

CHARM-EU



CHallenge-driven
Accessible
Research-based
Mobile
European
University

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Erasmus+ Programme
of the European Union



Progress report on the implementation of CHARM European University

April 2020



UNIVERSITAT DE
BARCELONA



Trinity College Dublin
Coláiste na Tríonóide, Baile Átha Cliath
The University of Dublin



Utrecht University



EÖTVÖS LORÁND
UNIVERSITY, BUDAPEST



UNIVERSITÉ
DE MONTPELLIER

Project information

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Partners	Trinity College Dublin, Utrecht University, Eötvös Loránd University Budapest and University of Montpellier
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This publication reflects the views of the author(s) only: the Commission cannot be held responsible for any use which may be made of the information contained herein.

¹ **IMPORTANT!** The impact of the international COVID19 crisis on the implementation of CHARM EU implementation will be reflected in the 2nd progress report. This report covers only the period between 1 November 2019 and 29 February 2020.

Table of Contents

1 Introduction	- 5 -
2 About CHARM European University	- 5 -
3 Progress report on the project implementation	- 6 -
3.1 Impact and sustainability	- 6 -
3.2 Activities and results	- 7 -
3.3 Dissemination.....	- 8 -
3.4 Main indicators	- 9 -
Annexes.....	- 11 -
Annex 1 Impact and sustainability.....	- 11 -
Annex 2 Activities and results	- 15 -
Annex 3 Dissemination	- 17 -
Annex 4 Documents produced from November 2019 to February 2020	- 19 -

1 Introduction

The first CHARM-EU progress report aims to provide an overview of the current state of the CHARM (CHallenge-driven, Accessible, Research-based, Mobile) European University project and the progress made towards its implementation in the period between 1 November 2019 and 29 February 2020 (before the COVID-19 crisis). In order to measure and acknowledge the impact of CHARM-EU activities during this period, this report offers an assessment of three key areas: impact and sustainability, the activities and their outcomes, and the dissemination actions carried out. A set of indicators on the project management as well as different documents produced during this period also contributes to display the progress of CHARM-EU from its beginning.

2 About CHARM European University

CHARM-EU is formed by the University of Barcelona (as coordinator), Trinity College Dublin, Utrecht University, Eötvös Loránd University Budapest and the University of Montpellier. The general objective of CHARM-EU is to create from scratch a new model of challenge-based university to become a global showcase for the best higher education institutions representing European values, offering a truly open, plural, inclusive, flexible, student-centred learning experience to citizens from across the world. CHARM-EU is built on a CHallenge-driven, Accessible, Research-based and Mobile model for the co-creation of a European University aligned with European values and the UN Sustainable Development Goals (SDGs) that will help to reconcile humanity with the planet.

Thus, the main task of CHARM-EU is to re-think the European Higher Education Area (EHEA) from an innovative perspective, creating a more sustainable future for all. The report presents substantial progress towards the implementation of this task, and it is too early for having some indicators about results that require improvement. The fast pace of implementation calls for a commitment from all partners together with policymakers and external stakeholders to maintain their efforts to build the university of the future on an innovative and challenge-based model.

The sections that follow provide a summary of the overall progress of CHARM-EU since the launch of the project. Detailed information on each section is then presented in the Annexes.

3 Progress report on the project implementation

3.1 Impact and sustainability

During the first year of implementation work will begin to build the CHARM-EU model that will be developed in the project framework. Keeping the planning of the activities on track is essential for the achievement of the project objectives. During the first four months of implementation, the different work package (WP) teams have delivered all the expected outcomes and products as planned, plus a few additional ones. Some of them have also been improved by the WP teams with respect to the original plans presented in the application stage. The use of agile methodologies has produced more than 60 documents in this first phase; some are almost complete, while for others only the structure of the future document has been established. As a whole, this has brought the teams to a better understanding of what will be produced upon the completion of each work package and has helped to align the teams' work and instil a common vision.

