EUNICoast

The European University of Islands, Ports and Coastal Territories

Presentation Handbook

Based on a Summary of the Most Relevant Parts of the Technical Description of EUNICoast's Winning Proposal

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1.RELEVANCE OF EUNICoast

1.1 Background and General Objectives

The European Commission's plans for European university alliances focus on fostering transnational cooperation in education and research through the *European Universities Initiative*. Key goals include:

1. Creating alliances of universities across EU countries to enhance collaboration and mobility for students and staff.
2. Joint degrees and integrated curricula, promoting mutual recognition of qualifications.
3. Financial support through *Erasmus+* and *Horizon Europe* for innovation, sustainability, and digital transformation.
4. Inclusive education, aiming to make higher education more accessible and equitable.
5. Building a European identity by sharing values and addressing common challenges like sustainability and digitalisation.

EUNICoast, the European University of Islands, Ports, and Coastal Territories, has been selected by the European Commission under the 2024 Erasmus+ European Universities last call. This brings the total number of alliances to 64, fulfilling the goal of the European strategy for universities to establish at least 60 alliances by mid-2024.

This integrated summary provides a comprehensive overview of EUNICoast's goals for the initial four-year period, including the participating universities, strategic objectives, key focus areas, and plans for addressing challenges. Additionally, it outlines the approach for mitigating weaknesses and threats by leveraging identified strengths and opportunities.

1.1.1 EUNICoast: A Multilingual Maritime European University

EUNICoast is constituted by a diverse group of coastal universities spread across European seas, encompassing both mainland and island members. It is home to over 100,000 students and nearly 10,000 academic and administrative staff, showcasing Europe's profound maritime heritage while addressing the unique challenges and opportunities of its coastal territories.

The key aspects that underscore EUNICoast relevance are:

1. A Holistic Approach to Maritime and Coastal Challenges. EUNICoast champions a holistic European model that is deeply rooted in EU's higher education, research, and maritime frameworks. The strategy emphasises shared values and expertise, tackling complex coastal and maritime issues that are crucial for sustainable development and ecological resilience.

2. Aspirations for Global Leadership in Sustainable Maritime Development. EUNICoast aims to extend its impact beyond Europe, seeking to lead global discussions on sustainable maritime practices. This global vision promotes international collaboration, enhancing EUNICoast's capacity to contribute to worldwide maritime and coastal sustainability discussions.

3. Driving Sustainable Development Across Maritime and Coastal Regions. EUNICoast positions itself as a key influencer in the future of Europe's Blue Economy, capitalising on its collective maritime expertise to drive sustainable development. The approach focuses on fostering a resilient, prosperous, and sustainable maritime economy that integrates ecological imperatives with the needs of local communities.

4. Strategic Integration and Alignment with EU Policies. EUNICoast's strategy integrates coastal preservation, maritime security, sustainable energy, and the blue economy, aligning with EU policy priorities to effectively tackle regional maritime challenges. EUNICoast offers customised solutions that enhance resilience and address the unique needs of coastal and island regions.

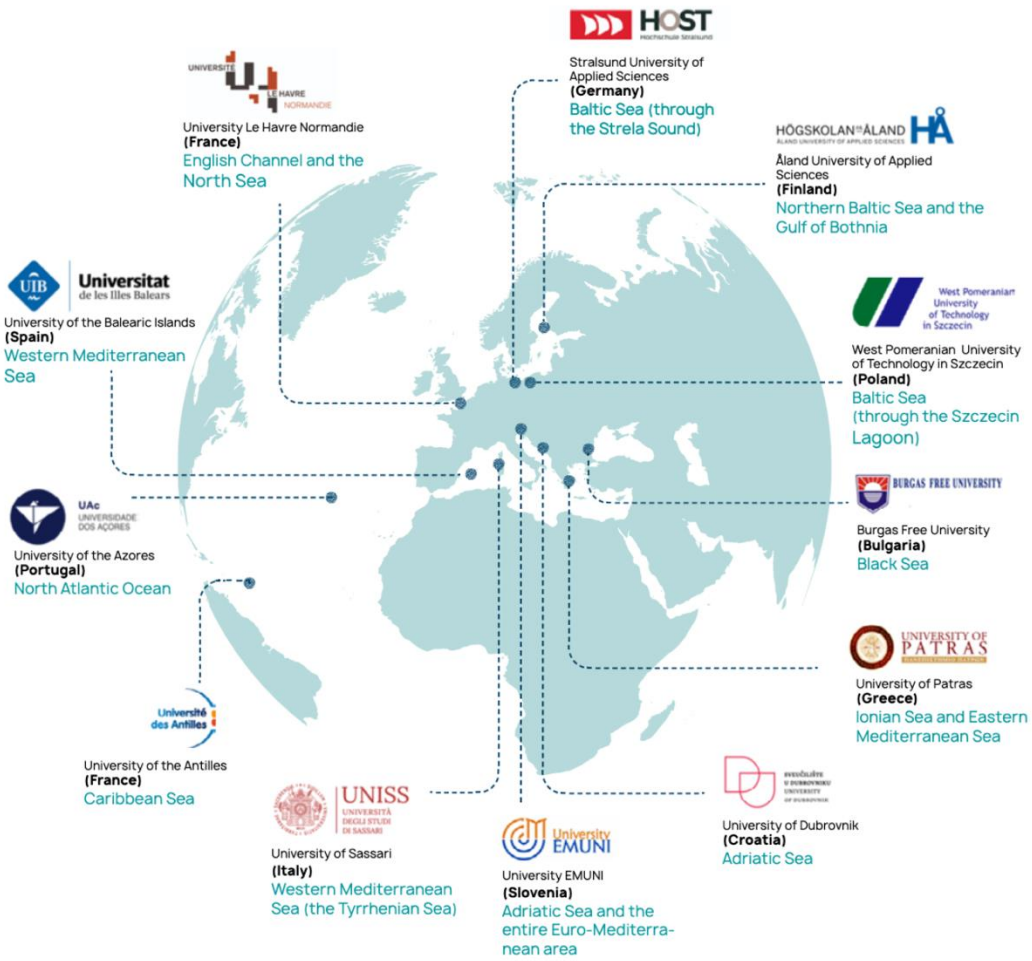
1.1.2 A Unique European University with a Clear Focus. Challenges and Focus Areas

EUNICoast integrates a similar number of continental and island-based universities. This balanced geographical diversity empowers us to address the unique challenges faced by over 2,400 European islands, home to about sixteen million inhabitants, representing approximately 4% of the EU's Population.[1]

EUNICoast includes these twelve universities:

1. HA (or AUAS): Aland University of Applied Sciences (Finland)
2. BFU: Burgas Free University (Bulgaria).
3. EMUNI: EMUNI University (Slovenia)
4. UA : Université des Antilles (France)
5. ULHN: Université Le Havre Normandie (France)
6. UNISS: University of Sassari (Italy)
7. Uac: University of the Azores (Portugal)
8. UIB: University of the Balearic Islands (Spain)
9. UNIDU: University of Dubrovnik (Croatia)
10. UPATRAS: University of Patras (Greece)
11. HOST: Stralsund University of Applied Sciences (Germany)
12. ZUT: West Pomeranian University of Technology in Szczecin (Poland)

[1] https://www.europarl.europa.eu/RegData/etudes/ATAG/2021/652244/IPOL_ATA(2021)652244_EN.pdf



EUNICoast is diverse, just as Europe is diverse. Extending beyond conventional geographical limits to embrace a Europe interconnected with the world, EUNICoast spans across traditional and peripheral European regions, integrating areas once seen as the outermost edges of the continent. This inclusive perspective highlights the Alliance's commitment to a comprehensive European identity, where diverse regions contribute their unique attributes to a globalised world.

In **Annex I**, there is a brief presentation of each university. These universities are united in their mission to address maritime and coastal challenges through collaborative research and shared academic initiatives.

a) Key Challenges Addressed by EUNICoast

EUNICoast tackles significant challenges across its regions, aiming to foster resilience and sustainable development:

1. Environmental and Climatic Challenges: Addressing coastal erosion, sea-level rise, and extreme weather conditions to enhance environmental resilience.
2. Economic Diversification Needs: Reducing reliance on traditional sectors like tourism by promoting innovative economic strategies that diversify local economies.
3. Biodiversity and Ecological Sustainability: Committing to the conservation of unique biodiversity and the sustainability of natural resources through proactive environmental stewardship.
4. Infrastructure and Healthcare System Development: Upgrading essential infrastructure and healthcare services to meet the demands of growing and changing populations.
5. Migration and Social Challenges: Managing the impacts of migration on communities by integrating resources and support for affected populations.
6. Depopulation and Talent Retention: Developing strategies to retain talent and counteract depopulation trends through enhanced opportunities in education and employment.

