobs to compensate for the lack of financial resources from the academic job; Lack of support in guidance for career development.

ADMINISTRATIVE STAFF - Maria

Age: 38

Gender: Female

Personality: The Loyalist (honest, practical, responsible, overly cautious and reserved, overly dependent)

Job (if the case): Assistant officer

Marital status: married

Children: 1

Country of origin: Romania

BIO: Early riser, support to multiple projects of the university, work best when given structured and clear expectations. She is interested in travel, fashionable and pays attention to the public appearance, up-to-date with community news

MOTIVATION: To be acknowledged as a valuable asset of the organization.

GOALS & NEEDS:

Goals: To support the university initiatives for growth and development.

Needs: Career development opportunities, New skills to be efficient at the workplace.

CHALLENGES: Limited proficiency in foreign languages, lack of practice in taking initiatives for problem-solving, lack of experience in collaboration across the organization.

Annex 2

INGENIUM Branding Styleguide

Primary Logo

Secondary Logo

Brandmark

The Ingenium brandmark (without the brand name) will be used for in house materials, or for materials in which the audiance already indetify the brand.

EXTENDED VERSION 2024

Primary & Secondary Logo

The Ingenium primary & secondary logo will be used on most public facing communications.

The lockup logo is a downloadable file. Do not try to recreate or change the size ratio between the logo and text.

Primary Logo

Secondary Logo

Brandmark

10 mm

Primary Logo

30 mm

Secondary Logo

45 mm

Isolation area

To ensure the logo has a maximum impact, a clear zone surrounding the logo has been defined

Minimum spacing 20 mm.

EXTENDED VERSION 2024

Minimum size

Never go smaller than the specified sizes to ensure legibility.

Standard Primary Logo

Monochrome White Primary Logo

Monochrome Black Primary Logo

Standard Secondary Logo

Monochrome White Secondary Logo

Monochrome Black Secondary Logo

Standard Logo

Used for white or light greys backgrounds.

Monochrome White Logo

Used for dark or bright coloured backgrounds

Monochrome Black Logo

Used for light coloured backgrounds that are not in the INGENIUM colour palette.

EXTENDED VERSION 2024

Ok ✓

Use the standard logo for white or light greys backgrounds.

Not ok ✗

Don't use the monochrome logo for light colours backgrounds.

Ok ✓

Use monochrome white logo for black or dark colours backgrounds.

Not ok ✗

Don't use the standard logo for bright colours backgrounds.

Ok ✓

Use either monochrome white or monochrome black logo for bright colours backgrounds.

Ok ✓

Use either monochrome white or monochrome black logo for bright colours backgrounds.

EXTENDED VERSION 2024

Not ok ✕
Never distort or strech the logo.

Not ok ✕
Never re-colour the logo.

Not ok ✕
Never use the logo with a boxed background.

Not ok ✕
Never use any of the logo versions directly on the photos.

Not ok ✕
Never rearrange the brandmark.

Ok ✓
Always use the logo provided by INGENIUM.

Not ok ✕
Never rotate the logo.

Not ok ✕
Never use the text or slogan as the logo.

EXTENDED VERSION 2024

LOGO › Usage   INGENIUM Styleguide

The two main parts of the Logo are the Symbol (the Ingenium Compass) and the name INGENIUM.
Parts of the Symbol may be used as grafic elements:

Arrows used as bulletpoints

Compass used to mark a Headline

Ingenium Compass used as watermark

LOGO › Usage   INGENIUM Styleguide

If possible, the Logo should be placed centered, on a white background, either on the top or at the bottom.
In certain products like the Letterhead, it could be placed at the top right.

The Ingenium Color-Gradient may be used als Footer-Element, it is not a „must"

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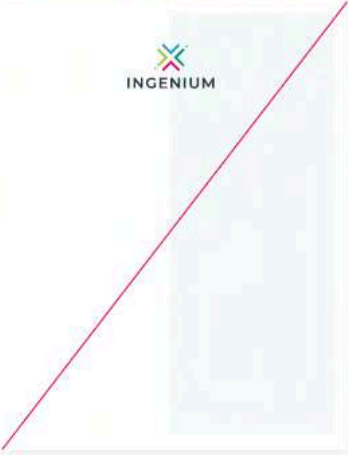
LOGO › Usage

INGENIUM Styleguide
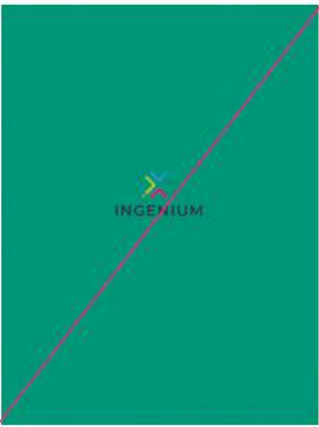
Don't place part of the Logo on a photo

Don't place the Logo partially on photos or colored surfaces

Don't place the Colored Logo on colored background

On colored background use the white version of the Logo

COLORS   INGENIUM Styleguide

Lime

cmyk: 40 | 00 | 100 | 00

rgb: 175 | 202 | 11

web: #afca0a

Teal

cmyk: 100 | 00 | 65 | 00

rgb: 000 | 152 | 121

web: #009878

Cyan

cmyk: 100 | 00 | 00 | 00

rgb: 000 | 159 | 227

web: #009ee3

Magenta

cmyk: 00 | 100 | 00 | 00

rgb: 230 | 000 | 126

web: #e5007d

Anthracite

cmyk: 60 | 30 | 20 | 80

rgb: 041 | 049 | 051

web: #293133

Lime 0%   Teal 35%   Cyan 65%   Magenta 100%

Ingenium color gradient | positions

⚠ As Ingenium uses several Colors there should be no other additonal colors added, except different tones of grey.