In terms of stakeholder mobilisation and outreach, several events and activities took place during this 4-month period at national, European and global levels. This increased the promotion and engagement of the project towards external actors and facilitated synergies with the European higher education community. The following are the most prominent meetings that took place during this period, generating a positive impact on CHARM-EU outcomes:

- The participation of national agencies from the 5 partner countries in a meeting on 6 February in Budapest (Spain: AQU and ANECA, Ireland: QQI, France: Hcerès, Hungary: National Accreditation Committee and Ministry of Innovation and Technology, Netherlands: NVAO, and ENQA) will have a significant impact on the success of the project as will the future involvement of ministries.
- In the national context, several meetings have taken place between ministries and universities participating in European University alliances, raising awareness of other political stakeholders.
- [2020 AIEA Annual Conference](#) on 16-19 February in Washington DC was a strategic dissemination event at which the main features of the project were presented to a global audience.

(For more detailed information about the impact and sustainability of CHARM-EU activities, please see [Annex 1](#))

3.2 Activities and results

The project activities have been carried out as envisaged in the original plan, with slight changes and delays that have not affected the overall implementation foreseen for the reporting period. Two main results have been achieved: on the one hand, the added value the project brings to the different contexts, cultures and management models across which it is being implemented, together with the sharing of good practices at each partner institution; on the other, the scope for delivering transformative actions through the creation of innovative practices that can be embraced by the partner institutions both within and beyond the CHARM-EU project.

The main difficulties encountered during this implementation period were related to the identification and appointment of representatives at each institution for each of the work package teams, and to the late engagement of some members from those partner universities that were not fully involved at the outset of the project. The difficulties have been addressed by each work package leader and by the Project Management Team and solutions have been found.

Thanks to the use of agile methodologies, all of the documents planned for this timeframe were produced, although some are first drafts of the analysis and the outcomes of deliverables that are planned for a later date. The final versions may be published on the CHARM-EU website.

The main results of the CHARM-EU project achieved in the last four months of the reporting period were as follows:

- The development of a best practice reporting index and identification of benchmarks for the project's governance.
- Pedagogical guidelines. Table of contents v.1
- Survey to assess inclusion policies & practices at higher education institutions.
- Preliminary research for building the toolkit.
- Branding guidelines v.1.
- Management guidelines v.1.

(For more detailed information about activities and results, please see [Annex 2.](#))

3.3 Dissemination

Different actions were carried out related to the dissemination and exploitation of the CHARM-EU project. A website (<http://charm-eu.eu/>) was created as a central point of information and updates; it will evolve as the project progresses. Internal communication has become a challenge as the teams grow and progress continuously.

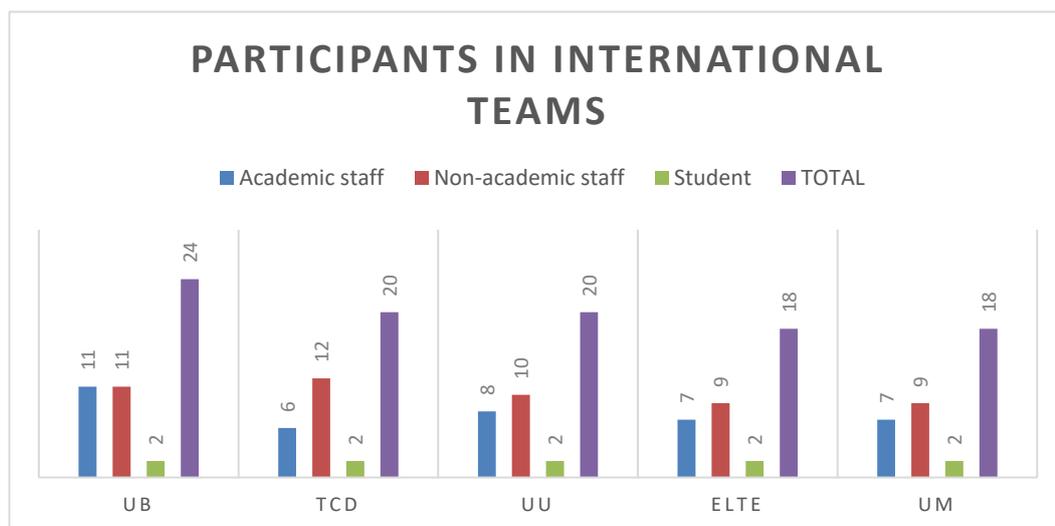
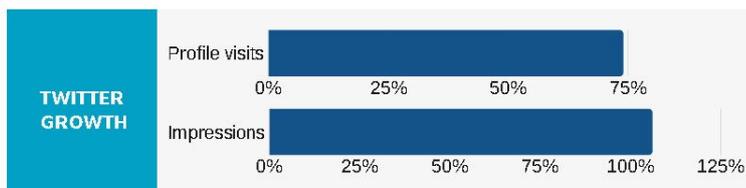
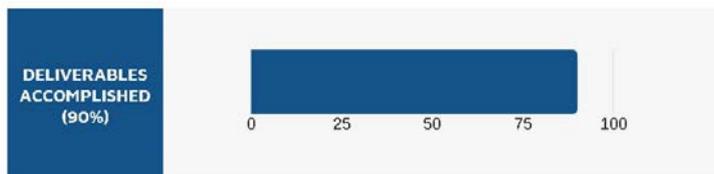
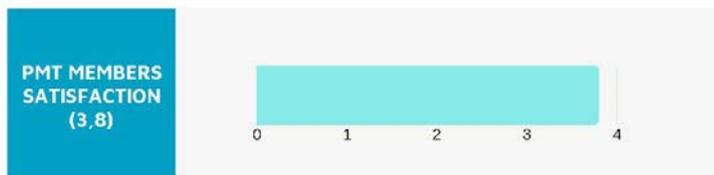
In order to reach a broad audience, which includes students, policymakers, university staff and other organisations, a Twitter (@charm_eu) and an Instagram (charm.eu) account have been set up. Although it might be too early to claim significant results, the increase in followers on Twitter (354) and Instagram (102) should be noted. Twitter impressions increased 105.9% and visitors to the CHARM-EU profile increased 74.7%. New indicators are being taken into consideration to further measure the impact of dissemination actions, such as website analytics and social media interactions.

