COMMUNICATION AND DISSEMINATION PLAN

March 2021

Work Package: 8 – Dissemination & Communication

Arqus Research & Innovation Project
(Grant agreement No 101017448)

TABLE OF CONTENTS

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1. EXECUTIVE SUMMARY

Through this project, Arqus aims to enhance the research and innovation dimension of the Alliance's activities and to address current global societal challenges through intensified joint research characterised by the pursuit of excellence, openness, transparency and effective engagement with society. Based on analysis of existing strengths, prior cooperation and shared strategic research interests, the Alliance will focus on the fields of Artificial Intelligence/Digital Transformation and Green Deal/Climate Change as transversal priority areas for enhanced research collaboration, characterised by their interdisciplinarity. The project is organised around three major challenges, all intended to foster a context to nurture sustainable strengthened collaboration. The first addresses Joint Science and Innovation, through building an Arqus research community, and designing a roadmap for transformation(al) excellence. The second centres on New Perspectives on Research, seeking to strengthen human capital through alternative approaches to assessment and recognition, and to re-thinking transfer, with special reference to the Social Sciences, Humanities and the Arts. The third, Open to Society, focusses on the culture change brought by Open and Citizen Science. Arqus Research & Innovation aims to complement and build on efforts already underway to foster scientific cooperation within the European University consortium, and to seek synergies between the education, research and innovation dimensions of Arqus.

Arqus RI wishes to respond to 3 challenges, establishing 17 goals and 12 milestones, to be achieved through 23 activities and 29 deliverables. The Arqus RI Communication and Dissemination Plan is a strategic document that guides the Alliance to appropriately communicate and disseminate these activities, deliverables and the achievement of its goals.

The purpose of this document is to determine all planned communication and dissemination actions of the Arqus Research & Innovation (Arqus RI) Work Plan, to ensure access for all interested target groups to public reports, and to announce potential events where the Alliance will be represented.

Furthermore, Key Performance Indicators (KPIs) are defined in order to measure the effectiveness of the dissemination tools.

The current Communication and Dissemination Plan, developed at Month 3 of Arqus Research & Innovation Work Plan, presents the first version of the document and will be continuously updated, releasing new versions and reporting respective activities at Months 18 and 36.

The final version will include the collection of all dissemination activities, impact conclusions and the plan for further communication and dissemination beyond the first three years of the Alliance.

This document has to be understood as a living document the content of which will be developed and updated throughout the progress of the Alliance.

2. PARTNER ROLES

The **University of Granada** (UGR), as the Communication and Dissemination Coordinator of Arqus RI, is responsible for the design and implementation of this plan (including further updated versions).

In order to organize and carry out the set of actions of this plan, a **Communication Team** has been set up, depending on the Steering Committee (SC), and made up of one/two representative(s) from the Press/Communication Office of each partner university. In order to ensure homogeneity of communication and greater visibility and outreach of the Arqus RI project, all dissemination will be

supervised and coordinated by the Communication Team, implementing the dissemination strategy approved by the Steering Committee, with input from all Work Packages in order to ensure that all needs are covered adequately and appropriately.

This team will be responsible for:

- coordinating the Arqus RI communication and dissemination policy;
- ensuring that the various instruments listed below are fully implemented;
- ensuring that news from the various Work Packages and SC are duly prepared and disseminated;
- ensuring that the different language versions and adaptations for different target audiences of press releases, news and other materials are available in a timely fashion.

Individual Work Packages (WPs) will therefore not have their own dissemination plan, but will follow this plan. The Arqus RI Officers and Work Package leaders will **liaise with the Communication Team** to ensure coordinated and coherent dissemination of all relevant activities, outcomes and other news.

WP	WP title	Comm. team member of each university	WP leader (or Officer) responsible for liaising with the Comm. Team
WP1	Building an Arqus research community	Marine Bourdry and Maxime Jorrot. U. de Lyon.	Anne Girard-Fendler
WP2	Roadmap towards transformation(al) excellence	Gerhild Leljak, U. of Graz	Andreas Raggautz
WP3	Alternative assessment approaches	Barbara Vianello, U. of Padua	Tullio Vardanega
WP4	Re-thinking Transfer	Vilius Alesius, Vilnius U.	Inga Balciuniene
WP5	Open Science Agenda	Luise Hofmann. Leipzig U.	Barbara Weiner
WP6	Stakeholder engagement	Andrea Magugliani and Evelyn Myrå Holmøy. U. of Bergen	Jakob Grandin
WP7	Management	Marina Fdez.-Peña Mollá. U. of Granada. Comms. Coordinator	Luisa Bernstorff (Officer)
WP8	Communication & Dissemination	Marina Fdez.-Peña Mollá. U. of Granada. Comms. Coordinator	Luisa Bernstorff (Officer)
WP9	Ethics requirements	Marina Fdez.-Peña Mollá. U. of Granada. Comms. Coordinator	Luisa Bernstorff (Officer)