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Lime 0%   Teal 35%   Cyan 65%   Magenta 100%

Ingenium color gradient | positions

INGENIUM Lime
CMYK: 40 | 00 | 100 | 00
RGB: 175 | 202 | 11
Web: #AFCA0A

INGENIUM Teal
CMYK: 100 | 00 | 65 | 00
RGB: 000 | 152 | 121
Web: #009878

INGENIUM Cyan
CMYK: 100 | 00 | 00 | 00
RGB: 000 | 159 | 227
Web: #009EE3

INGENIUM Magenta
CMYK: 00 | 100 | 00 | 00
RGB: 230 | 000 | 126
web: #E5007D

Anthracyte
CMYK: 60 | 30 | 20 | 80
RGB: 041 | 049 | 051
Web: #293133

White
CMYK: 0 | 0 | 0 | 0
RGB: 255 | 255 | 255
Web: #FFFFFF

EXTENDED VERSION 2024

⚠ As Ingenium uses several Colors there should be no other additonal colors added, except different tones of grey.

Use of these color combinations to ensure
compliance with AAA visual accessibility standards.

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EXTENDED VERSION 2024

⚠ As Ingenium uses several Colors there should be no other additonal colors added, except different tones of grey.

MONTSERRAT

A geometric sans-serif typeface that celebrates a special style of underline that is integrated into the letterforms found in the Montserrat neighborhood of Buenos Aires. Montserrat has subtle optical adjustments, which resulted in a sans serif family with multiple versions and multiple possibilities, both in the editorial and corporate realm.

Download font here: https://fonts.google.com/specimen/Montserrat

⚠ **Systemfont Arial can be used in Word-Documents, PowerPoint, Newsletters or other Office Applications as Fallback if Montserrat is not available.**

Montserrat

Aa Bb Cc Dd Ee Ff Gg
Hh Ii Jj Kk Ll Mm Nn
Oo Pp Qq Rr Ss Tt Uu
Vv Ww Xx Yy Zz

0 1 2 3 4 5 6 7 8 9

Montserrat Regular
Montserrat Medium
Montserrat SemiBold
Montserrat Bold

EXTENDED VERSION 2024

Montserrat
Our sans serif typeface is Montserrat and should always be used.

All weights are available for use when appropriate. In instances when Montserrat is not available, Arial can be substituted.

OUR CORE VALUES

Multilingualism and Inclusive University - Alliance of Diversity

INGENIUM is setting the basis to become a committed Alliance on non-discriminatory and Socially Engaged Higher Education. Geographical, cultural and linguistic diversity is one of the major strengths of the INGENIUM European University. **10 partners from 10 countries with 11 official national languages**, all under the common INGENIUM Policy on Multilingualism and Intercultural Understanding.

Inclusive higher education is a crucial component of fostering diversity, equity, and accessibility within academic institutions. However, it comes with its own set of challenges and objectives, that is why we already have in place an **Action Plan for Equity and Inclusion** at the Alliance level.

We are strongly committed to providing excellent education that is universally accessible, to generate advanced knowledge through basic and applied research, to contribute to the social and economic development of our own territories and to promote open societies and international cooperation.

EXTENDED VERSION 2024

Heading
Montserrat ExtraBold
24 pt. type

Sub-Heading
Montserrat Bold
14 pt. type
21 line height

Paragraph
Montserrat Regular
10 pt. type
15 line height

Important text
Montserrat Bold
10 pt. type
15 line height

Text examples shown here are the minimum size requirements for each text style to reach best possible legibility in design, in print and web applications. The size of the text will differ drastically depending on the size of the application, but text styles should never appear smaller than shown on this example.

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The pictures should be bright, friendly, positive and modern. They should show people in conversation/collaboration with each other. The intercultural/international aspect can be shown by choosing images with people of different ethnicities.