In addition to the activities mentioned in previous sections that form part of the CHARM.-EU outreach policy, another significant result of the dissemination strategy was the development of branding guidelines and a visual identity manual. This guide presents the main features that make up the CHARM-EU identity and is designed to consolidate the CHARM-EU brand while capturing its constantly transforming and innovative nature. The CHARM-EU brand identity takes into consideration the long history of the five university members of the consortium (University of Barcelona, Trinity College Dublin, Utrecht University, Eötvös Loránd University Budapest and University of Montpellier) by setting out their shared objectives in a single document. This strong network generates a spin-off effect on the dissemination of the project's results and updates: communication starts through CHARM-EU channels and spreads throughout the channels of the five universities and beyond (internal networks, national agencies, etc.), transmitting the CHARM-EU identity.

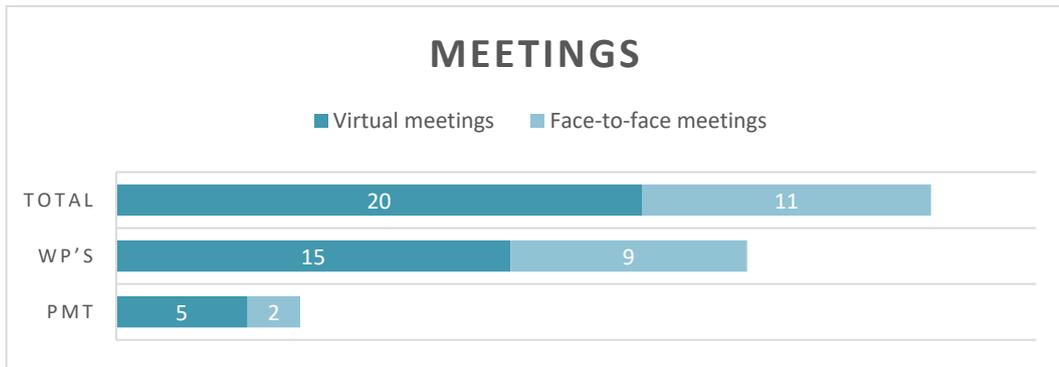
(For more detailed information about dissemination of the project, please see [Annex 3](#))

3.4 Main indicators

At this stage, the following indicators reflect CHARM-EU activities more than their results.