In addition, and according to the Arqus Guidelines on Internal Communication Flows, Work Package leaders will have the responsibility to inform the Arqus RI Officers of their university about their intention to undertake or participate in any dissemination action, i.e. attendance at a conference, publications, etc., in order to monitor the impact of the Alliance as well as to correctly execute this Dissemination strategy plan. Besides, in order to correctly record all communication and dissemination activities, the following excel document should be regularly updated by the Officer of each university.

Furthermore, the **Arqus RI Officers** will ensure effective internal and external communication by providing their respective Communication Officer(s) with all the information related to the Arqus RI project status.

3. COMMUNICATION AND DISSEMINATION STRATEGY

The Communication Coordinator at the UGR works in parallel with the rest of the Communication Officers and they all together focus on defining a comprehensive and consistent dissemination strategy, which will ensure the maximum visibility of the Arqus RI project and the sustainability of its results by:

- Defining **why** to disseminate
- Defining **to whom** the information will be disseminated
- Defining **what** information will be disseminated
- Defining **how** the information will be disseminated
- Defining **when** the information will be disseminated

Unlike what happens usually in research projects funded by H2020, in the Arqus Research and Innovation project internal communication plays a more important role than external communication. This is due to the fact that this is not a research project *per se*, but a research **policy** project, which aims to lay the foundations for increased and intensified common research among partner universities in the future. To this end, mutual knowledge and trust between the universities has to be developed. By this, we mean that all groups of the seven universities' communities have to have the chance to meet and that there needs to be awareness and understanding of each other's research cultures and managerial and administrative cultures. Another objective is the sharing of best practices and large research infrastructures. This also requires openness and trust among the universities' hierarchies and research departments.

In view of the above, internal communication has been included in this plan as an essential element. Communication taking place at meetings at all levels (WPs, governance structures, etc.), internal events and internal communication channels are paramount to the success of this project.

Why disseminate

The Arqus RI dissemination strategy has the fundamental objective of sharing our experience (achievements, good practices, recommendations, challenges, etc.) with all target audiences.

The Arqus RI dissemination strategy has three fundamental overarching communication goals:

- **Engagement.** One of the essential objectives of the dissemination actions is to improve the engagement of the different target publics in relation to its activities and objectives, and to attain the expected impact. This is one of the central aspects of the actions of this project, as it is key towards achieving a true transformation agenda in relation to joint research activities, managing to get the university community and external stakeholders on board. To be able to implement this, the dissemination strategy will help the target audiences through the following stages towards their engagement: awareness, understanding, commitment and action.

- **Goal-oriented action.** The other essential objective is to improve the participation of researchers, students and other staff in the activities organized by the partner universities within the different Work Packages, a relevant increase in their commitment to its general principles and goals and a considerable upturn in the perception about the Arqus Alliance research and innovation role and its socio-political and economic impact as perceived by major social stakeholders. In this sense, the aim is not to establish a monologue, but rather to ensure the development of two-way communication channels with the identified target audiences,

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university communities and other stakeholders in order to identify their respective priorities, achieve their engagement in the initiatives undertaken, and evaluate their perceptions about the outcomes of such initiatives.

- **Openness.** Arqus will openly share its experiences and outputs (reports, analyses, guidelines and recommendations) where appropriate through its public website, social media, electronic newsletters, publications, press releases and events, with the vast number of university partners and networks in Europe and beyond.

To attain the above overarching goals, the Arqus RI Communication and Dissemination plan contains the following elements:

- Defining **specific strategic** steps to reach and engage the different target groups.

- **Design, development and implementation of the communication tools and channels** already developed for the Arqus Alliance, in line with the needs of the Arqus RI project. This includes, creating a specific Arqus RI section on the Alliance's website, social media, online discussions, etc.

- Enhancing the reputation and visibility of the Arqus RI project at local, national and international level by the establishment of the **Arqus** RI **Brand**.