GRAPHIC ELEMENTS

IMAGES › Shapes   INGENIUM Styleguide

Geometric forms and Patterns such as grids, networks which symbolize „connecting, sharing, diversity" are used to illustrate Ingeniums Values.
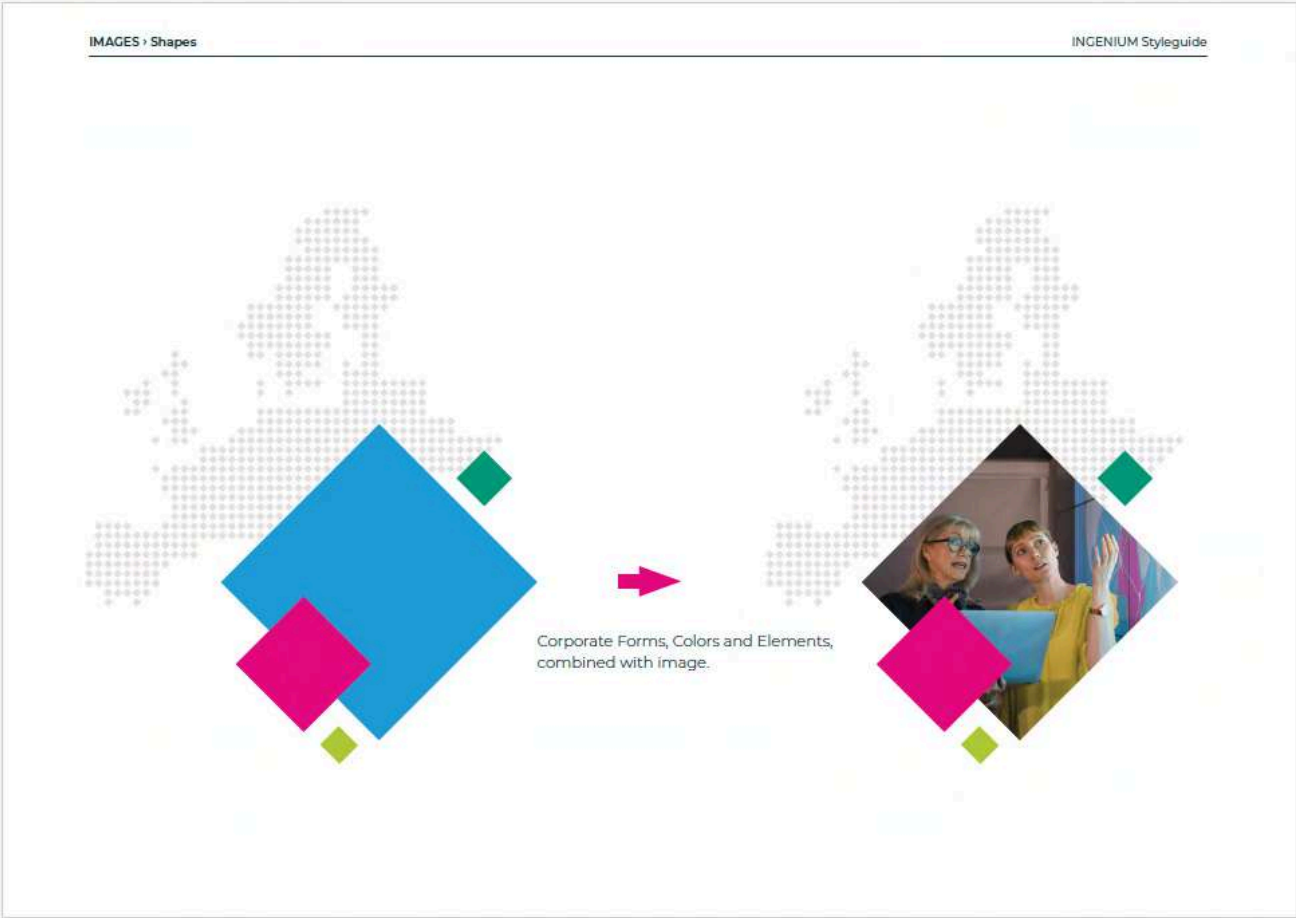
IMAGES › Shapes INGENIUM Styleguide

Corporate Forms, Colors and Elements, combined with image.