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WP (Work package teams) PMT (Project Management Team)

Annexes

Annex 1. Impact and sustainability

During the first year of implementation work will begin to build the CHARM-EU model that will be developed in the project framework. Keeping the planning of the activities on track is essential to achieving the project objectives. During the first four months of implementation, the different work package teams have delivered all the expected outcomes and products as well as some additional ones. Some outcomes have also been improved by the WP teams with respect to the original plans presented in the application stage.

<p>Overview of the different work package achievements during the reporting period, demonstrating how the project objectives are being met (deliverable reference in brackets)</p>	<p><i>WP1: Management of the project</i></p> <ul style="list-style-type: none">• The organisation (PMT and Rectors' Assembly) is working as expected and management and communication tools are fully used by all partners (1.3). The PMT uses an agile methodology that is helping to keep the tight planning schedule on track. <p><i>WP2: Governance and management</i></p> <ul style="list-style-type: none">• Best practice reporting index and benchmarks identified (2.1.)• Possible legal entities analysed and agreement on ambitious long-term scenarios that illustrate the commitment of the partner universities (decision to be taken by Rectors) (2.2.).• Engagement of ministries and quality agencies. <p><i>WP3: Curriculum design</i></p> <ul style="list-style-type: none">• First version of<ul style="list-style-type: none">○ Needs analysis (students) (3.1).○ Educational guidelines (3.1).
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- Capstone handbook draft (3.1).
- Planning for Master's programme for approval September–December 2020 (3.2).
- Agreement to add a summer school as a first pilot in July 2020, as a new deliverable (3.2).

WP4 Teaching and learning

- First version of:
 - Pedagogical guidelines: Table of Contents (4.1).
 - Programme structure and content creation guidelines v1 (4.2).
 - Teaching and learning strategies handbook: Table of Contents (4.3.).
 - VLE: Concept vision and planning (4.4.).
 - Emerging technologies (4.5).
 - Assessment techniques: Considerations of assessment principles (4.6).

WP5: Mobility

- First draft of the Preliminary Mobility Matrix System (5.1) completed, with a special emphasis on:
 - Mobility types with a preliminary proposal about which curricula component(s) they could best match (5.1).
 - Innovative elements related to mobility (5.1), including type of activities, modalities, length and number of participants.
- First collection of living costs (5.3) completed.

WP6: Inclusivity

- Survey on assessment of inclusion policies & practices at HEIs (6.1).
- List of elements for the Criteria Matrix for Good Practices (6.2).

	<ul style="list-style-type: none"> • List of contents for the Inclusivity Action Plan (6.3). <p><i>WP7: Pilot</i></p> <p>This work package team has worked closely with WP3, WP4, and WP8 on:</p> <ul style="list-style-type: none"> • Programme design models (7.1.). • Learning outcomes and assessment (7.1.). • Identifying testing requirements for CHARM-EU resources. These will be piloted during the summer school (micro-pilot 7.2.). <p><i>WP8. Toolkit</i></p> <ul style="list-style-type: none"> ○ Research on other toolkits, use cases, a SWOT analysis, and initial requirements (8.1). <p><i>WP9: Sustainability and dissemination</i></p> <ul style="list-style-type: none"> ○ Delivery of the branding guidelines (9.2). ○ Presence in social media channels (launch of the project’s Twitter and Instagram accounts) (9.4). ○ International policy outreach activities (9.5). ○ Concept note drafted for the organisation of the annual conference (9.8).
<p>Applicability, added value and impact for the partner countries involved in the activities implemented to date</p>	<ul style="list-style-type: none"> • All partners’ involvement in each work package brings added value for analysis and exchange across different national & institutional contexts; the packages showcase best practices and innovative approaches to the development of the activities. As a consequence, the sharing of our own practices and the values and style of each university is an initial outcome. • During the process of setting up the Mobility Matrix System (MMS) contents and identifying non-traditional mobility types, lead mobility coordinators and experts at the partner universities had the chance to form and broaden their views from a fresh and

creative perspective on how mobility could be conceived within their institutions. The concept of mobility, understood as an important *tool* in skills development (rather than simply a goal in itself), has been identified and emphasised, not only during WP5 group discussions, but also in front of a wider audience of university leaders and a wide range of experts involved in the CHARM-EU project.