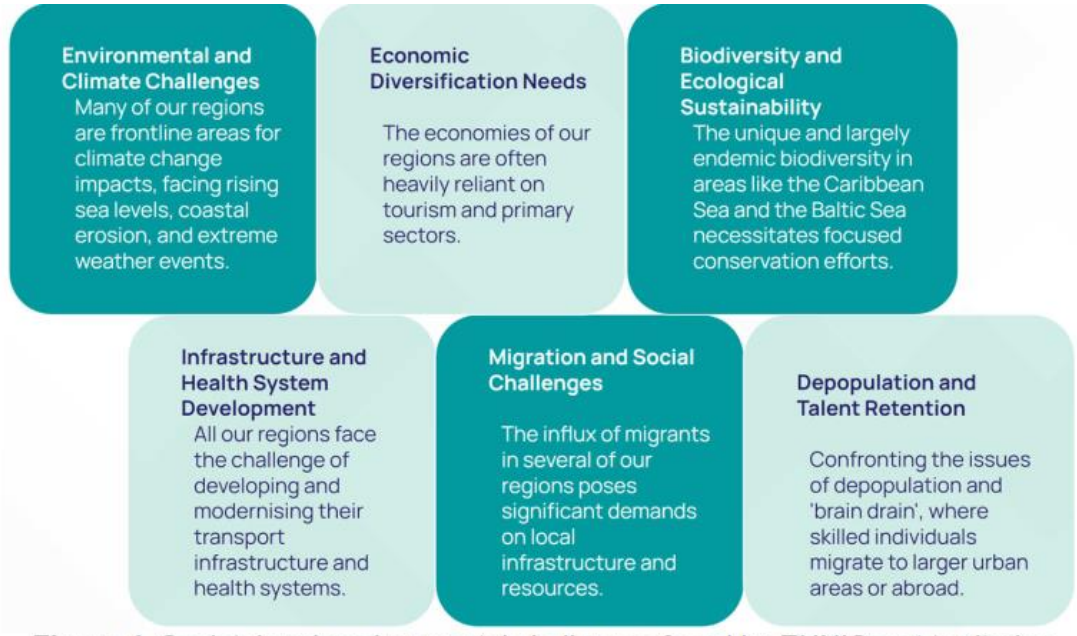


Figure 1. *Societal and environmental challenges faced by EUNICoast territories.*

To address maritime challenges, the European Union has adopted an ambitious maritime strategy, the *IMP*, *Integrated Maritime Policy*[2]. This policy, striking a delicate balance between coastal preservation and development, aims to foster the sustainable growth of maritime sectors and coastal regions, enhancing policy coordination across oceans, islands, coastal areas, and outermost regions. The *IMP*'s foundational principle is the collaboration of all development stakeholders towards a sustainable future.

b) Focus Areas or Domains of EUNICoast

EUNICoast has identified five key domains critical for the sustainable development of maritime and coastal regions:

1. Identities, Local Knowledge, and Cultural Heritage in Islands & Coastal Communities:
    - Focus on preserving cultural identities and traditional knowledge to enhance community resilience and maintain cultural heritage.
2. Blue Circular Economy, Port Logistics, and Sustainable Blue Tourism:
    - Promote sustainable economic models that optimise resource use and reduce environmental impacts, particularly in port logistics and tourism sectors.
3. Governance, Planning, Management, and Monitoring of Islands and Coastal Communities:
    - Aim to improve governance structures and policy frameworks to manage coastal resources effectively and sustainably.
4. Health, Biodiversity Protection, Nature-based Solutions, and Sustainable Exploration of Coastal/Marine Resources:
    - Prioritise health and biodiversity conservation through sustainable practices and the adoption of nature-based solutions.
5. Engineered and Data-driven Solutions for Coastal Infrastructures, Marine Renewable Energy, Marine Safety, and Navigation Systems:
    - Develop advanced engineering and data-driven solutions to enhance the safety and sustainability of maritime infrastructures and navigation systems.

[2] https://www.europarl.europa.eu/factsheets/en/sheet/121/integrated-maritime-policy-of-the-european-union

Figure 2. Brief overview of EUNICoast's five focus areas.

The identification of the five focus areas combined a topic modelling analysis, revealing common research themes across partner universities, with in-depth discussions with our staff, students, and stakeholders to ensure that the topics matched the partners' collective expertise as well as the needs of our territories and communities. This collaborative approach, blending academic rigour with practical relevance, fostered a sense of ownership and alignment with the Alliance's objectives, thereby ensuring the relevance and applicability of the education and research activities.

1.2. Needs analysis and specific objectives.

1.2.1 The SWOT analysis of the alliance and its members institutions

This SWOT analysis underscores EUNICoast's strategic alignment with maritime and sustainability goals, bolstered by its unique geographical positioning in port cities and islands. This setup strengthens its educational and research initiatives, positioning the alliance as a leader in maritime-focused higher education. The interdisciplinary nature of its programs and strong industry ties enhances its capacity for innovation and international reach.

However, challenges such as enhancing mobility, expanding English-language offerings, and fostering more flexible academic structures need attention to boost global appeal and operational efficiency. By addressing these areas and leveraging its strengths in regional integration and collaborative education, EUNICoast can transform challenges into opportunities for growth and innovation.

Looking ahead, EUNICoast's focus on integrating global educational trends and sustainability into its curriculum will enrich its offerings and strengthen its impact in

European higher education. The alliance's proactive adaptation to educational and policy shifts will be crucial in maintaining its relevance and extending its influence in the maritime sector. This concise conclusion highlights the key points of EUNICoast's current capabilities and strategic directions, focusing on both opportunities and areas for improvement.

Detailed summary of the SWOT analysis:

Strengths:

- Strategic Priorities: EUNICoast aligns with global maritime challenges, emphasising the blue economy, sustainability, and maritime sectors within education and research initiatives.
- Geographical Advantage: Member universities are strategically located in islands or port cities, fostering firsthand learning and research in maritime studies.
- Regional Alignment: Strong ties with local authorities and alignment with regional needs enhance the impact on local development.
- Maritime-Focused Education: A sizeable portion of academic programs focuses on maritime studies, highlighting EUNICoast's expertise and leadership in this field.
- Interdisciplinary Approach: The alliance leverages diverse expertise to create interdisciplinary programs that cover a broad spectrum of maritime knowledge.
- Experience in Joint Educational Initiatives: Members have a history of collaborative educational programs which are invaluable for developing innovative educational models.
- Comprehensive Education and Internationalisation: The alliance offers a diverse range of internationalised educational options and excels in research, having strong industry collaborations that enhance real-world applications.

Weaknesses:

- Limited Mobility: Geographic isolation of some universities hinders mobility, impacting the exchange of ideas and collaboration.
- Restricted English-Language Offerings: Not all programs are available in English, limiting international appeal.
- Inflexible Academic Structures: Some universities face challenges in adapting to joint programs and international collaborations.
- Administrative Burden: High administrative workload affects the efficiency of international initiatives.
- Underdeveloped Virtual Mobility Models: Some institutions lack advanced virtual or hybrid education models.
- Talent Attraction and Retention Issues: Partner universities struggle with attracting and retaining talent, impacting their visibility and research capabilities.

Opportunities:

- Model for European University Alliances: EUNICoast has the potential to set a standard for future university alliances, especially in handling unique regional challenges.
- Global Collaboration: Increasing global collaboration in higher education offers opportunities for establishing international partnerships.
- Interdisciplinary and Sustainability Focus: Trends towards interdisciplinary education and sustainability align with EUNICoast's strengths, providing a platform for innovative program development.
- Industry Links: Strengthening industry collaborations can enhance practical training and research applicability.

Threats:

- Risk of International Irrelevance: Without expanding the international footprint, there is a risk of diminishing relevance.
- Resource Limitations: Financial and human resource constraints could impact long-term sustainability.
- Centralised Excellence Model: The prevalent model of centralised excellence might disadvantage peripheral institutions.
- Political and Economic Changes: Shifts in EU policies or global political climates could affect alliance operations and objectives.
- Competition for Talent and Resources: Increased global competition could challenge the alliance's ability to attract faculty and secure funding.

1.2.2 Needs Analysis for EUNICoast and how to address them.

a) Challenges and Strategic Responses:

1. Geographical Isolation and Mobility Limitations:
   - Challenge: Many EUNICoast universities, especially on islands, experience low mobility rates and resource constraints due to their peripheral locations.
   - Approach: Implement digital and virtual learning initiatives to enhance accessibility and integration into wider community networks. Focus on internationalisation and academic mobility to boost resource sharing and collaboration.

2. Specialised Educational and Research Needs:
   - Challenge: Insufficient educational offerings in English and limited capacity to develop such courses hamper the attraction of international students and staff.
   - Approach: Develop a multilingual educational model and specialised research programs tailored to maritime and coastal challenges, enhancing linguistic diversity and virtual teaching capacities.

3. International Collaboration Barriers:
    - Challenge: Inflexible academic structures and high bureaucratic burdens make establishing international partnerships challenging.
    - Approach: Streamline administrative processes through shared digital infrastructures, promoting efficient partnerships and deeper alliance engagement.

4. Digital Transformation Needs:
    - Challenge: Difficulty in maintaining technological platforms due to high staff turnover and underdeveloped virtual mobility approaches.
    - Approach: Implement a shared digital strategy across the alliance to support digital transformation, ensuring technological advancement and effective community integration.

5. Employability and Industry Alignment:
    - Challenge: Member universities struggle to align with industry needs and enhance employability due to regional limitations and funding challenges.
    - Approach: Strengthen connections with maritime industries and focus on engaged learning, enhancing employability through lifelong learning initiatives and micro-credentials to develop future-proof Blue Skills[3].

6. Competitive International Landscape:
    - Challenge: The need for a stronger international presence to remain relevant amid centralised excellence and diverse academic practices.
    - Approach: Develop global partnerships and advocate in policy discussions, leveraging digital collaboration tools to overcome geographical and legislative differences.