- Carrying out dissemination actions of the activities in each of the Work Packages defined in this project.

- Informing the target audience about the **key outcomes** of each of the WPs to guarantee the sustainable visibility of the project through proactive dissemination throughout the university communities of each Arqus RI partner, especially the research staff.

- Raising the awareness about the Arqus RI project and its **activities** beyond the identified target groups, reaching out to stakeholders and society at large.

- **Tracking and monitoring** all dissemination activities by measuring their impact using online and offline tools.

To whom the information will be disseminated

The dissemination plan is aimed at different **target audiences** defined in terms of their relationship with the project, both internally, inside the partner universities and externally, in the environment of each university.

Internally, the primary target groups of Arqus RI are undoubtedly the staff and students of the partner universities. They are, at the same time, the main agents responsible for the effective implementation of its activities and goals. **At an external level,** it is possible to identify different groups outside the partner universities themselves, which have strong and continuous ties to the universities, such as:

- Other universities and university networks and associations, in Europe and beyond, interested in sharing the Alliance's experience (model of good practice) in research and innovation collaboration, as well as scholarly societies and university foundations.

- External researchers, who maintain a more or less close relationship with the universities' research groups.

- Potential students, at all three levels (graduate, masters and doctoral studies).

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- Social and business associations.

- Local, national and international public administrations

Finally, we must not forget that universities are commissioned by society to provide higher education, (learning and teaching), basic research, transfer, innovation and outreach activities. Therefore, they have to be accountable to society at large. As a consequence, and summarizing, three different levels of fundamental **target audiences** are identified:

Internal audiences (university community):

- Students (especially PhD students)
- Researchers (Early-Stage Researchers, Senior researchers)
- Vice-Rectors for Research and research policy officers
- Administrative, technical and support staff

External audiences (specific):

- European and international universities
- External Researchers
- Potential students
- Companies
- Social and economic associations
- Public administrations
- Citizens interested in participative activities in the fields of Open Science and Citizen Science.

External audience (generic): society at large

What information will be disseminated

The Arqus RI project will promote its activities and results, by providing targeted information to multiple audiences (including the media and the public) in a strategic and effective manner.

The Arqus community conceives itself as a laboratory for institutional learning and, as such, will share this experience in research and innovation with the other European University Alliances, and other stakeholders. The following information about the Arqus Research & Innovation project will be communicated to the relevant audiences:

- What is the Arqus Research & Innovation project about
- Challenges and goals
- Main activities and outcomes of each Work Package
- Universities involved
- Major events
- Results in terms of greater synergies and reinforcement of shared R&I activities between Arqus partners

How will the information be disseminated

According to Article 38 of the Grant Agreement:

Any communication activity related to the Arqus RI project (including in electronic form, via social media, etc.) and any infrastructure, equipment and major results funded by the grant must:

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- display the EU emblem and
- include the following text:
  - For communication activities:

    "This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101017448".

    For infrastructure, equipment and major results:

    "This [infrastructure][equipment][insert type of result] is part of a project that has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101017448".

When displayed together with another logo, the EU emblem must have appropriate prominence.

Besides, any communication activity related to the action must indicate that it reflects only the author's view and that the Agency and the Commission are not responsible for any use that may be made of the information it contains.

The Grant Agreement must be consulted to be aware of the full list of indications related to the visibility of EU funding in Article 38.

The information of Arqus RI activities, outputs and achievements will be disseminated through the following channels and using the following tools:

CORPORATE IDENTITY SUITE

All actions undertaken in the field of communication need to be visually linked directly and unequivocally with the Arqus Research and Innovation identity, for which the use of graphic elements is required (images, colours and typographies) so that the public can mentally associate with the project and its challenges.

Logo

The Arqus RI project has adopted a corporate identity (see below) composed by the same imagotype and set of colours as the Arqus Alliance, as well as its typography and its set of rules for their correct use. The imagotype reflects the origin of the Alliance's name, the arch which represents the links between partners institutions across the map of Europe and the sound foundations the Alliance is building for future cooperation. The central "Q" further underlines the quality of the initiative, whereas the bottom half of the letter resembles the conversation (consensual constructive dialogue) on which the Alliance is building its shared future. The isotype (graphical component of the imagotype) is accompanied by a text line that in this case, states "Research & Innovation" clearly underlining the Arqus name. The triangle is a way to represent that this project is part of the Arqus Alliance. Likewise, other projects carried out within the Alliance will have the same triangle.