- The universities bring added value through the diversity of their policies & practices on inclusion & equity. It is essential to mainstream inclusion and diversity in all aspects of policies & practices. This is applied on a different level at the universities involved in CHARM-EU. Much can be learned from the practices of each HEI. The expected outcome is learning from each other's practices/good practices & challenges, which will be tailored to the aims & objectives of CHARM-EU.

Annex 2. Activities and results

The project's activities have been maintained as foreseen in the original plan, with slight changes and delays that have not affected the expected implementation at this stage. Two main added-value results can be reported: on the one hand, the added value of the project in the different contexts, cultures and management models together with the sharing of the good practices at each partner institution; on the other, the possibility of creating innovative practices that can be embraced as transformative actions by the partner institutions both within and beyond the CHARM-EU project. The main difficulties encountered during this implementation period were related to the appointment of representatives for each of the work package teams and with the late engagement of some organisations that have not worked with the expected dedication from the beginning of the project. All of these difficulties have been addressed by the respective work package leaders and the Project Management Team and solutions have been found.

<p>Extent to which these activities are in line with (or diverge from) the original work plan, timetable and partners' share of responsibilities presented in the application</p>	<ul style="list-style-type: none">• The work plan has largely been maintained as originally envisaged. This can be seen in the annex (documents produced). Slight changes have been made to the deployment or organisation of individual activities, to ensure coherence and match with the deliverables.• Some delays were produced due to the initial time needed to get organised and have the teams in place at each institution.• Some deliverables have been added or improved (i.e. activities based around curriculum and teaching and learning have been accelerated as they are crucial for the rest of the work packages (WP3, WP4); a summer school has been planned to improve the piloting).• Each activity is discussed with the communication team (WP9) to obtain the best results. This strong network generates a spin-off effect on the dissemination of the project: communication starts through CHARM-EU channels and spreads throughout the channels of the 5 universities and beyond (internal networks, national agencies, etc.).
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Describe any obstacle/difficulty encountered and how has it been solved

- Having teams and their coordinators in place at each university and for each work package, especially Inclusivity. In this period, each institution has taken on staff and also engaged existing members/staff in the CHARM-EU project. Each institution has needed its time, but capacity has gradually improved from mid-January and teams are now complete and working at full speed.
- Maintaining the level of ambition and thinking out of the box, and not being constrained by current possibilities. The leading figures at each institution are working constantly and have agreed on a common vision comprising two dimensions: short-term (the 3-year co-financed project) & long-term (beyond this period). Thinking in terms of innovation is challenging.
- Creating a common understanding, methodology and definitions. This is something that requires a continuing focus.
- Sharing information on work package progress. Furthermore, due to the complexity of the project, it has become apparent that the dissemination of WP9 is highly dependent on the other WPs, especially the need for results and outputs to create and develop content, and that communication among WPs should be strengthened in order to contribute to the outcomes of WP9. Internal communication channels (newsletters, memos, virtual meetings) have been established with WP3&4 leaders to ensure synergies & coherence with each other activities.
- An imbalance in the implication of partners, which has already been addressed.
- Proceeding with the short-term scenarios with limited information from the final main product of CHARM-EU: the Master to be the pilot. This places greater pressure on curriculum design & teaching-learning and requires an acceleration of the work plan.
- In some work packages (WP2 and WP3 and WP4), the previous plan and organisation have not been as effective as expected: this has has been corrected.

Annex 3. Dissemination

The main channels of dissemination have been put in place, but it is still too early to disseminate any results. Internal communication has become a challenge as the teams grow and progress continuously.