This summary encapsulates the main needs of the EUNICoast alliance and the innovative approaches it plans to implement to address these challenges, enhancing its role within the European Higher Education Area and beyond. This strategic alignment with its mission, vision, and values aims not only to advance the alliance but also to provide solutions that could benefit other institutions facing similar challenges.

EUNICoast's Internal Community Needs (bottom-up perspective)

EUNICoast has identified critical needs through extensive feedback from its internal communities, including teachers, students, and outcomes from a targeted Hackathon event. This feedback is vital in ensuring the alliance's strategies are well-aligned with the actual needs of its member institutions.

[3] https://atlantic-maritime-strategy.ec.europa.eu/en/news-and-events/events/fostering-atlantic%E2%80%99s-blue-economy-skills-marine-renewable-energy. See also the materials provided by EMUNI University.

Key Community Feedback and EUNICoast's Response:

1. Environmental Awareness and Connection:
   - Issue: There is a significant gap in environmental awareness among community members.
   - Response: EUNICoast aims to deepen the understanding of maritime ecosystems and promote sustainable practices, fostering an environmentally responsible student body.

2. Redefining Sea Perception:
   - Issue: Coastal communities view the sea as a source of energy and unity, highlighting the potential to redefine sea-related cultural and academic perceptions.
   - Response: The alliance plans to enhance maritime culture and identity within its educational framework to resonate with these communities.

3. Bridging Academic and Local Community Gaps:
   - Issue: There is a noticeable disconnect between university research and local community challenges.
   - Response: EUNICoast is set to align academic efforts more closely with local needs, particularly in sustainable development and environmental conservation, ensuring that educational efforts support regional development effectively.

4. Technological Advances and Infrastructure:
   - Issue: Communities recognise the potential of technology in enhancing data sharing and digital development.
   - Response: The alliance will capitalise on this perception to boost technological integration and foster innovative solutions across its network.

5. Migration and Social Inclusion:
   - Issue: Community perceptions of migration, especially in the Mediterranean, often differ from widespread media portrayals.
   - Response: EUNICoast intends to offer more nuanced and inclusive approaches to understanding and integrating migration issues within its programs.

These insights are shaping EUNICoast's approach to meet the specific challenges and harness the unique opportunities within diverse maritime and coastal contexts. Furthermore, the alliance's objectives are set to enhance international collaboration, adapt to digital and green transitions, and foster inclusive, diverse educational environments. These efforts are particularly crucial for universities in unique geographical settings, helping them bridge the gap with the broader European academic landscape, thus contributing to a more connected and resilient European educational framework.

EUNICoast will also establish an impact framework to monitor the effectiveness of these initiatives and their contribution to the maritime and coastal studies.

1.2.3 Alignment with the European Strategy for Universities

EUNICoast's strategy aligns closely with the European Strategy for Universities, focusing on four key priorities:

1. Strengthening the European Dimension:
   - EUNICoast fosters a multicultural and multilingual academic environment through initiatives like a shared digital campus and Joint Degrees, embedding European values throughout its operations.

2. Universities as Beacons of European Life:
   - The alliance emphasises maritime sustainability, cultural exchange, and the integration of European values and Sustainable Development Goals (SDGs) into curricula, promoting holistic development beyond academic excellence.

3. Driving Green and Digital Transitions:
   - EUNICoast prepares its community for green and digital challenges by equipping them with essential skills, integrating innovative, transnational curricula, and enhancing digital infrastructure.

4. Reinforcing the EU's Global Role:
   - Through global partnerships and specialised programs like Joint Microcredentials and a Joint Doctoral School, EUNICoast strengthens the EU's international influence in higher education and research.

The alliance also advances the *European Universities Initiative* by promoting inter-institutional cooperation, advocating for integrated regulatory frameworks, and expanding global collaborations, particularly in marine renewable energy and blue economy sectors. This approach positions EUNICoast as a critical player in both regional and global educational landscapes. It also addresses EC Parliament recommendations on islands status[4].

[4] see https://www.europarl.europa.eu/doceo/document/TA-9-2022-0225_EN.pdf

2. QUALITY

2.1 Project design and implementation

2.1.1 Concept and Methodology

The EUNICoast Alliance ensures the feasibility and effective implementation of its long-term strategy through several key elements:

1. **Joint Mission Statement:**
   - Developed collaboratively by all twelve partner universities, the Mission Statement reflects their strategic alignment and commitment to shared goals, extending beyond the four-year funding phase. It is signed by all 12 Rectors.
2. **Memorandum of Understanding (MoU):**
   - The MoU outlines the operational framework for the alliance, detailing how the universities will collaborate to achieve their objectives. It is signed by all 12 Rectors.
3. **Bilateral Mobility Agreements:**
   - These agreements between all partner institutions facilitate mobility and set the groundwork for collaborative activities involving teachers, academics, and administrative staff.
4. **Joint Activities:**
   - A series of joint activities have been planned for the four-year period, with some already initiated, such as the EUNICoast Hackathon and research seminars. These activities are integral to the Work Packages outlined in the proposal.
5. **Joint Structures:**
   - EUNICoast is establishing joint structures to ensure sustainability beyond the funding period. These include:
     1. Work Package Commissions: Operational teams from each university will design, implement, and evaluate tasks, ensuring effective collaboration.
     2. Teaching and Research Hubs: Focused on the Alliance's five key areas, these hubs will foster interdisciplinary collaboration among academics, researchers, students, and stakeholders.
     3. Technical Offices: Providing long-term support, these offices will evolve to meet the ongoing needs of the Alliance, eventually becoming self-sustaining.

These components collectively support the transition from a project-based collaboration to a fully operational European University, emphasising the strategic and methodological foundation of EUNICoast.

a) Introducing the Work Package Structure

Our WP structure relies on three pillars, each corresponding to a core mission: education; knowledge generation (research and innovation); and service to society (community engagement). **WPs 2, 3, and respectively 4** are dedicated to these areas, aiming to align and enhance our institutions' core missions through joint initiatives. Supporting these **core WPs** are the **transversal WPs 5, 6, and 7**. Their independence and cross-cutting nature were integral to their design, with these WPs being formulated after the core ones (WPs 2-4). WP1, consistent with Erasmus+ project structures, focuses on classical project management. Below is a visual representation of our WP structure, including the titles assigned to each WP:

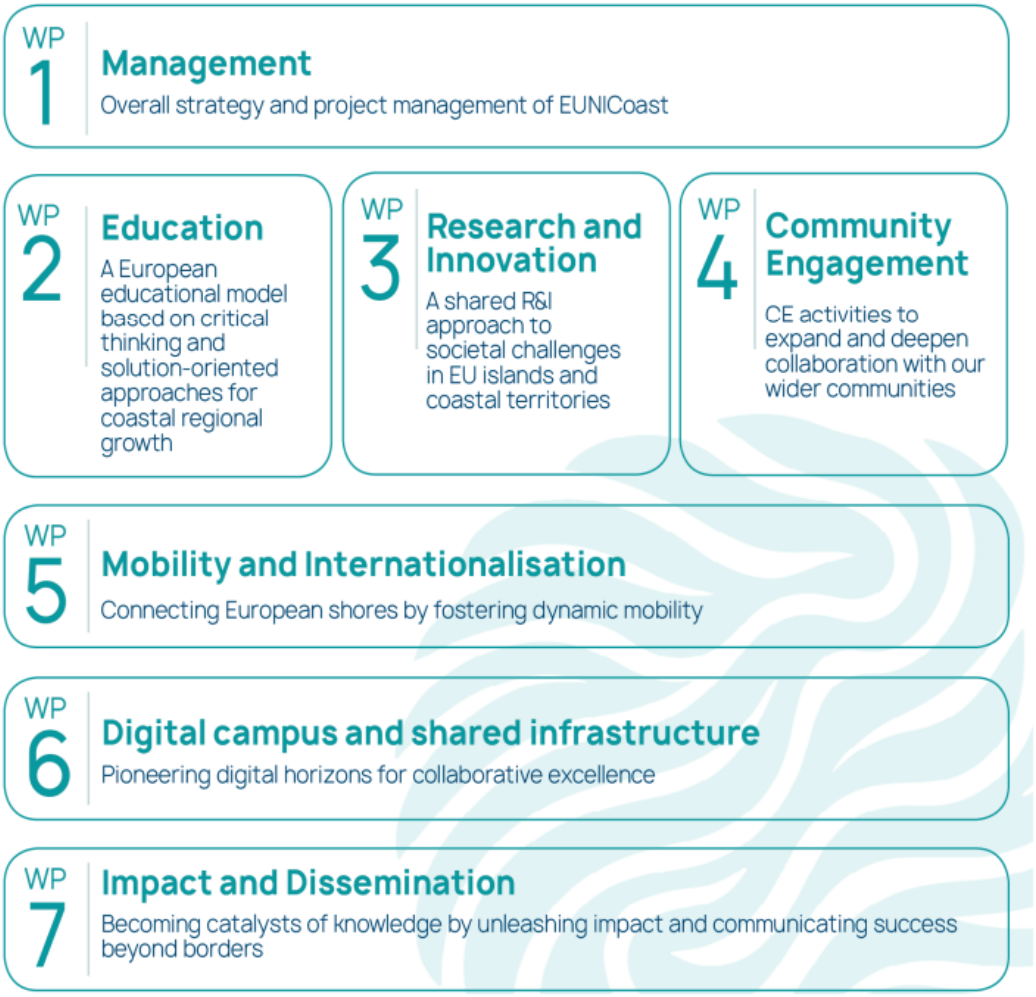


Figure 3. *The EUNICoast Work Package structure.*

Each WP is led by a different partner university for balanced responsibility. The WP Lead acts as a coordinator, with tasks within the WP potentially led by other universities. Co-Leads support each WP, chosen for their expertise and capacity.