The Arqus RI logo may temporarily vary from its original versions accordingly to special events or dates in the calendar.

Brand Manual

The Arqus RI project will follow the same Brand Manual as the Arqus Alliance. This Brand Manual is currently being re-designed.

Paper and digital publications of all kinds for all Arqus RI activities and communication and advertising materials will adhere to the guidelines established in that Brand Manual and its templates.

Basic templates

Arqus partners will be provided with a Word document template and a PowerPoint template to ensure the standardised use of Arqus RI documentation with a unique visual identity.

Social media visual design

The Arqus RI project will make use of the Arqus Alliance social media channels and, since the colours of both are the same, the Arqus brand will be effectively represented to increase brand awareness and engagement.

Slogan and key messages

Main message

Should the participants of the Alliance have to describe the Arqus RI project in a single paragraph, this could be it:

Arqus Research & Innovation aims to complement and build on efforts already underway to foster sustainable intensified scientific cooperation within the Arqus Alliance, seeking synergies between the education, research and innovation dimensions of the Alliance. To establish a solid base for this strengthened research cooperation, the Arqus RI partners intend to build an Arqus research community and to design a roadmap for transformation(al) excellence, focusing on the fields of Artificial Intelligence/Digital Transformation and Green Deal/Climate Change, which have been selected as transversal priority areas. Actions include drawing up a joint research action plan complementary to those of each individual university, working on alternative approaches to assessment and recognition, re-thinking transfer and exploring Open and Citizen Science.

Slogan

Arqus RI is part and essence of the Arqus Alliance. Therefore, the slogan of the Alliance clearly fits in with the slogan of the Arqus RI project: *Building bridges towards a shared future.*

Targeted messages

Key messages are the messages the target audiences will remember and react to. Developing and transferring concise key messages is crucial to achieve a successful communication.

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These messages are the essence of what we want to communicate; they are the key points to reach the target groups. These key messages must be tailored specifically to our targets' interests and needs. An evident objective is to focus on positive achievements and the benefits they could bring.

Consequently, the Arqus RI project will define and customise the messages to be transferred according to the classification of these groups.

A full content of key messages for particular target groups will be developed and discussed by the Communication Team.

DISSEMINATION MATERIAL

In order to present the Arqus RI project and disseminate its identity, goals, activities and results, a series of materials will be created and distributed. The Arqus Alliance considers the global warming crisis a high priority within its values and, therefore, whenever possible, it will avoid printing out unnecessary materials. For this reason, the materials included here are intended for use mainly in a digital format.

The electronic versions will be available in the Dissemination Material Repository and on the Arqus website in English. Versions will also be made in the national languages when appropriate as long as the partners translate the texts.

Specific materials may be created for different events/activities.

Digital Designs

Presentation

An Arqus RI presentation will be designed in Power Point format for the promotion of the Alliance in workshops, meetings or other events. The standard presentation must be in English and highlights the goals and achievements of the Alliance. It will be updated regularly during the Alliance lifetime in order to reflect its achievements.

Brochures

A general brochure will be created to present the Arqus RI project's main information: challenges, milestones, goals, activities and outputs.

This brochure will have 2 versions:

- The first version of the brochure has the aim of introducing the Arqus RI project to relevant audiences and describing its goals and foreseen activities.

- The second version of the brochure will be released at month 36 and will contain an outline of the Arqus RI achievements and outputs.

It will be available to be printed (when necessary) for offline events as well as to be downloaded from the Arqus website. It will be the main dissemination material used for distribution during conferences, workshops, fairs, etc.

Poster and Roll-up banner

A poster and 3 roll-up banners will be designed and will be used for the promotion of Arqus RI events, as well as at any other activity where partners will participate.

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Other materials

Other dissemination materials might be designed and used to share information about Arqus RI when needed.

Fact sheets and infographics

Fact sheets and infographics might be designed and disseminated, summarizing key achievements and data, activities and reports.

All the materials will be available to be printed for offline events as well as to be downloaded from the Arqus website.

Multimedia

Multimedia content may be created and produced as the project progresses.

Arqus RI will make use of an **image and video repository** where all universities have uploaded images and video shootings of their universities resources for the preparation of dissemination materials.

Video

At least one video will be produced. Audio-visual materials will be uploaded on the Arqus YouTube channel and shared on the website and social media, and will also be shared and used as much as possible by all Arqus partners to raise awareness about and create interest in the activities and main outcomes of the Arqus RI project.