<p>What measures have been implemented during this period?</p>	<ul style="list-style-type: none">• A project website has been set up, hosted and maintained by the University of Barcelona, to which all information on the project events is uploaded. The structure of the website will continue to change according to the project's needs.• The creation and active use of social media tools (Instagram and Twitter), with an increased number of followers. There are currently 339 Twitter and 98 Instagram followers.• The consolidation of the CHARM-EU brand through the creation of a visual identity manual.• Participation in national and international events such as the 2020 AIEA Annual Conference in Washington on 16-19 February, which contributed to the policy outreach of the alliance. The WP Dissemination has planned the outreach for 2020.• In the national context, a meeting led by the UB with representatives of Spanish universities involved in university alliances was held on 22 January 2020 in Barcelona.• National (and European) quality agencies attended a specific meeting on accreditation for CHARM-EU in Budapest on 6 February.• Representatives from the higher education ministries of the five partner countries have been invited to a CHARM-EU meeting.• Dissemination/advocacy actions with EU institutions regarding future European funding programmes have been planned (i.e. participation in stakeholder events in Brussels).• No comprehensive dissemination plan has been set up yet for WP5 deliverables, but the following dissemination activities have been carried out: 1) presentation of the MMS concept during the Swiss annual HE event organised by MOVETIA on 21 November 2019
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	<p>in Lugano; 2) presentation of CHARM-EU and MMS at the Hungarian annual HE event on 29 November 2019 in Győr.</p> <ul style="list-style-type: none"> • The individual work packages have been disseminated mainly to the internal teams at each institution and to senior management.
<p>What obstacles have arisen during this period (if any) and what measures have been taken to address them?</p>	<ul style="list-style-type: none"> • Doubts have been raised as to what could be communicated at this stage of work on the alliance as it seemed too early, contrasting with considerable curiosity and increasing interest of the HE sector in the European University initiative. • Internal communication is complicated. The project Management Team (PMT) is composed of the 9 Work Package Leaders, 5 Project Managers (one per institution), 5 Financial Managers (some of whom are also Project Managers) and the Alliance Manager. We have intensified the PMT meetings from one every two weeks to one every week, and the Communication Manager has created a template to share work package progress each week. The international teams comprise more than 80 people and are also supported by internal teams at each university. • There has been a lack of time to prepare/draft policy/position papers. • The connection with other EU alliances needs to be more structured. Physical meetings at the European and national levels are very important to strengthening this communication and building synergies between the alliances. • Social media engagement, in particular with students via Instagram, requires work. A strategy for making more effective use of Instagram is being developed with the participation of students and will be delivered in April in activities 9.3 and 9.4. • Greater student and staff engagement must be fostered to increase the feeling of ownership of CHARM-EU. Campaigns targeted at students and staff will be included in the dissemination strategy.
<p>Unexpected outcomes / spin-off effects</p>	<ul style="list-style-type: none"> • Interest from national and European institutions in the European Universities initiative (see Quality Agencies & Ministries). An unexpected and positive input was the increase in Twitter interactions. In the last month (February–March) the Twitter impressions increased 105.9% and the number of visitors to the CHARM-EU profile increased by 74.7%.

Annex 4. Documents produced from November 2019 to February 2020

Status: *To do* means that the document has not been started, *Doing* means that the first version is being drafted, *Done* means that the first version – not necessarily the deliverable itself – has been finished.

WP	Deliverable		Document produced (first version)	Partner	Status*	Official due date
WP1	1.1 Project management team and Rectors' Assembly	1	Proposal of advisory board and responsibilities	UB	Done	From Nov 2019 and beyond
		2	Proposal of agenda for Rectors' Assembly on 10 June	UB	Done	
		3	PMT meetings planning	UB	Done	
	1.2 Management tools and website	4	Tools in place	UB	Done	From Nov 2019 and beyond
	1.3 Progress reports	5	1 st Progress report pilot	UB	Done	From Feb 2020 every 4 months
	1.4 Technical and report management	6	Financial report pilot v1 and refine	UB	Postpone to May	From Feb 2020 every 4 months
	1.5 Management guidelines	7	Management guidelines v1	UB	Done	New deliverable December 2019 and beyond
WP2	2.1. Report on best practices	8	Questionnaire v1	UM	Done	April 2020
		9	Summary of results of questionnaire v1	UM	Doing	