1. WP1: Management - Oversees project management, led by ULHN with UIB and ZUT as co-leads.
2. WP2: Education - Focuses on joint educational initiatives, led by UIB with UA and AUAS as co-leads.

3. WP3: Research and Innovation - Dedicated to research initiatives, led by UAc with UNIDU as co-lead.
4. WP4: Community Engagement - Enhances community involvement, led by UNISS with EMUNI as co-lead.
5. WP5: Mobility and Internationalisation - Promotes international collaboration, led by UA with UNISS and HOST as co-leads.
6. WP6: Digital Campus and Shared Infrastructure - Strengthens digital infrastructure, led by ZUT with UP as co-lead.
7. WP7: Impact and Dissemination - Focuses on project impact, led by UP with BFU and ULHN as co-leads.

Section 4 below elaborates on each of the seven Work Packages, which involve Tasks, Milestones and Deliverables. **The Deliverables are the most important part of the work packages (WPs), as failure to deliver them may result in funding cuts.**

b) Introducing the Teaching and Research Hubs: Our Knowledge-Creating Teams

Five thematic Teaching and Research Hubs will be established to tackle our focus areas:

1. Identities, Local Knowledge, and Cultural Heritage
2. Blue Circular Economy, Port Logistics, and Sustainable Blue Tourism
3. Governance, Planning, Management, and Monitoring
4. Health, Biodiversity Protection, and Nature-based Solutions
5. Engineered and Data-driven Solutions

The five Teaching and Research Hubs will be interdisciplinary teams of academics, researchers, and students from all member universities, collaborating with external stakeholders on relevant challenges and initiatives.

Each Hub, led by a university with expertise in the area, will include representatives from different EUNICoast members. Coordinating with the WP Commissions and Steering Committee, these Hubs will ensure a multi-disciplinary approach to strategic decisions. A dedicated seed funding mechanism will support these Hubs in launching impactful projects, covering pilot projects, interdisciplinary events, student initiatives, publishing, and external collaborations.

The Hubs' creation begins in October-November 2024 specially with our BIP at the UIB, promoting experience exchange and collective learning. This includes members from all partner universities, fostering bottom-up collaboration and laying the groundwork for an advanced methodology in line with Erasmus Programmes. Supported by bilateral mobility agreements and Erasmus+ funding, the BIP aims to build a consensus on a collaborative, inclusive approach. While the Hubs are part of WP1, they will closely interact with Work Package Commissions and the Steering Committee for comprehensive management.

c) Special mention of the Flagship Coastal-Sea Educational Activities (FSCEA)

The Flagship Coastal-Sea Educational Activities (FSCEA) is defined as a comprehensive list of existing and new subjects, courses, programmes, and activities across various platforms and initiatives. The FSCA has to be produced by the Education commission (EdC) in WP2 and must be delivered to the European Commission by Month 30 as a **Deliverable**. This list will serve as a foundational document, acting as a consultative guide and pattern for subsequent work, providing ongoing guidance in the development and enhancement of educational activities.

During the WP2's lifetime, these FSCEAs will be assembled, as explained in the corresponding tasks, into,

1. **EUNICoast's Coastal-Sea Itinerary** (specialisation mention): specialised EUNICoast track within undergraduate. Task 5, WP2.
2. **Microcredentials**: The EUC's Paths to European Seas. Task 6, WP2.
3. EUC's **European Joint Master's Degrees**. Task 7, WP2.
4. EUC's **European Joint Bachelor Programmes**. Task 8, WP2.
5. Continuous Professional Development and **Lifelong Learning Programmes**. Task 9, WP2.
6. **Joint Doctoral programmes and Joint Doctoral School**. Task T3.3, WP3.

We will also produce a List of Present and Future Lines on Research, initially based on the Online Workshop on 27th September 2024.

d) EUNICoast Technical Offices

To ensure sustainability, EUNICoast will establish Technical Offices that streamline administrative functions. These offices, including Legal, Quality Assurance, IT, Mobility, EDI, Communication, Research Support, Financial, and KTT & Incubators, will support WP tasks and evolve into stable units over time, facilitating the transition of EUNICoast into a fully-fledged European University.

2.1.2 Project Management, Quality Assurance, and Monitoring and Evaluation Strategy

Project Management Approach:

EUNICoast's project management is characterised by a strategic governance structure, operational efficiency, and the use of advanced technologies like AI and blockchain. This is the chart structure:

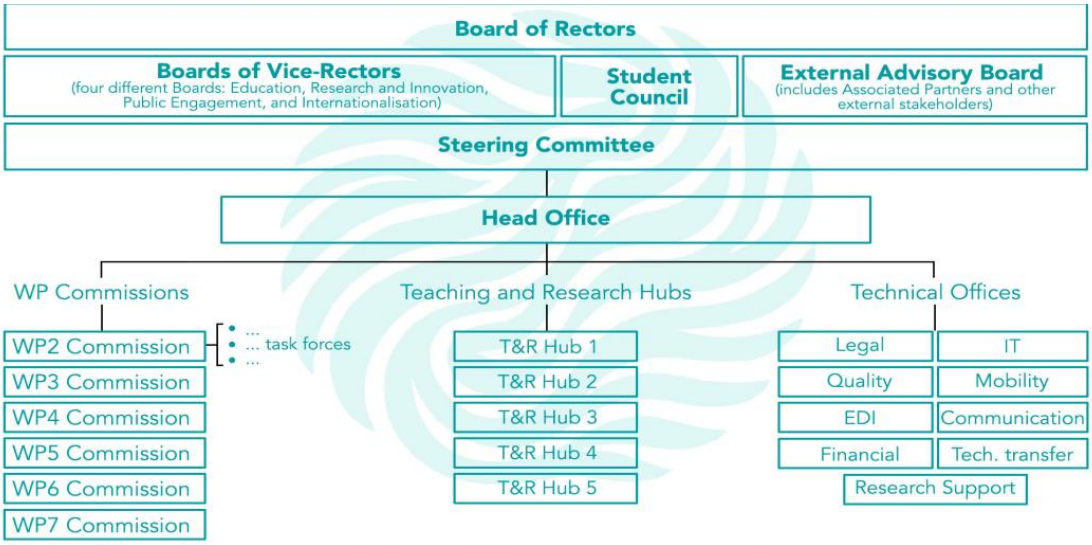


Figure 5. *Governance model of the EUNICoast Alliance.*

Key elements include:

1. Strategic Governance Structure:
   - Establishment of governance bodies such as the Board of Rectors and the Steering Committee for decision-making and strategic planning.

2. Comprehensive Communication Plan:
   - Implementation of effective communication strategies for coordination and information sharing among partners.

3. Operational Supervision:
   - Ensuring operational alignment with the mission and objectives of EUNICoast.

4. Administrative and Financial Management:
   - Handling of administrative tasks and financial oversight to ensure project sustainability.

5. Quality Assurance:
   - Application of quality control throughout all project stages.

6. Stakeholder Engagement:
   - Involvement of students and external stakeholders in project design and execution.

Project Management Team Overview:

The management of EUNICoast during the four-year funding phase will be overseen by the Steering Committee, which includes:

- Head Office Representatives: Led by the Alliance Coordinator, ensuring alignment with the mission and vision.
- Local Coordinators: Representatives from each partner institution, ensuring the inclusion of institutional perspectives.
- Work Package Leads: Facilitating communication and tracking progress.

Primary Goals of the Project Management Team:

- Guide the establishment of governance bodies and embed the EUNICoast strategy.
- Oversee the development of Work Packages, ensuring efficiency and cost-effectiveness.
- Enhance internal communication, promote resource-sharing, and manage operational, administrative, financial, and quality aspects.
- Engage stakeholders through participatory governance and lay the groundwork for a sustainable European University.

Operational Structure:

The Project Management Team, supported by the Head Office and the Quality Assurance Committee (QAC), ensures that activities align with the Alliance's mission. The Head Office, based at ULH, coordinates between executive, governing, and advisory bodies. The QAC focuses on educational and research quality, conducting regular internal checks, external audits, and integrating advanced software for quality assurance.

EUNICoast Quality Assurance Framework

EUNICoast's Quality Assurance Framework ensures excellence in Education, Research & Innovation, and Community Engagement, managed by the Quality Assurance Committee (QAC) and the Central Quality Assurance Office.