Audio

The Arqus RI project will be disseminated through the Arqus podcast already in place: the "Arqus Knowledge Pills" podcast series. A podcast series where researchers have the opportunity to share their research progression and initiatives.

Images

All Arqus RI Communication Officers have the responsibility to take and collect images from their activities to be available for dissemination and upload them to the repository. The corresponding permission will be requested from the people involved to be able to use their image.

INTERNAL MEETINGS AND SHARED COMMUNICATION PLATFORMS

Internal communication is crucial to the success of the project as its aim is to intensify research collaboration, and a prerequisite for that is mutual knowledge. Each of the working meetings (as well as workshops, seminars, etc.) contributes to increase the exchange of information, building of trust and reinforcement of relationships. Therefore, the meetings of the different governing bodies, management structures and Work Package groups of the project are an essential element of the internal communication activity.

Furthermore, the OwnCloud Open-Source platform is used for internal dissemination of relevant documentation and deliverables of the project: e.g. best practice documents, guidelines and training materials, minutes of meetings, working documents, reports, conclusions of High-Level Seminars, etc.

ONLINE COMMUNICATION CHANNELS

Arqus Portal and web

The key instrument for internal and external communication will be the Arqus Portal, that will not only host a dedicated website, but also provide IT support and serve as a collaborative working space for all activities of the Alliance.

It will be accessible via internet for the Alliance members (including Arqus RI participants) and, where relevant, for other stakeholders, institutions, individuals and the general public.

The Arqus Portal will have two main targets:

- Arqus Web: targeted to public

- Working Space + Integrator: targeted to the Alliance members. More information about the Working Space and the Integrator may be found in the Arqus Alliance Work Programme.
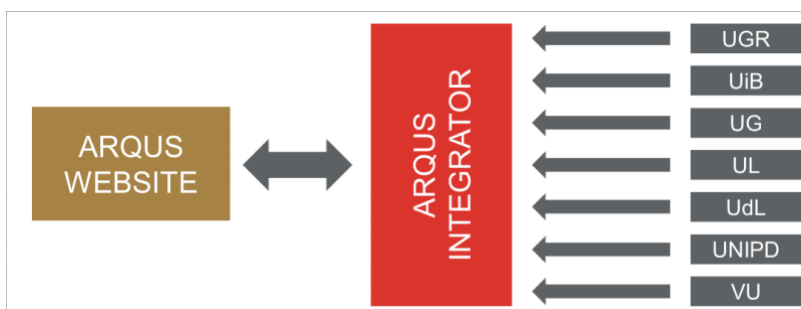
The Arqus Website

The Arqus Website is part of the external communication strategy and is considered the main dissemination tool of the Alliance. It is the publicly accessible part of the Arqus Portal that will provide information about the Arqus RI project and its achievements. Arqus RI has already its own section on the main menu of the website and all related information and public deliverables will be there.

The Arqus Website is being regularly updated with documents, news and events.

The Arqus website is currently being re-structured visually and in content, to become a more powerful tool to inform the different targets.

The website may also include other sections such as "Media" or "Deliverables", among others. Sections that will meet the needs of the work plan and of the activities realized.

Arqus members may contribute to the website blog and the newsletter with articles and news.

Newsletter

The Arqus Alliance uses MailChimp for creating and managing mailing lists, newsletters and automated campaigns. Specific information on Arqus RI activities and outcomes will be included in the general Arqus Newsletter.

Social media

Arqus RI will be disseminated through the Social media networks already set-up for the Alliance. These are another potentially useful dissemination channel to inform about the Arqus RI project (activities, events, news…) drawing the attention to sources such as the Arqus website or the YouTube channel. They provide the most direct online impact on potential and targeted audience.

The following Arqus profiles have been set up:

- Twitter (@ArqusAlliance)
- Facebook (www.facebook.com/ArqusAlliance)
- Instagram (www.instagram.com/ArqusAlliance)
- LinkedIn (www.linkedin.com/company/ArqusAlliance)
- YouTube (www.youtube.com/ArqusAlliance)

University of Granada is responsible for the management of the Arqus official social media, which involves creating and maintaining the accounts, providing updates, inviting members to provide information on specific issues and responding to any posts made. All members are invited to share any information that may be of interest in the official Arqus social media channels through the Communication Officer.