Colored Surfaces with Icons, Text or QR-Codes can be placed

Informations can be placed here

Logo deconstruction

Gradient grid

Outline grid

Arrow shape 1

Arrow shape 2

Watermark

EXTENDED VERSION 2024

Logo deconstruction

Gradient grid

Outline grid

Arrow shape 1

Arrow shape 2

Watermark

EXTENDED VERSION 2024

NEWS	EDUCATION	INNOVATIVE EDUCATION	COMMUNITY	UNIVERSITY	MOBILITY
SUISTANAINABLE DEVELOPEMENT	DIVERSITY	SOCIAL ENGAGEMENT	ENTREPRENEURSHIP	STAFF ACADEMY	COLLABORATIVE RESEARCH
10 DAYS OF INGENIUM	CALL TO ENROLLMENT	EUROPEAN CAMPUS	HACKATHON	SCHOLARSHIP	FUNDING
CIRCULAR ECONOMY	STUDENT	JOINT STUDY PROGRAM	WEBINAR	WORKSHOP	FLAGSHIP
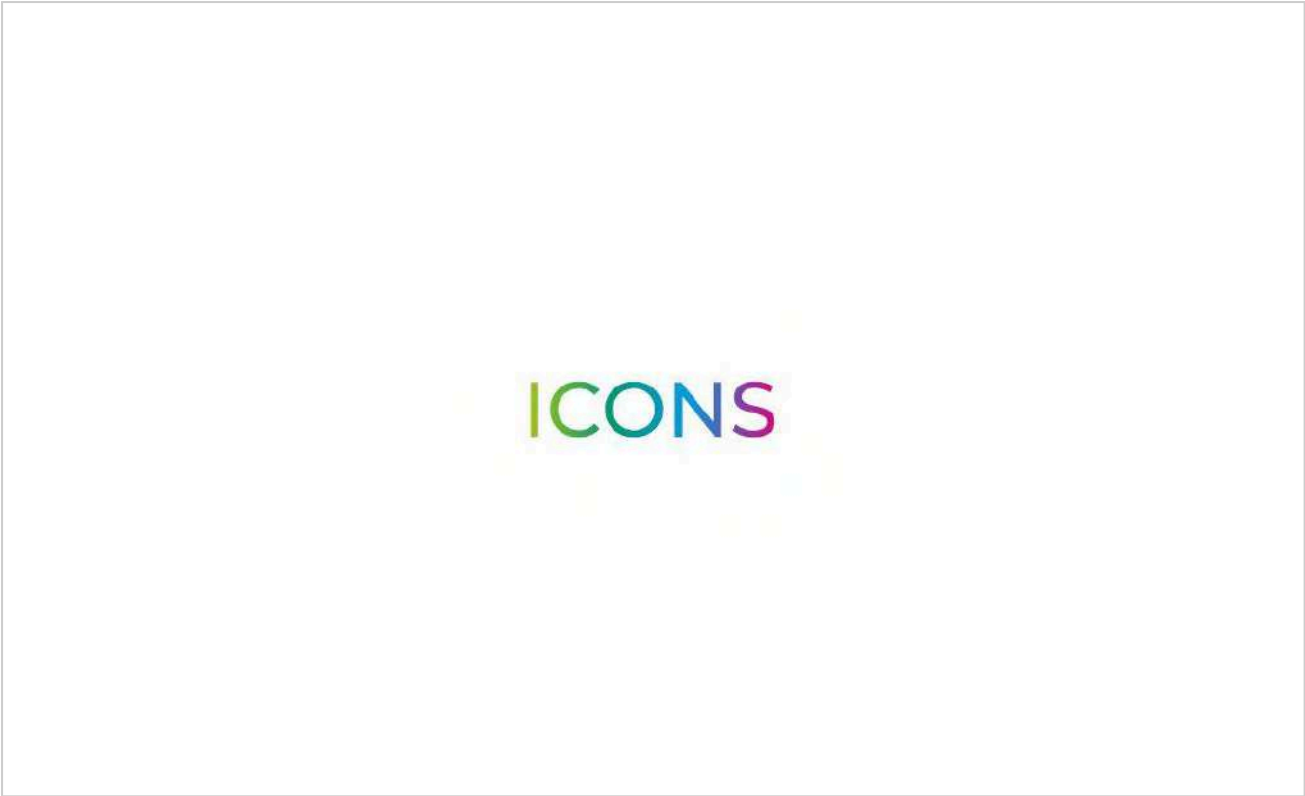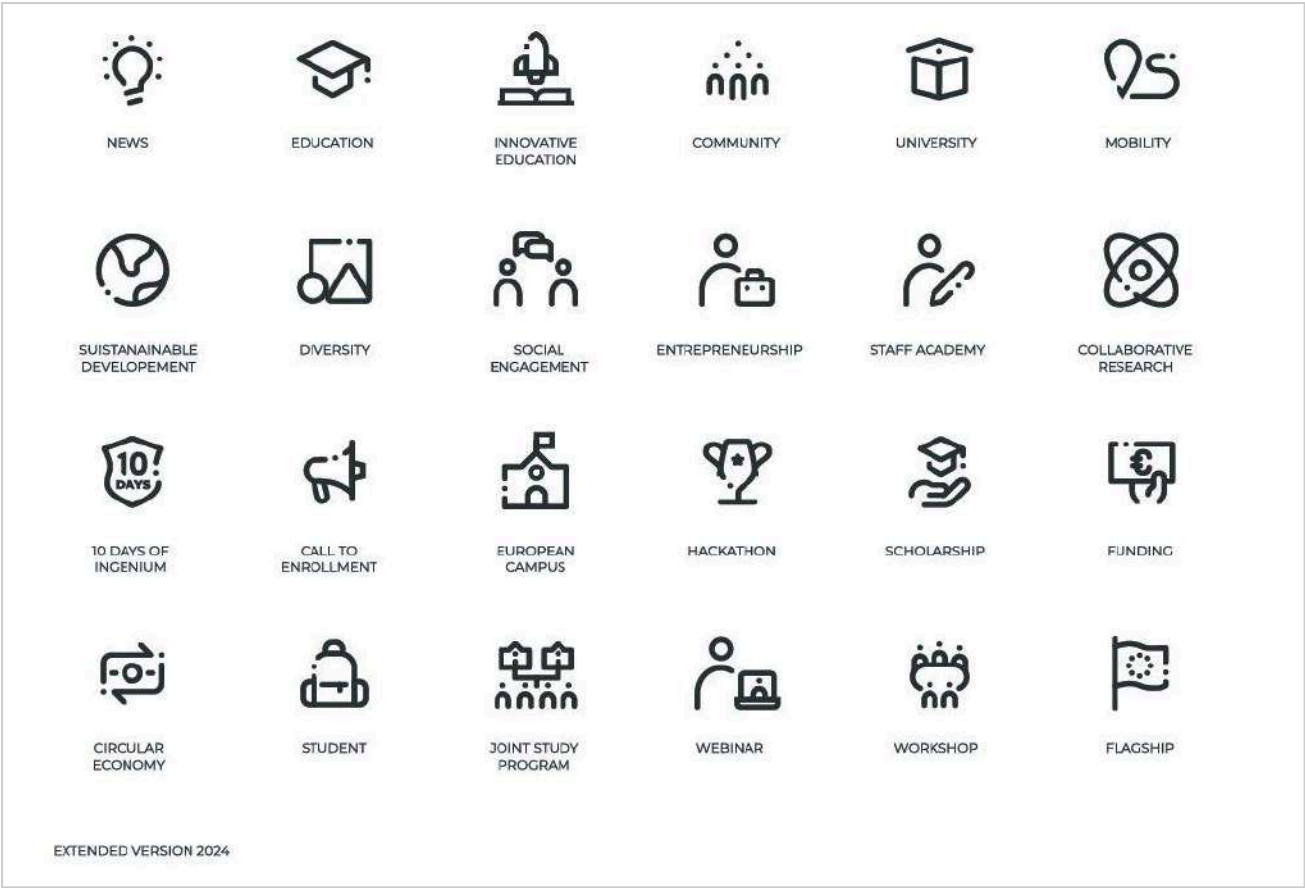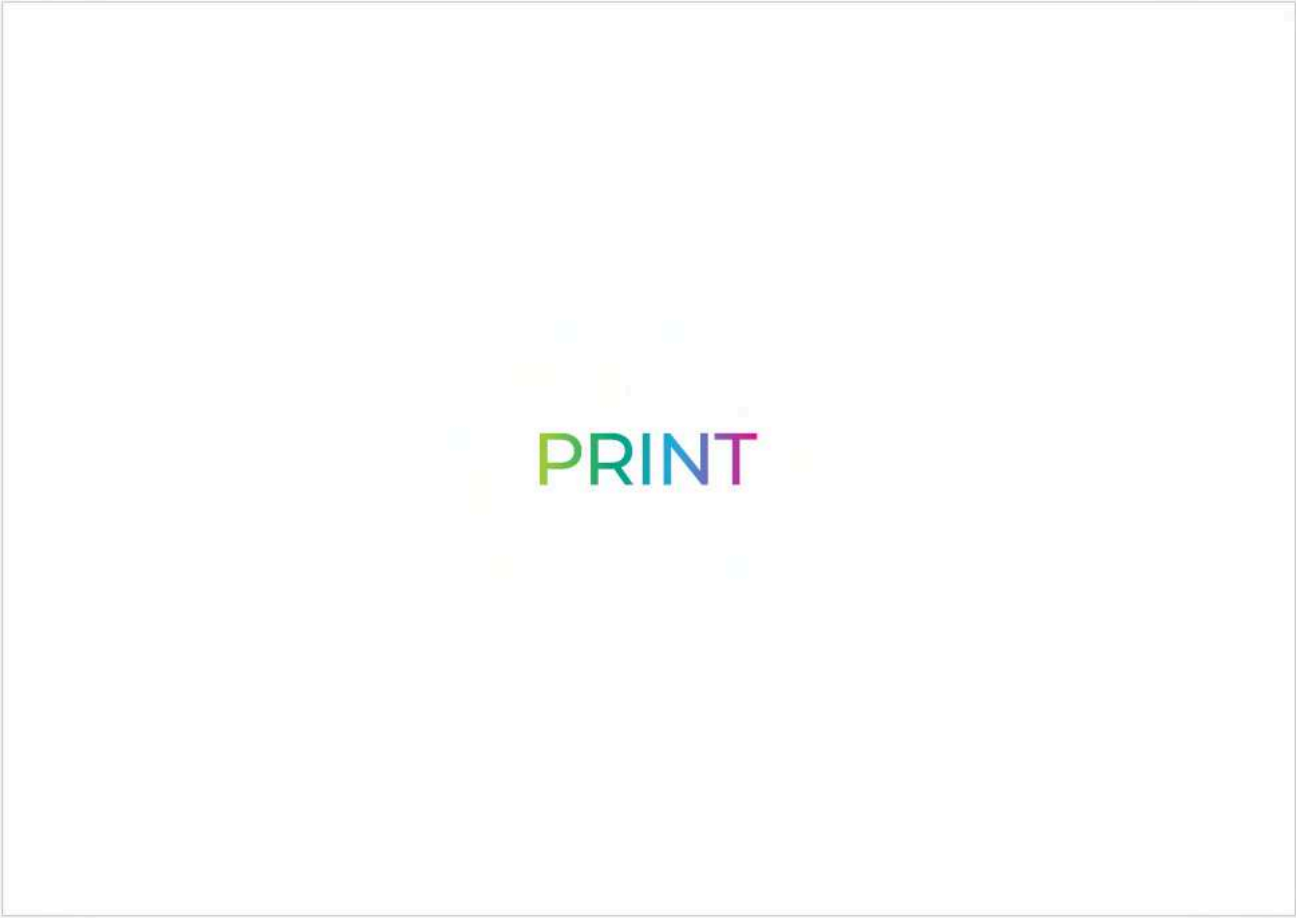
EXTENDED VERSION 2024