		10	List of benchmarks	UM	Done		
		11	Index of best practices report	UM	Done		
		12	Analysis of legislation	UM	Done		
	2.2. Draft handbook	13	Index of final handbook v1	UM	Done		September 2020
		14	Scenarios of 5 subgroups v1	UM	Done		
	2.3. Forum on European University Management	15	Forum draft v1 (scheme of the forum)	UM	To do		January 2021
	2.5. Change management plan	16	Change management plan index v1	UM	Done		February 2021 September 2022
	9.1. Sustainability plan (to be discussed in WP2.2)	17	List of calls, grants and other possible income sources	UB	Done		September 2022
		18	Sustainability plan v0 (index and format)	UB	Done		
WP3	3.1 Curriculum design blueprint	19	Needs analysis results v1	TCD	Done	October 2020 (for pilot) September 2022	
		20	Educational guidelines v1	TCD	Done		
		21	Programme guidelines v0.1	TCD	Done		
		22	Best practice report index v1	TCD	Done		
		23	Capstone handbook v1	TCD	Done		
		24	Staff development v0.1	TCD	Done		
	3.2. Programme content guidelines	25	Programme guidelines micro-pilot v0.5	TCD	Done	Micro-pilots April 2020 October 2020 (for pilot) October 2022	

WP4	4.1 Pedagogical guidelines	26	Table of contents pedagogical guidelines	UU	Done	Guidelines micro-pilot April 2020 Final version September 2022
	4.2. Programme structure and content creation guidelines (with exemplars and learning objectives)	27	Basic programme structure v1	UU	Done	First programme structure August 2020 Final version September 2022
		28	Learning objectives per module v1	UU	Done	
	4.3. Teaching and learning strategies handbook	29	Table of contents T&L strategies handbook	UU	Done	Handbook micro-pilot July 2020 Final version September 2022
	4.4. VLE platform MVP design guide	30	Core concepts & components v1	UU	Done	VLE micro-pilot July 2020 Iteration October 2021 Final version September 2022
	4.5. Emerging technology prototyping	31	Emerging technology v1	UU	Done	February 2021 Final version July 2022
	4.6. Assessment techniques and criteria resources	32	General vision on assessment	UU	Doing	Micro-pilot July 2020 Final version July 2022
33		Considerations for CHARM-EU assessment	UU	Doing		
WP5	5.1. Tailor-made mobility matrix	34	Preliminary matrix v1	ELTE	Done	February 2021 September 2022
	5.2. Interactive	35	Type of practices to be collected v1	ELTE	To do	May 2021

	mobility handbook	36	Handbook index and format v1	ELTE	To do	
	5.3. Funding system	37	Matrix of cost v.0 (contents and format)	ELTE	Done	February 2021 October 2022
WP6	6.1. Report on critical analysis	38	Needs analysis on accessibility v1 (questionnaire and focus groups)	ELTE	To do	March 2020
	6.2. Registry of good practices on inclusivity	39	Definition of criteria for good practices	ELTE	Doing	June 2020
	6.3. Inclusivity plan	40	Content on inclusivity plan v1 (index)	ELTE	Done	November 2020
WP7	7.1. CHARM-EU programme design exemplar	41	Programme design v0	TCD	Done	September 2020 and beyond
	7.2. CHARM-EU exemplar learning experiences	42	(Is v0 feasible here if it depends on the other work packages?)	TCD	Done	May 2020, November 2020, February 2021
WP8	8.1. CHARM-EU blueprint and toolkit portfolio environment	43	Virtual environment v1	TCD	Done	June 2020
		44	List of resources in toolkit v1 (template for characteristics, before: procedure, quality assurance, format....)	TCD	Done	
	8.2. Initial blueprint and toolkit portfolio	45	Quality assurance guidelines v1	TCD	Done	February 2021
		46	Toolkit micro-pilots v0	TCD	To do	

WP9	9.2. Branding guidelines	47	Branding guidelines v1	UB	Done	November 2019
	9.3. Dissemination strategy	48	Dissemination strategy v1	UB	Done	April 2020
		49	Student journal v0	UB	To do	
		50	List of activities 2020 (dissemination strategy)	UB	Done	
	9.4. Website and social media presence	51	Website and social media v1	UB	Done	November 2019 and beyond
	9.5. Educational and policy outreach (international/intercontinental)	52	List of target groups	UB	Done	From February 2020 and beyond, 3 per year
		53	List of activities 2020 (outreach)	UB	To do	
	9.7. Progress report and lessons learned	54	Format progress report for being for been publishedv1	UB	Done	From February 2020 and beyond, 3 per year
	9.8 Annual conference	55	Annual conference v1 (2020)	UB	Done	From October 2020 and beyond, 3 per year
2.4. Marketing and recruitment strategy	56	Marketing strategy v1 (index)	UB	Done	November 2020 October 2022	

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