All information related to Arqus RI news, events, outputs and activities will be published under the hashtag **#ArqusRI**. This hashtag can be used by any of the members' social profiles.

The social media profiles will take into account the multilingual nature of the Alliance, and so its contents will be translated and replicated, where appropriate, in French, German, Italian, Lithuanian, Norwegian and Spanish.

Online webinars and other online activities

The Arqus RI project is made up of 7 multidisciplinary partners that provide an endless resource of knowledge and initiatives. Therefore, on special occasions as well as at any time there is a milestone of the Arqus RI project or a personal proposal from any of the partners that may be of interest and that can serve as a topic for discussion, a webinar or any other online activity may be organised.

Online activities are the best tool to disseminate our outcomes and increase our visibility. Arqus RI will take advantage of the expertise of its partners to organize online webinars and discussions on different topics related to the project, its outcomes and its main goals.

Press releases and press conferences

Relations with the media will be based essentially on two main instruments:

- **Press releases** offer one of the most efficient and effective ways to disseminate information, particularly to the media and other organizations. Press releases will be enriched with multimedia material (photos, videos, where possible), in order to inform about the most outstanding activities in each of the Work Packages. These press releases will contain a boilerplate with the most important and basic information about the Arqus RI project and the Alliance, as well as links to the web portal and to other related past events and news when appropriate. Press releases will be sent out through mailing systems and news agencies at local, national and international level. They may be prepared and distributed to the media at specific milestones of the Arqus RI project, i.e. at the kick-off, every time there is a milestone, etc. See Annex 1: Press release template.

- **Press conferences** may be organized around major achievements and events of the six main Work Packages.

Every partner is encouraged to write local press releases. These have to be sent to the Arqus Communication Officers for their review and for the record before sending them to the media.

Arqus RI Events

Arqus RI events (High-Level Seminars on Research Policy, Workshops on Artificial Intelligence and Climate Change, bridging workshops between disciplines, Co-Creation Labs in Open Science/Citizen Science and Stakeholder Engagement events) will serve as **targeted multiplier events** within each of the universities as well as in their local, regional and national environment. At the European/global level, they may act as multipliers on issues related to the intensifying of research collaboration on a systemic level within European Universities.

Meetings with stakeholders (industry, business, civil society, public institutions, etc.) will be carried out through Co-creation Labs in the work packages devoted to Open Science and Citizen Science.

Participation in external events

The participation of Arqus RI member universities, staff and students in national, European and **international university networks and associations and scholarly societies** offers a further opportunity for the dissemination of Arqus events, activities and outcomes, through networking, newsletters, presentations, seminars, etc.

Student participation in associations should play an important role. Arqus students participate at regional, national and European level in ESU and its member associations, ESN and other student associations. Therefore, since Arqus has made student participation part of its overall structure, in particular through its Student Council, these associations will provide a further channel for dissemination to an essential sector of the university community.

Arqus members will also participate in external events, seminars or conferences, where they will present Arqus RI or related activities, increasing the impact and visibility of the project.

Every time a member of the Arqus RI project organises or participates in an activity related to Arqus, this person should inform the coordinator of the Work Package as well as the Project or Communication Officer of her/his university, sharing the materials used for the presentation.

When participating in an event, the hosting university will be responsible of keeping a list of participants and a track of the activity.

Stakeholders

Arqus RI will also work with different stakeholders at local, regional, national, European and international levels. E.g.:

- Regional research and innovation ecosystems
- Regional businesses and business organisations
- Stakeholders from the field of Social Sciences, Humanities and Art (SSHA)
- Open Science practitioners
- Citizens as stakeholders in citizen and open science consultations
- NGOs and civil society actors
- Other European Alliance and their networks
- Individual students and student associations (e.g., Erasmus Student Network at all partner universities)
- University networks and associations (e.g., Coimbra Group, Aurora, UNICA, Utrecht Network)
- Local, regional and national authorities and governments

Publications and outputs

Publications and outputs of the Arqus RI project will be published and disseminated where appropriate through its public website, social media, electronic newsletters, publications, press releases and events.