EXTENDED VERSION 2024
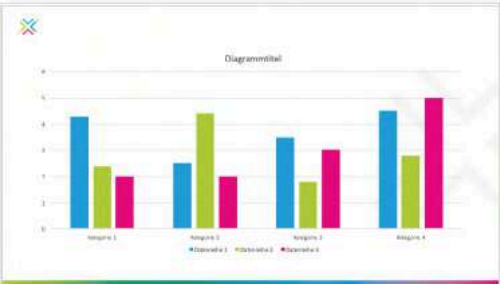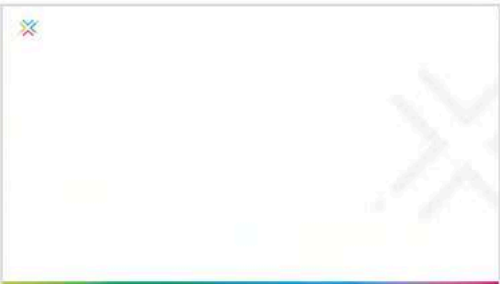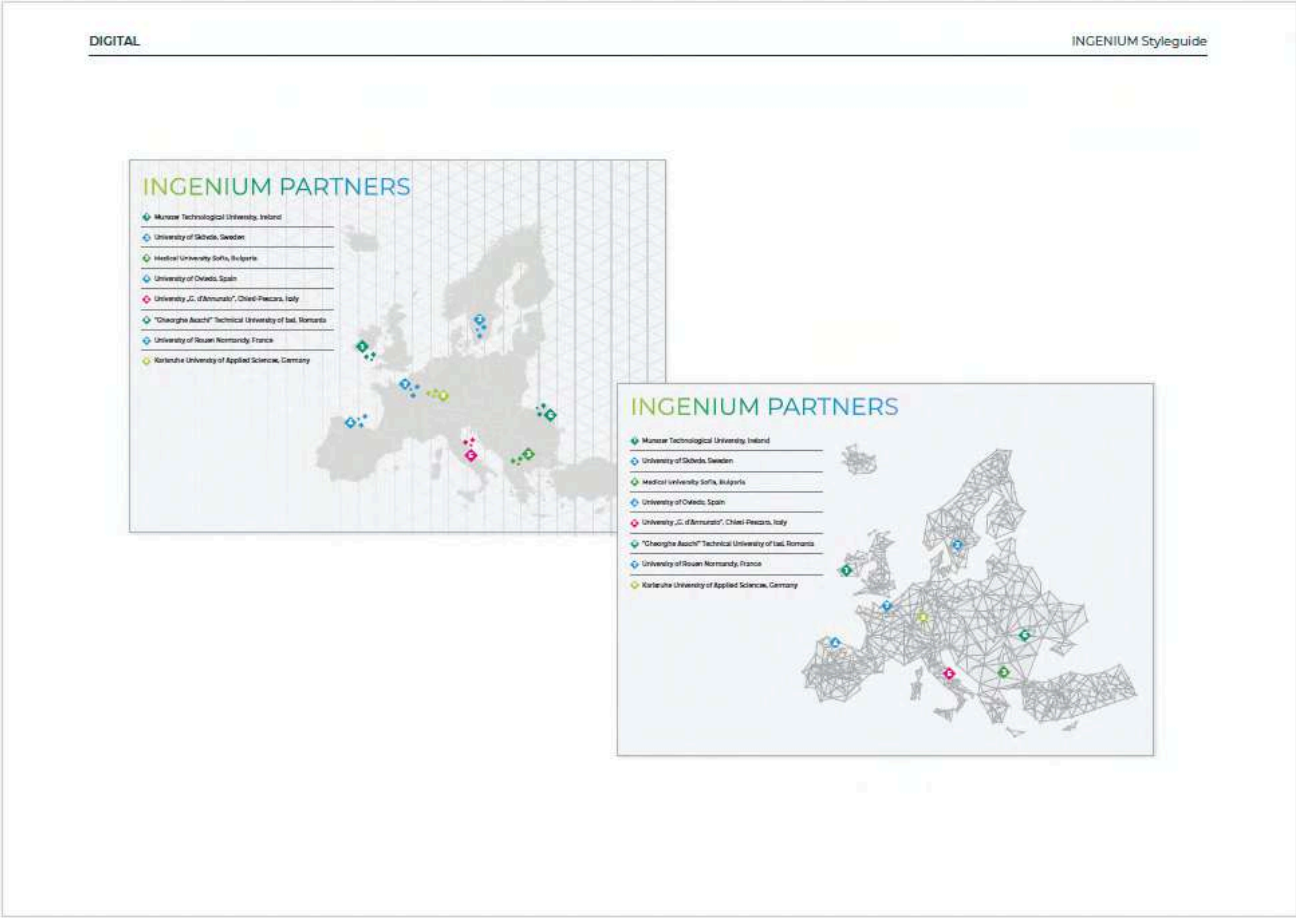
Digital Social Media
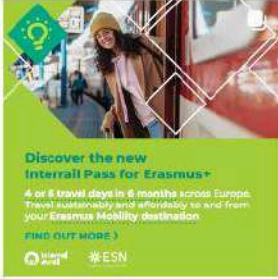
Digital Social Media