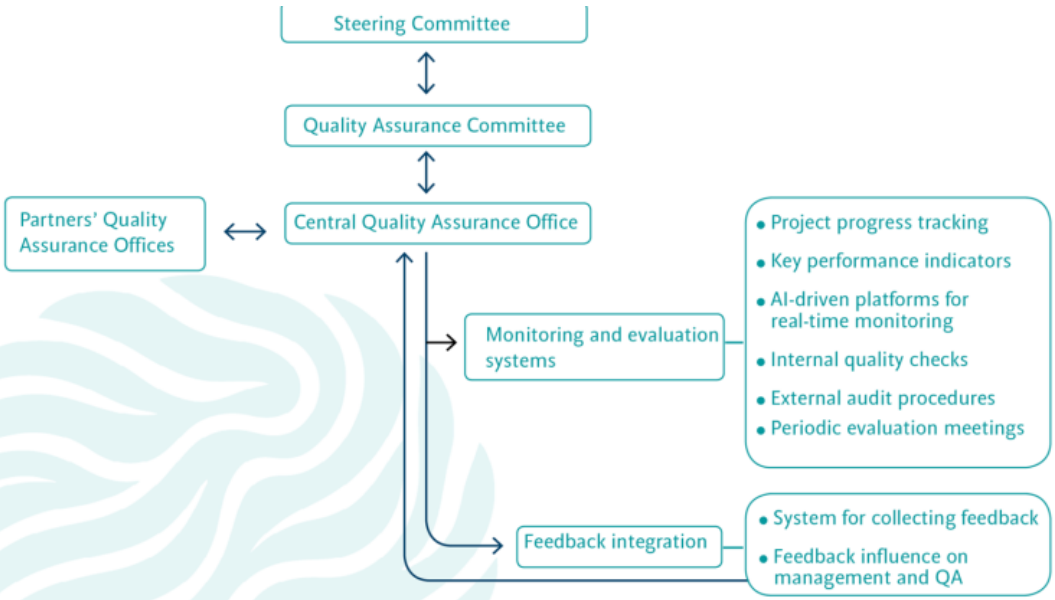


Figure 4. *The EUNICoast Quality Assurance Framework.*

A. Quality Assurance Committee (QAC):

- Composition: Chaired by the Quality Assurance Manager, including academia, industry, and external quality experts.
- Mandate: Oversee educational and research outputs, set quality standards, and provide updates to the Steering Committee.

B. Central Quality Assurance Office:

- Function: Coordinates and implements quality procedures across work packages, ensuring alignment with the Alliance's goals.

C. Monitoring and Evaluation Systems:

1. Progress Tracking: Real-time tracking with tools like Asana, Trello, and Tableau.
2. Key Performance Indicators (KPIs): Cover education, research, public engagement, and include interdisciplinary collaboration, sustainability, and digital technology use.
3. AI-driven Monitoring: Uses platforms like Tableau and Power BI for real-time analysis of KPIs.
4. Internal Quality Checks: Includes periodic reviews, peer reviews, and annual internal audits.
5. External Audits: Biennial assessments by external auditors using international benchmarks like ESG and ISO 21001:2018.
6. Periodic Evaluation Meetings: Held every semester to assess progress and adjust strategies.

D. Feedback Integration:

1. Collection System: Multi-channel approach including digital surveys, interactive sessions, and AI-enhanced tools.
2. Influence on Management: Feedback is analysed with AI tools and used for bi-annual reviews, ensuring initiatives align with objectives and fostering continuous improvement.

2.2 The Role of Students and the Alliance's Associated Partners

2.2.1 The Role of Students: Engaging and Empowering the Core of Our Alliance

EUNICoast places students at the heart of its strategy, ensuring their active participation in shaping the educational experience. Students are directly involved in designing and developing programmes, which helps align curricula with current labour market demands and student aspirations. Drawing from insights from other European University Alliances and student associations, EUNICoast has integrated key elements to enhance student engagement:

- Early and Consistent Engagement: Students are involved from the outset and throughout the process, ensuring a student-centred approach.
- Diverse Selection Methods: Flexible methods will be used to select student representatives, ensuring broad and effective representation.
- Empowerment and Clear Roles: Students have clearly defined roles in governance and decision-making, enabling active participation beyond mere advisory capacities.
- Resource Allocation: Adequate resources, including financial and time support, will be provided to facilitate active student involvement.
- Technological Inclusivity: Digital initiatives ensure that all students can participate effectively, regardless of their location.
- Community Building: A keen sense of community will be cultivated among students from different universities, promoting collaboration and intercultural exchange.

EUNICoast also focuses on creating interactive and inclusive learning environments that connect academic experiences with practical outcomes. By empowering student representatives to influence course content and structure, EUNICoast ensures that student voices play a crucial role in decision-making processes.

To standardise this inclusive approach, EUNICoast will implement models like Student Forums, which serve as interfaces between institutional governing bodies and the student community. These forums provide structured platforms for dialogue and collaboration, ensuring that diverse student perspectives are incorporated into university decisions. In summary, students are central to EUNICoast's mission, with their participation and input actively shaping EUNICoast's educational landscape.

2.2.2 The Alliance's Associated Partners and External Stakeholders

EUNICoast's mission is to deliver high-quality, skills-focused education, perform internationally relevant research, and embed itself within territorial ecosystems and global value chains. Achieving these goals necessitates active engagement with external stakeholders, including industry, policymakers, and society. The EUNICoast Alliance emphasises collaboration with local and global partners at each member university.

Key benefits of engaging these stakeholders include:

- Implementing Policies and Strategies: Collaborating on policies that benefit regional economies and communities.
- Research Consultation: Consulting on research directions that integrate environmental and economic planning, ensuring sustainable coastal resources.
- Public Awareness: Raising awareness and educating the public on marine and coastal issues.
- Identifying Challenges: Identifying unique environmental, economic, and societal challenges facing our territories and sharing best practices across regions.

The proposal includes over 90 Global and Associated Partners, ranging from public administrations to research institutes, companies, civil society actors, and other higher education institutions. These partners will play a significant role in designing and implementing various initiatives during the four-year funding period.

Collaboration Scope and Activities:

- Skills Mapping: Collaborating on a skills map to address the needs of island and coastal regions' authorities, businesses, and industries.
- Workforce Development: Assisting in the "Future-Proofing the Workforce" initiative for continuous professional development in the maritime sector.
- Common Research Agenda: Participating in workshops to co-create the EUNICoast Common Research Agenda for 2024-2028.
- Open Science Events: Contributing to Open Science events within the EUNICoast Hubs.
- Bridging Students and Employers: Engaging in projects like internships, advisory panels, and guest lectures to connect students with industry.
- Training Programs: Collaborating on a training program focusing on soft, blue, and internationalisation skills.
- Joint Dissemination Strategy: Helping design and implement the Alliance's dissemination strategy to identify beneficial results for territories.
- Dissemination Events: Participating in local and international dissemination events, including workshops and conferences.

Collaboration with Associated Partners will be structured through Work Package Commissions, with regular invitations based on the initiatives and topics discussed.

Additionally, the EUNICoast External Advisory Board will include representatives from various regions and sectors, providing strategic advice and recommendations to the Board of Rectors.

A full list of Associated Partners is displayed on Annex 2.

3. IMPACT

3.1. Developing EUNICoast's Impact Framework: Key Considerations

EUNICoast is dedicated to creating a dynamic impact framework for our European University Alliance, focusing on islands, ports, and coastal territories. This framework will draw from previous European projects and other EUAs, while enhancing the European Commission's modernised monitoring approach. Unlike traditional frameworks that focus on research and societal engagement, EUNICoast will integrate the impact of educational programs, aligning with the European Education Area (EEA) strategic framework.

Key considerations include:

- Equitable access to education and research, fostering an inclusive environment.
- Promoting interdisciplinary and cross-border collaboration.
- Embedding sustainable practices and aligning with EU values and policies.
- Leveraging digital technologies for enhanced learning and collaboration.
- Developing skills necessary for sustainable development and the blue economy.

This framework will measure educational impact holistically, align with broader European goals, emphasise quality and accessibility, highlight innovative pedagogical approaches, and prepare students for future challenges.

3.2 Methodology for EUNICoast's Impact Framework: Focus on Both Processes and Results

EUNICoast's impact assessment focuses on societal impact and stakeholder engagement, using a mixed-methods approach for evaluation. This includes:

- Developing an indicator methodology handbook for consistent data collection.
- Compiling a baseline and benchmark report to set goals for improvement.
- Implementing IT systems for streamlined monitoring and reporting.

The framework will be flexible, allowing for future adjustments based on internal and external consultations.

3.3 Communication, Dissemination, and Visibility

The EUNICoast Dissemination Strategy

EUNICoast aims to effectively communicate and disseminate its initiatives, research findings, and educational opportunities through a comprehensive strategy. This strategy will ensure visibility and recognition across institutional, national, European, and international levels.

Key dissemination activities include:

- Community of Practice: A platform for knowledge-sharing and stakeholder engagement on the EUNICoast website.
- International Scientific Conferences: Two conferences showcasing scientific advancements from EUNICoast's Teaching and Research Hubs.
- Local Dissemination Workshops: Workshops at each member university to communicate initiatives and achievements.
- Training Programmes: Focusing on internal engagement and aligning staff with EUNICoast's strategic goals.
- Digital Presence and Branding: Developing a distinctive visual identity and utilising digital platforms for broader engagement.
- EUNICoast Ambassador Programme: Training ambassadors to represent EUNICoast and promote its values.

The dissemination strategy also includes lobbying efforts for European University Alliances, raising awareness on island and coastal challenges, promoting open education and open access, and ensuring visibility of EU funding.

The impact of these activities will be monitored and evaluated, with annual reports assessing progress and a final evaluation in year 4 to plan for long-term sustainability. The EUNICoast Communications Office will play a significant role in managing dissemination efforts, ensuring effective communication of EUNICoast's initiatives to a broad audience.

4. WORK PLAN, WORK PACKAGES

A Work Package is a major subdivision of the project in which specific **tasks, milestones, and deliverables** define the first four-year funding phase. This four-year period is likely to be renewed for another subsequent period.