The specific tools of each university are the following:

- **University of Granada:** UGR App, distribution lists per target (students, academic staff, administrative staff), screens in the faculties, a radio station (RadioLab), a ½ page space in the local newspaper *El ideal* twice a week, and a ½ page space in the local newspaper *Granada Hoy*, 3 times/month, social media.
- **University of Bergen:** News and calendar on UiB website (visibility on the student pages, employee pages, other central and relevant pages), information screens on faculties and other campus locations, digital message board on Mitt UiB (UiBs learning platform for students and teachers that includes App, announcements and calendar function), distribution lists for students and staff, social media (Facebook, Instagram, Twitter), different internal networks in Microsoft Teams for academic and administrative staff, newsletters (Rector, Alumni etc.).
- **University of Graz:** website, Intranet, UNIZEIT (print magazine): http://unizeit.uni-graz.at (published 3 times a year), uni.news print (print magazine/supplement enclosed in UNIZEIT), press releases, two podcast formats: "AirCampus" (also available on iTunes and Spotify) and "Hör-Saal"; Sedcards: A4 format PDF files presenting a research question of a scientist and four questions/answers, various newsletters: uni.news, student.news, uni.event, student.event, business.news, etc., blog, social media: Facebook, Instagram, LinkedIn, YouTube, Twitter.
- **Leipzig University:** screens in main buildings at campus and cafeterias; intranet for internal use (staff); news-magazine for internal use (staff); student radio station (mephisto); student newspaper (luzhe), social media.

- **Université de Lyon:** French and English websites, monthly newsletter (8,000 recipients), internal Intranet for academic and administrative staff, weekly internal newsletter (250 recipients), distribution lists for our communities (doctoral schools, academics, institutional and economic partners), social media: Facebook, Twitter, LinkedIn, Instagram, YouTube channel. In our institutions: Websites, newsletters and social media (the 3 member institutions involved in Arqus are independent on all communication matters; only suggestions can be made for the dissemination of any material).
- **University of Padua:** mailing lists per target (students, academic staff, administrative staff), website, daily magazine Il Bo Live, podcasts by RadioBue.it, local newspapers (via Unipd press office), social media.
- **Vilnius University:** VU community newsletter (sent to academic and administrative staff, biweekly, as well as a separate newsletter to the students); Facebook (LT and EN), news on VU website (LT and EN), internal intranet, closed Facebook group for researchers and staff.

Deliverables

Arqus RI will produce 29 deliverables that will be shared with the specific target groups and disseminated according to their public or confidential status as well as their purpose.

Policy documents (external)	
Deliverable Number	**Deliverable Title**
D1.1	Four large workshops on AI/Digital Transformation and Green Deal/Climate Change
D1.2	Reports on workshop outcomes and impact
D1.3	Report on preparatory meetings held to set up new Arqus research consortia
D1.4	Report on setting up of Joint Research Activities
D2.1	Conclusions of first High-level Seminar
D2.2	Joint action plan
D2.3	Progress reports and revised action plan
D2.4	Report on two "bridging workshops", conclusions and impact
D3.1	Best practice example(s) of alternative assessment approaches
D3.2	An internal Arqus discussion paper on possible alternative approaches, potentially leading to input to the ongoing debate at national and European levels
D3.3	Skills design and identification of competences report
D4.1	Common guidelines and knowledge platform ('Arqus Transfer Expertise') to share best practices within the fields of transfer
D4.2	Common Training Programme "Arqus Transfer Skills" for implementation
D4.3	Feasibility study on the implementation of Co- Creation Labs at Arqus' universities
D5.1	Recommendations to enhance SwafS and Open Science across Arqus R.I. WPs and for innovative research impact assessment
D5.2	Network of Open Science Ambassadors relating to "Green Deal/Climate Change" and "AI/Digital Transformation"
D5.3	Provision of Open Science training materials with emphasis on "Green Deal/Climate Change" and "AI/ Digital Transformation"
D6.1	Toolbox for participatory workshops for Open Research Agenda Setting
D6.2	Report on local pilot workshops for co- creation of research questions and a virtual alliance-level debriefing
D6.3	Recommendations on open research agenda setting
D7.1	Personal data management plan
D7.2	Quality Assurance Manual
D7.3	Short Policy Brief I
D7.4	Short Policy Brief II
D8.1	Communication and dissemination plan
D8.2	Report on the Forum of European Universities
D8.3	Interim report on communication and dissemination
D8.4	Final report on communication and dissemination
D9.1	H - Requirement No. 1

Table 1: List of deliverables planned to be produced during the project

When the information will be disseminated

This section contains the timeline of activities dissemination and promotion, taking into account the progress of the Arqus RI project and its achievements.