Annex 3

INGENIUM Web UI Styleguide

01. Colors

Brand Colors

Lime
RGB: 175 | 202 | 11
HEX: #afca0a

Teal
RGB: 000 | 152 | 121
HEX: #009878

Cyan
RGB: 000 | 159 | 227
HEX: #009ee3

Magenta
RGB: 230 | 000 | 126
HEX: #e5007d

Black & Gray Colors

Anthracite
RGB: 041 | 049 | 051
HEX: #293133

Gray 1
RGB: 000 | 152 | 121
HEX: #009878

Gray 2
RGB: 000 | 159 | 227
HEX: #8C8C8C

Gray 3
RGB: 230 | 000 | 126
HEX: #e5007d

State Colors

Info
RGB: 175 | 202 | 11
HEX: #2F80ED

Success
RGB: 000 | 152 | 121
HEX: #009878

Warning
RGB: 000 | 159 | 227
HEX: #009ee3

Error
RGB: 230 | 000 | 126
HEX: #e5007d

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02. **Typography**

Montserrat

Google Font

Headings

Headings use Bold font-weight of 700. And Anthracite or White color.

The proper spacing for headings from other elements is determined through paddings:
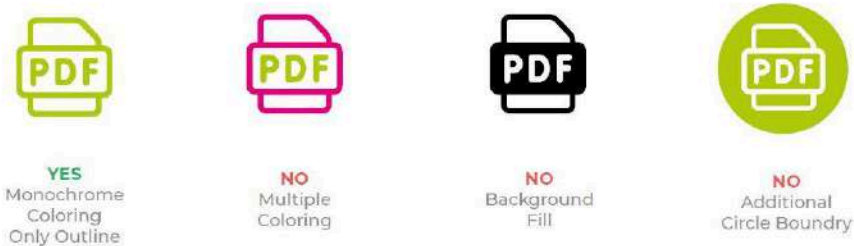
padding-top: 1.2 em;
padding-bottom: 0.9 em;

Heading Type	Font Size	Line Height
Heading 1	40 px	48 px
Heading 2	36 px	43.2 px
Heading 3	32 px	38.4 px
Heading 4	28 px	33.6 px
Heading 5	24 px	28.8 px
Heading 6	20 px	24 px

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03. Iconography

Web UI Icons

Rules

YES
Monochrome
Coloring
Only Outline

NO
Multiple
Coloring

NO
Background
Fill

NO
Additional
Circle Boundry

04. **Spacing**

Depending on the size of the elements that are being spaced out, the following spacing increments can be used.

Levels

8 px	16 px	24 px	32 px	40 px	56 px	72 px	80 px	96 px	120 px

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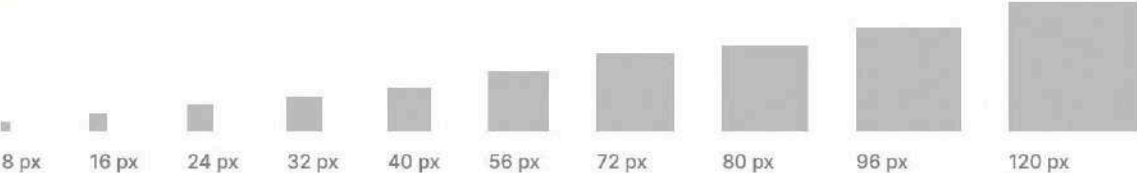
05. Textfields

Label , Status & Placeholder

Label

Placeholder

Status

Input Rules:

Padding Left	-> 1.4 x font size
Padding Top-Bottom	-> 1 x font size
Padding Right(icon)	-> 1.4 x font size

Input Form (No label & Status)

Input Text

Input Form + Status (No label)

Input Text

Status

Input State

Input Text

Success !

Input Text

Warning !

Input Text

Error !

Input Form + Label

Label Sample

Input text

Input Form + Label & Status

Label Sample

Input Text Here

Empty

Input Icon + Label + Status

Label Sample

Input Text icon

Status

Text Area

Label Sample

Enter Text
Here

06. **Selectors**

Dropdown

| Dropdown | ⌄ |

| Dropdown | ⌄ |

| Option 1 |
| Option 2 |
| Option 3 |

Pagination

(1) (2) (···) (6) (›) (»)

Checkbox

☑ Checkbox
☐ Checkbox
☐ Checkbox

Radio Button

⦿ Radio Button
○ Radio Button
○ Radio Button

Toggle Option

🟢 Toggle ON
⚪ Toggle OFF

Breadcrumbs

🏠 Home › Students › **Study Programmes**

Tabs

Section 1   Section 2

Date Picker

January 2025   ‹ ›

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

07. Buttons

Button Rules:
Padding Left Right   -> 2.6 x font size
Padding Top Bottom -> 0.9 x font size

Full-width Button:
Left Right   -> determined by the device width
Top Bottom -> 1 x font size

Color

Primary

Button Sample

Secondary

Button Sample

Secondary

Button Sample

Secondary

Button Sample

Size

Small

Button Sample

Normal

Button Sample

Medium

Button Sample

Large

Button Sample

Full-width

Default - pairing 1

Button Sample

Hover - pairing 1

Button Sample

Default - pairing 2

Button Sample

Hover - pairing 2

Button Sample

Variants

	Normal	Outline	Icon Text	Icon
Default	Button Sample	Button Sample	+ Button Sample	+
Hover	Button Sample	Button Sample	+ Button Sample	+
Disable	Button Sample	Button Sample	+ Button Sample	+

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08. Small Elements

File Upload

No file selected — Browse

Sample.jpg

Sample.jpg ✓

Upload File

Drag n Drop her
Or
Browse

Upload Now

Upload File

Drag n Drop her
Or
Browse

Upload Now

Upload File

Sample.png
50 %

Upload Now

Progress Bar

50 %

5 of 10 Progress

75%
3 of 4 Progress

75%
3 of 4 Progress

Progress 1   Progress 2   Progress 3

Tags

Primary   Secondary   Success   Info   Danger

Warning   Light   Dark

Tooltips

Example Tootltip   Example Tootltip   Tootltip   Tootltip

Example Tootltip   Example Tootltip   Tootltip   Tootltip

Variable are for remembering something for later
Learn More

Variable are for remembering something for later
Learn More

Variable are for remembering something for later
Learn More

Variable are for remembering something for later
Learn More

07. Big Elements

Images

Title gallery

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua.