EUNICoast's Work Package (WP) structure for the first four-year funding phase is designed around three mission-oriented pillars aligned with the core missions of higher education institutions: education (WP2), research and innovation (WP3), and community engagement (WP4). These are supported by transversal Work Packages that provide essential infrastructure and support. Below is an overview of each Work Package:

WP1: Management
Lead: ULHN, Co-Leads: UIB, ZUT

- Focus: This WP covers the overall strategy, project management, and governance of EUNICoast. It includes establishing key executive bodies (Steering Committee, Head Office) and collaborative structures (Teaching and Research Hubs, Technical Offices). It also addresses capacity-building, managing associated partners, and ensuring financial sustainability and legal status post-2028.

WP2: Education
Lead: UIB, Co-Leads: UA, HA

- Focus: EUNICoast aims to become a leading educational institution, uniting universities in coastal and island regions with a European perspective. This WP develops a model centred on critical thinking and solution-oriented approaches, integrating multicultural, multilingual, and inclusive values. It will establish transnational curricula, joint degrees, and lifelong learning programs, with a focus on sustainability challenges and innovative problem-solving.

WP3: Research and Innovation
Lead: UAc, Co-Lead: UNIDU

- Focus: This WP fosters a collaborative research environment addressing challenges in coastal and island regions. It will establish a comprehensive Research Agenda, create the EUNICoast Doctoral School, and enhance mobility and knowledge exchange among members. The WP also focuses on developing digital research infrastructures and promoting Open Science.

WP4: Community Engagement
Lead: UNISS, Co-Leads: EMUNI

- Focus: WP4 aims to strengthen community engagement across EUNICoast universities. It will establish Institutional Community Engagement (ICE) Plans, informed by self-reflection exercises and quintuple helix mapping. The WP includes staff training, piloting community engagement initiatives, and creating a Skills/Jobs Mapping Observatory to enhance employability and maritime sector relations.

WP5: Mobility and Internationalisation
Lead: UA, Co-Leads: UNISS, HOST

- Focus: This WP is dedicated to facilitating regular and mutual mobility within the Alliance, exploring new mobility formats for students, teachers, and staff. It will establish the Internationalisation Commission, Virtual Mobility Office, and design the EUNICoast Internationalisation Plan. The WP includes initiatives like Summer and Winter Schools, language courses, and the EUNICoast Student Festival.

WP6: Digital Campus and Shared Infrastructure
Lead: ZUT, Co-Lead: UP

- Focus: WP6 is committed to building robust digital infrastructures that support educational, research, and engagement initiatives across EUNICoast. It includes establishing the IT Commission, EUNICoast IT Office, and developing key digital tools like the Alliance Portal and Virtual Campus. The WP also focuses on promoting Open Science and ensuring digital interoperability among member universities.

WP7: Impact and Dissemination
Lead: UP, Co-Leads: BFU, ULHN

- Focus: This WP aims to amplify the visibility and integration of EUNICoast's outputs. It will establish the Dissemination and Impact Commission, develop a Joint Dissemination Plan, and take actions to engage stakeholders at multiple levels. The WP includes initiatives like the EUNICoast Ambassador Program and the design of the Alliance's Impact Framework to ensure long-term sustainability and broad adoption of EUNICoast's models and resources.

Each Work Package is designed to align with EUNICoast's overall mission, with clear responsibilities and tasks delegated to various universities based on their expertise. This structured approach ensures efficient use of resources and maximises the impact of the Alliance's initiatives across Europe and beyond.

ANNEXES

1. Brief Presentation of the Universities
2. List of Associated Partners

Annex 1.
Presenting the Individual University Members

Beyond our shared mission and ambition, each of our 12 member universities has their own specificities and brings concrete expertise and interests to the Alliance. In the tables below, we briefly present the 12 university members of EUNICoast and detail their specific responsibilities and contributions.

Name of university	Acronym of university	Country	Status
University Le Havre Normandie	ULHN	France	COO

Université Le Havre Normandie (ULHN), established in 1984, is a mid-sized institution with 8,000 students, including a 20% international cohort. With 465 academic and 390 administrative staff, ULHN encompasses faculties in International Affairs, Science and Technology, Social Sciences and Humanities, along with an Institute of Technology and an Engineering School in Logistics. Hosting 12 research labs, including collaborations with CNRS and INERIS, ULHN aligns its research and education with the maritime and port-centric development of its city.

The university's 2022-27 strategy focuses on creating a Polytechnic Maritime and Port Campus, integrating transdisciplinary themes like maritime and port issues, urban future, and risk management. This strategy, emphasising international partnerships particularly in port cities, aligns perfectly with EUNICoast's goals.

As the leader of WP1, which focuses on management, ULHN brings to the table its renewed strategic vision and experience in fostering global partnerships in education and research (GU8, SGroup, etc.). ULHN will also leverage its extensive network and experience in public engagement as a co-leader of WP7 (Impact and Dissemination).

Name of university	Acronym of university	Country	Status
University of the Antilles	UA	France	BEN

The Université des Antilles, established in 2015, is a unique French university located in the Caribbean, spanning two sites: Guadeloupe and Martinique. Each site operates with its own budget, fostering strategic co-construction under a unified Administration Board. The university serves approximately 14,000 students across six campuses (three in each location), offering multidisciplinary programmes.

Research at the University of the Antilles focuses on four main clusters: Health and Biodiversity in Tropical Island Environments; Risks and Energy; Caribbean Cultures and Societies; and Digital Technologies. The university's operation is supported by 900 staff, including 500 teaching personnel and 400 administrative staff. The University of the Antilles made its entry into the Shanghai Ranking in 2023, in the field of Ecology.

UA will leverage its administrative experience of managing multiple campuses across Guadeloupe and Martinique as well as its unique and geographical location (uniquely positioned in the Caribbean, bridging European academic standards with a diverse, multicultural environment) to coordinate EUNICoast's mobility & internationalisation programmes (WP5), as well as a co-leader in WP2 (Education).

Name of university	Acronym of university	Country	Status
University of the Azores	UAc	Portugal	BEN

Embodying the ethos 'Azorean by nature, Atlantic by geography and vocation, and Universal by mission,' the University of the Azores (UAc) is strategically located in the North Atlantic. Founded in 1976 in the Portuguese archipelago and EU Outermost Region, UAc is pivotal to the socio-cultural and economic development of the Azores, a region characterised by its archipelagic nature, small population, and developmental challenges. UAc's presence on S. Miguel (main campus), Faial, and Terceira islands underscores its commitment to territorial and social cohesion, decentralising education and fostering community ties.

UAc offers a comprehensive educational portfolio, including 23 undergraduate, 26 master, and 10 doctoral programmes, plus 6 Technical Higher Education Programmes and various postgraduate courses, serving around 2,900 students. Its 13 R&D units focus on disciplines pertinent to its unique geographic and environmental context, with Ocean studies and Insularity being core research themes.

Leading WP3 in the EUNICoast consortium, UAc champions Research and Innovation initiatives grounded in open science. It emphasises capacity-building in human resources, mobility, and the use of critical technologies. UAc's leadership in this work package is geared towards developing evidence-based solutions and methodologies, aiming to bolster a sustainable and resilient blue economy in island and coastal communities.

Name of university	Acronym of university	Country	Status
Åland University of Applied Sciences	AUAS	Finland	BEN

AUAS offers degree programmes in business administration, navigation, hospitality management, engineering (marine, electrical and IT) and health and caring sciences to a total of 600 students. The university is actively involved with both private and public sectors to create knowledge which supports sustainable development and business growth on Åland Islands. We have three focus areas with a common stem in sustainability and gathering around digital tech-solutions: Accessible health, The entrepreneurship of tomorrow, and Energy transition.

Pedagogically, we follow a constructively aligned and student-centred learning. As the only higher education institution on Åland Islands we have a long tradition of running LifeLong Learning activities for the public, both our own courses and courses in cooperation with other higher education units. This makes us a strong partner in the development of microcredentials. Furthermore, the Open University at AUAS offers around 100 academic courses, lectures and seminars annually. For the above reasons, AUAS is a co-leader of WP2 (Education).

Name of university	Acronym of university	Country	Status
University of the Balearic Islands	UIB	Spain	BEN

The University of the Balearic Islands (UIB), established in 1978 and based in Palma, Mallorca, Spain, with seats in Minorca and Ibiza, is a vibrant institution with a distinct Mediterranean orientation. UIB comprises 10 faculties and schools, catering to over 16,000 students and supported by a diverse staff of 2,500. The university's research visibility is reflected in UIB's strong performance in the bibliometric-based Shanghai ranking[54].

UIB is part of the Xarxa Vives d'Universitats and Grupo 9 networks of Spanish universities and has cooperation agreements with numerous institutions across the globe. The university operates in three languages: Catalan, Spanish, and English, reflecting its commitment to a multilingual and inclusive academic environment.

Within the Alliance, UIB assumes the leadership role in WP2 (Education) with a dedication to advancing innovative academic offerings and teaching methodologies. Additionally, UIB co-leads WP1 (Management), concentrating on building capacities in governance and management. This collaborative effort emphasises our commitment to effective leadership and administration, contributing significantly to the Alliance's overall success.

[54] We are ranked #51-75 in Hospitality & Tourism Management, 101-150 in Oceanography, 201-300 in Ecology and in Physics, 301-400 in Atmospheric Science, 401-500 in Earth Sciences and in Psychology, according to the Shanghai Global Ranking of Academic Subjects 2023.