ARQUS RI ACTIVITIES AND OUTOUTS

The online Excel document "Arqus RI_Activities" shows the activities to be carried out per each Work Package and the actions that will require from the Communication side for their dissemination, specifying, when applicable, the following:

- What exactly has to be disseminated (activities, deliverables and milestones)
- Target: Internal audiences (academic community: students, administrative staff, academic staff); External audiences (Specific): potential students, student associations, alumni, external researchers and staff, other universities and European Alliances, university networks, companies, social and business associations, local, national and international authorities)
- Format (e.g. pdf, deliverable, video, training week, conference…)
- Actions and instruments: dissemination materials, online and offline communication
- Indicators of success

This Excel file is a living document that will be updated as the Arqus RI project progresses according to the actual times and actions.

ACTION PLAN / TIMELINE

An Action Plan has been developed to show the times and periods when the main actions of this Communication and Dissemination Plan will take place. It may be found here.

The activities specified per Work Package have not been included here due to their quantity and since the dates in which they will take place may vary from one university to another and/or due to unexpected circumstances such as the coronavirus outbreak. To see the Action Plan for all the Work Package activities, see the excel file previously mentioned ("Arqus_RI_Activities"). This Excel file is a living document that will be updated as the project progresses according to the actual times and actions.

4.   MONITORING, EVALUATING AND REPORTING

The development of concrete measures of compliance with the communication objectives and the impact of the actions undertaken requires a precise prior quantification of them. It is necessary to establish a clear realistic criterion that offers a realistic reference of the level of fulfilment. That will require prior analysis to determine current levels and the desirable and feasible levels of fulfilment.

Achievement and impact measurement of each of the WP activities

The last column of the online Excel document "Arqus RI_Activities" shows the Key Performance Indicators of the activities carried out by each Work Package, as well as the KPIs for the general dissemination strategy.

Annex 1: Press release template

PRESS RELEASE
xxth Month, year

Headline

First paragraph.

Body

About Arqus

The **Arqus European University Alliance** brings together the universities of Bergen, Granada, Graz, Leipzig, Lyon, Padova and Vilnius, seven longstanding comprehensive research universities who share extensive experience in joint projects in many fields, and a common profile as internationalized institutions with deep regional engagement in medium-sized cities.

The principal ambition of the Arqus Alliance is to act jointly as a laboratory for institutional learning from which to move forward in the design, testing and implementation of an innovative model for deep inter-university cooperation. The Alliance aims to consolidate a joint governance structure to facilitate the development of consensual joint policies and action plans, to consolidate participative structures to facilitate cross-cutting integration at all levels of the partner institutions, and to share its experience with other groupings in order to communicate the added value to be found in its model of integration.

The Arqus RI project aims to enhance the research and innovation dimension of the Alliance's activities and to address current global societal challenges through intensified joint research, characterised by the pursuit of excellence, openness, transparency and effective engagement with society.

This project, awarded with €2 million in the H2020 call for support for the Research and Innovation Dimension of European Universities, integrates 3 new challenges into the Alliance, all intended to foster a context to nurture sustainable strengthened collaboration.

The first of these challenges will address *Joint Science and Innovation*, through building an Arqus research community and designing a roadmap for transformation(al) excellence. The second one will centre on *New Perspectives on Research*, seeking to strengthen human capital through alternative approaches to assessment and recognition, and to re-thinking transfer, with special reference to the Social Sciences, Humanities and the Arts. The third challenge, *Open to Society*, will focus on the culture change brought by Open and Citizen Science.

These new activities are focused on the fields of Artificial Intelligence/Digital Transformation and Green Deal/Climate Change as transversal priority areas for enhanced research collaboration, characterised by their interdisciplinarity.

This funding complements the €5 million that the Arqus Alliance obtained as one of the first 17 Alliances of the European Universities Initiative funded by the Erasmus+ programme, and will contribute to the R&I transformation of the European Universities in synergy with their education dimension.

The Arqus Research & Innovation project will foster scientific cooperation within the Alliance, seeking synergies between the education, research and innovation dimensions of Arqus.

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The Arqus European University Alliance is supported by the European Union via different project funding. The Arqus project 2019-2022 is co-funded by the Erasmus+ Programme of the European Union. The Arqus Research and Innovation project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under grant agreement No 101017448. The content of this press release is the sole responsibility of Arqus Alliance and the European Commission is not responsible for the use that may be made of the information disclosed here.