Tables

Table Name

No	Column Name ⌄	Column Name ⌄	Column Name ⌄	Column Name ⌄	
1	Content	Content	Content	Content	Add
2	Content	Content	Content	Content	Add
3	Content	Content	Content	Content	Add
4	Content	Content	Content	Content	Add

(1) (2) (3)

Accordion

| ⊕ Collapse Group 1 |
| ⊕ Collapse Group 2 |
| ⊕ Collapse Group 3 |

⊖ Collapse Group 1

Some quick example text to build on the card title and make up the bulk of the card's content. make up the bulk of the card's content. Some quick example text to build on the card title and make up the bulk of the card's content. make up the bulk of the card's content. Some quick example text to build on the card title and make up the bulk of the card's content. make up the bulk of the card's content.

⊕ Collapse Group 2

⊕ Collapse Group 3

Annex 4

Bottle

Mesh

Notebook

Pencil

QR Card

T-shirt

Roll-up

Stickers

Tote bag

Annex 5

Background conference - regular

Background conference - reflect

Badge for host

Badge for guest

Certificate of attendance

INGENIUM
European University

Replace this group with university logo

10 Days of INGENIUM
INGENIUM Summer School on Language, Culture and Diversity
13-17 of June, 2023

Certificate of Attendance

This certificate is awarded to

for attending the 10 Days of Ingenium event organized by

....

in June 2023.

INGENIUM Director,
Ana Isabel Alvarez Gonzalez

Host University,
....

Co-funded by
the European Union

Replace this group with university logo

10 Days of INGENIUM

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in June 2023.

INGENIUM Director,
Ana Isabel Alvarez Gonzalez

Host University,

Email signature

Gideon Villegas

Researcher

Phone number: **+0 00 000 000**

Email: **gideon.villegas@ingenium-university.eu**

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Universitatea Tehnică
„Gheorghe Asachi" din Iași

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Envelope

Metal pin
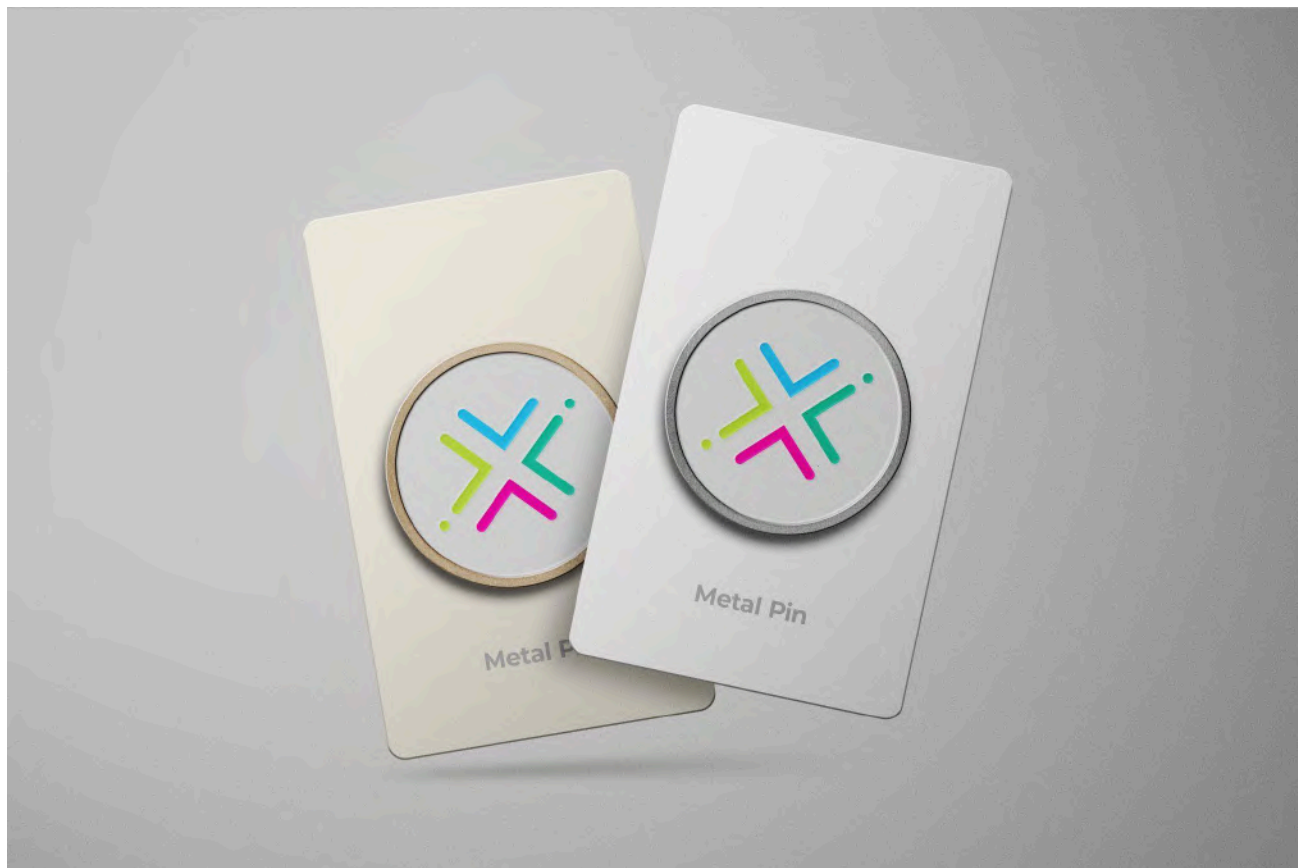
Pen

Annex 6

Sitemap

View full size

Navigation

Footer

Annex 7

Newsletter

View full version

Annex 8

10 Days of INGENIUM website landing page