Name of university	Acronym of university	Country	Status
Burgaski Svoboden Universitet	BFU	Bulgaria	BEN

Established in 1991 as the first non-state university in Bulgaria, Burgaski Svoboden Universitet (Burgas Free University - BFU) is a modern educational institution located in the country's southeastern industrial and cultural hub. BFU comprises four faculties - Business, Legal, Humanities, and Computer Science & Engineering - educating over 2,500 students.

A significant milestone for BFU was the establishment of the UNESCO Chair on Human Rights and Culture of Peace in 1998, reflecting its active involvement in human rights, democracy, tolerance, peace, civic education, and culture. BFU collaborates closely with businesses, operators, and local authorities to align its diverse academic programmes with regional needs. As a member of the ICT Cluster of Burgas and co-founder of the South East DIH, BFU focuses on services for SMEs in green mobility, blue economy, and intelligent, CO_2-neutral development. BFU's participation in the Sustainable Blue Economy Partnership[55], further demonstrates its commitment to research and innovation in maritime sectors. Its strong local engagement underpins BFU's co-leadership in WP7 (Impact & Dissemination).

[55] This Horizon Europe co-funded initiative with a planned investment of €450 million over 7 years, involves 60 institutions from 25 countries and the European Commission, aligning national programmes across various sea basins and the Atlantic Ocean.

Name of university	Acronym of university	Country	Status
University of Dubrovnik	UNIDU	Croatia	BEN

Established in 2003, the University of Dubrovnik (UNIDU), one of Croatia's younger academic institutions, is situated along the Adriatic coast. UNIDU is engaged in a broad range of educational and research activities, focusing on ecology, computing, digital economy, tourism, arts, and restoration.

In recent years, UNIDU has been at the forefront of exploring the application of artificial intelligence and information technologies in optimising various value chain segments. As Croatia's most international university in terms of the proportion of Erasmus+ students, predominantly in tourism-related programmes, UNIDU plays a pivotal role in expanding the European Union's educational impact. It equips a diverse array of young talents with the knowledge to enhance their communities' well-being, particularly in regions driven by tourism and culture.

In the EUNICoast consortium, UNIDU's significant experience in research and international education positions it as an ideal co-leader for WP3 (Research & Innovation).

Name of university	Acronym of university	Country	Status
Euro-Mediterranean University	EMUNI	Slovenia	BEN

Founded in 2008 as a key project of the Union for the Mediterranean (UfM), the Euro-Mediterranean University (EMUNI) stands as an international hub of expertise, significantly contributing to a unified Euro-Mediterranean higher education and research area. EMUNI offers programmes accredited in Slovenia and other countries, alongside its own degree courses and educational activities. It actively organises policy, scientific, and networking events fostering intercultural dialogue, science diplomacy, and addressing UfM's priority areas.

In 2022, EMUNI received the Jean Monnet Centre of Excellence seal from the European Commission, establishing a Centre of Excellence on Sustainable Blue Economy. This centre enhances interactions across academia, policy, and society, focusing on blue economy themes. EMUNI's goals align with EUNICoast's objectives, particularly in promoting sustainable development, peace, and prosperity in the Euro-Mediterranean region.

EMUNI is set to co-lead WP4 (Community engagement), leveraging its expertise in science diplomacy to enhance public engagement skills among early-career researchers.

Name of university	Acronym of university	Country	Status
University of Patras	UP	Greece	BEN

The University of Patras (UP), Greece's third-largest university, is renowned for its excellence in Engineering and Natural Sciences. Established in 1964 and located in the port city of Patras, it caters to around 29,000 undergraduates and 3,900 postgraduates. The university is supported by a robust faculty and extensive facilities, including 180 research labs and 17 clinics across three campuses.

UP leads WP7 (Impact and Dissemination) in the EUNICoast consortium, leveraging its extensive research expertise and strong tradition in innovation and academic excellence. The university's significant experience in managing and promoting numerous national and international research projects, including Horizon 2020 and Erasmus+ initiatives, positions it ideally for coordinating this work package. UPatras' commitment to the EUNICoast's vision and mission, coupled with its proficiency in modern communication strategies and global academic partnerships, ensures effective management of the consortium's dissemination and impact activities.

Name of university	Acronym of university	Country	Status
University of Sassari	UNISS	Italy	BEN

Founded in 1562, the University of Sassari (UNISS) is a historic yet forward-looking institution located on the island of Sardinia, Italy, with campuses in Sassari, Olbia, Oristano, and Nuoro. It serves approximately 11,000 students across 12 departments, including two new ones focused on tourism innovation and engineering, established in 2024.

UNISS, with its commitment to autonomy, responsibility, and student involvement in academic policy-making, actively contributes to Sardinia's sustainable development and cultural, economic, and social progression. Offering a diverse array of study programmes from humanities and social sciences to natural sciences, engineering, and medicine, UNISS fosters cross-sectoral collaboration, enhancing its potential impact within the Alliance. The university's educational offerings at all three levels are complemented by training programmes developed in partnership with local organisations, institutions, and companies, reflecting a deep engagement with the community.

In the EUNICoast consortium, UNISS leads WP4 (Community Engagement). This role involves developing and delivering training programmes aligned with EUNICoast strategies, promoting effective teaching, learning, and research methods for community engagement, emphasising the Sustainable Blue Economy.

Name of university	Acronym of university	Country	Status
Stralsund University of Applied Sciences.	HOST	Germany	BEN

Founded in 1991, Stralsund University of Applied Sciences (HOST) is a small campus university located in northeastern Germany. With a student body of 2,000 and 250 staff members, HOST offers practical and project-oriented programmes via its three faculties: Electrical Engineering and Computer Science, Mechanical Engineering, and Business Studies.

HOST is distinguished by its six international programmes, focusing on renewable energies, tourism, management, and the Baltic Sea region, which attract a significant number of foreign students, comprising over 20% of the total student population. The university excels in research areas including Applied Informatics, AI, Medical Decision Making, Technology and Energy, as well as Companies, Regional Development, and Tourism, supported by its in-house Institute for Renewable Energy Systems (IRES) and Institute for Applied Computer Science (IACS), alongside five affiliated institutes.

As a co-lead of WP5, HOST brings valuable expertise in mobility and internationalisation, leveraging its research strengths and commitment to student engagement to contribute significantly to the EUNICoast consortium.

Name of university	Acronym of university	Country	Status
West Pomeranian University of Technology in Szczecin	ZUT	Poland	BEN

The West Pomeranian University of Technology in Szczecin (ZUT) was in 2009, through the merger of the Szczecin Technical University and the Agricultural University of Szczecin. ZUT, with about 6,500 students and over 1,600 staff members, comprises 11 faculties and offers 43 study programmes across various levels, alongside numerous post-graduate courses.

The university's Computer Science Faculty, housing more than 1,200 students and over 100 faculty members, positions ZUT as a leader in digital education and technology. Consequently, ZUT will spearhead WP6, focusing on the development of a digital campus and shared infrastructure for EUNICoast. Additionally, ZUT's experience in higher education management will be pivotal in its co-leadership of WP1, contributing to the effective management of the EUNICoast consortium.

Annex 2 Associated Partners

Short Name	Legal Name	Country	Type of organisation	Attached member institution
EU-CONEXUS	EU-CONEXUS (European Alliance)	BE	Associations of Higher Education Institutions	ULHN
RGN NORMANDIE	REGION NORMANDIE	FR	Regional Public body	ULHN
ENSM	ECOLE NATIONALE SUPERIEURE MARITIME	FR	Higher education institution (tertiary level)	ULHN
AIVP	ASSOCIATION INTERNATIONALE VILLES ET PORTS	FR	Non-governmental organisation/association	ULHN
LHSM	Communauté urbaine Le Havre Seine Métropole	FR	Local Public body	ULHN
UMEP	FEDERATION UNION MARITIME ET PORTUAIRE	FR	Social partner or other representative of working life / Local federation (port)	ULHN
SOGET	SOCIETE DE GESTION DE TERMINAUX INFORMATIQUES	FR	Small and medium sized enterprise	ULHN
HAROPA PORT	GRAND PORT FLUVIO-MARITIME DE L'AXE SEINE	FR	National Public body (Port)	ULHN
SYNERZIP-LH	SYNERZIP-LH	FR	Social partner or other representative of working life	ULHN
HULL UNIVERSITY	UNIVERSITY OF HULL	UK	Higher education institution (tertiary level)	ULHN
RGN GUADELOUPE	GUADELOUPE REGION	FR	Regional Public body	UA
CD GUADELOUPE	Conseil Départemental de la Guadeloupe	FR	Local Public body	UA
CT MARTINIQUE	COLLECTIVITE TERRITORIALE DE MARTINIQUE	FR	Regional Public body	UA

Annex 2 Associated Partners

PORT MARTINIQUE	Grand Port Maritime de la Martinique	FR	National Public body (Port)	UA
PORT GUADELOUPE	GRAND PORT MARITIME DE LA GUADELOUPE	FR	National Public body (Port)	UA
PGR AÇORES	PRESIDENCIA DO GOVERNO REGIONAL DOS ACORES	PT	Regional Public body	UAc
PORTOS AÇORES	Portos dos Açores, S.A.	PT	Large enterprise	UAc
CCIPD	CAMARA DO COMERCIO E INDUSTRIA DE PONTA DELGADA	PT	Social partner or other representative of working life (chambers of commerce, trade union, trade association)	UAc
SAC EXPOLAB	SOCIEDADE AFONSO CHAVES-ASSOCIACAO DE ESTUDOS ACOREANOS	PT	Other associations active in Education and Training	UAc
NONAGON	ASSOCIACAO NONAGON, PARQUE DE CIENCIA E TECNOLOGIA DE SAO MIGUEL	PT	Small and medium sized enterprise	UAc
TERINOV	PCTTER ASSOCIACAO PARQUE DE CIENCIA E TECNOLOGIA DA ILHA TERCEIRA	PT	Small and medium sized enterprise	UAc
AIR CENTRE	ASSOCIACAO PARA O DESENVOLVIMENTO DO ATLANTIC INTERNATIONAL RESEARCH CENTRE (- Atlantic International Research Centre)	PT	Research Institute/Centre	UAc
AMIGOS AÇORES	Amigos dos Açores - Associação Ecológica	PT	Non-governmental association	UAc

Annex 2 Associated Partners

ATLÂNTICOLINE	Atlanticoline SA	PT	Large enterprise	UAc
ADFMA	Associação para o Desenvolvimento e Formação do Mar dos Açores	PT	School/Institute /Educational centre – Vocational Training (secondary level)	UAc
VISIT ÅLAND	Visit Åland	FI	Social partner or other representative of working life (chambers of commerce, trade union, trade association)	AUAS
VIKING LINE	Viking Line Abp	FI	Large enterprise	AUAS
OX2 ÅLAND AB	OX2 Åland Ab	FI	Large enterprise	AUAS
ILMATAR ENERGY	ILMATAR ENERGY OY	FI	Large enterprise	AUAS
FLEXENS OY AB	FLEXENS OY AB	FI	Small and medium sized enterprise	AUAS
MARIEHAMNS STAD	Mariehamns stad	FI	Local Public body	AUAS
ÅSUB	Ålands statistik- och utredningsbyrå	FI	Regional Public body	AUAS
PEACE.AX	Stiftelsen Ålands fredsinstitut	FI	Foundation	AUAS
ÅHS	Ålands Hälso- och sjukvård	FI	Regional Public body	AUAS
FANMED	FEDERACIÓN DE ASOCIACIONES Y ACTIVIDADES NÁUTICAS PARA TEMAS MEDIOAMBIENTALES-FANMED	ES	Organisation or association representing (parts of) the sport sector	UIB
CMLIB	CLUSTER MARITIMO DE LAS ISLAS BALEARES	ES	Organisation or association representing (parts of) the sport sector	UIB
BSC	BARCELONA SUPERCOMPUTING CENTER	ES	Research Institute/Centre	UIB

Annex 2 Associated Partners

IBEROSTAR	IBEROSTAR HOTELES Y APARTAMENTOS SL	ES	Large enterprise	UIB
SEA TEACH SL	SEA TEACH SL	ES	School/Institute/Educational centre – Vocational Training (tertiary level)	UIB
ASTILLEROS	Astilleros de Mallorca S.A.	ES	Small and medium sized enterprise	UIB
SOIB	SERVICIO DE EMPLEO DE LAS ILLES BALEARS	ES	Regional Public body	UIB
OMNIACCESS	OmniAccess S.L.	ES	Small and medium sized enterprise	UIB
CAIB GOIB	Conselleria d'Educació Universitat i Formació Professional. Govern de les Illes Balears	ES	Regional Public body	UIB
CI MALLORCA	CONSELL INSULAR DE MALLORCA	ES	Regional Public body	UIB
CI MENORCA	CONSELL INSULAR DE MENORCA	ES	Regional Public body	UIB
CI FORMENTERA	CONSELL INSULAR DE FORMENTERA	ES	Regional Public body	UIB
SOCIB	SOCIB - CONSORCIO PARA EL DISENO, CONSTRUCCION, EQUIPAMIENTO Y EXPLOTACION DEL SISTEMA DE OBSERVACION COSTERO DE LAS ILLES BALEARS	ES	Research Institute/Centre	UIB
PORTS BALEARS	AUTORIDAD PORTUARIA DE BALEARES	ES	National Public body	UIB
MARILLES	Marilles Foundation - Fundacio Marilles per a la conservacio de la mar balear	ES	Foundation	UIB

Annex 2 Associated Partners

OBSHTINA BURGAS	OBSHTINA BURGAS (Burgas municipality)	BG	Local Public body	BFU
PORT BURGAS	Port of Burgas EAD	BG	Large enterprise	BFU
BMF PORT BURGAS	BMF PORT BURGAS AD	BG	Large enterprise	BFU
YTU	YILDIZ TECHNICAL UNIVERSITY	TR	Higher education institution (tertiary level)	BFU
ZTSO	Zonguldak Ticaret ve Sanayi Odasi (Zonguldak Chamber of Commerce and Industry)	TR	Social partner or other representative of working life (chambers of commerce, trade union, trade association)	BFU
BLACKSEACC	Black Sea Consulting Center	BG	Non-governmental organisation/association	BFU
CHAR BURGAS	Non profit association Black Sea Association for Development Burgas	BG	Non-governmental organisation/association	BFU
IO BAS	INSTITUTE OF OCEANOLOGY BAS	BG	Research Institute/Centre	BFU
EAFA	Executive Agency for Fisheries and Aquaculture	BG	National Public body	BFU
DNZ.HR	DUBROVACKO-NERETVANSKA ZUPANIJA (Dubrovnik-Neretva County)	HR	Regional Public body	UNIDU
DUBROVNIK GRAD	GRAD DUBROVNIK (City of Dubrovnik)	HR	Local Public body	UNIDU
PORT DUBROVNIK	LUCKA UPRAVA DUBROVNIK	HR	Local Public body	UNIDU

Annex 2 Associated Partners

PORT PLOCE	LUCKA UPRAVA PLOCE*PORT OF PLOCE AUTHORITY	HR	Local Public body	UNIDU
DUNEA	REGIONALNA AGENCIJA DUNEA	HR	Regional Public body	UNIDU
ZASTITA PRIRODE	JAVNA USTANOVA ZA UPRAVLJANJE ZASTICENIM DIJELOVIMA PRIRODE DUBROVACKO-NERETVANSKE ZUPANIJE (public institution for the management of protected natural areas of Dubrovnik-Neretva county)	HR	Regional Public body	UNIDU
LOKRUM	Javna ustanova Rezervat Lokrum	HR	Local Public body	UNIDU
UNIMED	UNIMED - UNIONE DELLE UNIVERSITA DEL MEDITERRANEO	IT	Associations of Higher Education Institutions	UNISS
RAS	REGIONE AUTONOMA DELLA SARDEGNA*RAS	IT	Regional Public body	UNISS
CCIAADS	CAMERA DI COMMERCIO INDUSTRIA ARTIGIANATO AGRICOLTURA DI SASSARI	IT	Social partner or other representative of working life (chambers of commerce, trade union, trade association)	UNISS
CONFCOMMERCIO	CONFCOMMERCIO IMPRESE PER L ITALIA NORD SARDEGNA	IT	Social partner or other representative of working life (chambers of commerce, trade union, trade association)	UNISS
PARCO ASINARA	PARCO NAZIONALE DELL'ASINARA	IT	Local Public body	UNISS

Annex 2 Associated Partners

RICERCHE P-C	PORTO CONTE RICERCHE SRL	IT	Research Institute/Centre	UNISS
RICERCHE SARDE	SARDEGNA RICERCHE	IT	Regional Public body	UNISS
GE DON MILANI	GENERAZIONE EUROPA DON MILANI	IT	European non-governmental organisation (ENGO) exclusively dedicated to youth	UNISS
COMUNE SASSARI	Comune di Sassari	IT	Local Public body	UNISS
ACLI SASSARI	Acli Provinciali di Sassari	IT	Social partner or other representative of working life (chambers of commerce, trade union, trade association)	UNISS
UNITAR	UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH	CH	Associations of Higher Education Institutions	UNISS
STADT STRALSUND	Hanseatic city of Stralsund	DE	Local Public body	HOST
OSTSEESTAAL	OSTSEESTAAL GMBH & CO KG	DE	Small and medium sized enterprise	HOST
VORPOMMERN PARK	Nationalparkamt Vorpommern	DE	Regional Public body	HOST
LK-VR	Landkreis Vorpommern-Rügen	DE	Regional Public body	HOST
PORT SZCZECIN	ZARZAD MORSKICH PORTOW SZCZECIN I SWINOUJSCIE SPOLKA AKCYJNA	PL	Non-governmental organisation/association	ZUT
WZP	WOJEWODZTWO ZACHODNIOPOMORSKIE	PL	Regional Public body	ZUT

Annex 2 Associated Partners

UMS	Urzad Morski w Szczecinie (Maritime Office in Szczecin)	PL	Non-governmental organisation/association	ZUT
GRUPA AZOTY	ZAKLADY CHEMICZNE POLICE SA	PL	Large enterprise	ZUT
PÓŁNOCNA IZBA	POLNOCNA IZBA GOSPODARCZA W SZCZECINIE (Northern Chamber of Commerce in Szczecin)	PL	Social partner or other representative of working life (chambers of commerce, trade union, trade association)	ZUT
PORTPOLICE.PL	ZARZAD MORSKIEGO PORTU POLICE SP Z O O	PL	Small and medium sized enterprise	ZUT
UNAK	HASKOLINN A AKUREYRI (University of Akureyri)	IS	Higher education institution (tertiary level)	ULHN
BOLLORE	BOLLORE LOGISTICS SE	FR	Large enterprise	ULHN