

## CATALISI STORIES OF TRANSFORMATION

Facilitate the transformation of Higher Education Institutions (HEIs) to embrace more sustainable research and innovation, ensuring alignment with societal challenges and European values.



## **Executive Summary**

Stories of Transformation highlights the experiences of seven Higher Education Institutions (HEIs) as they navigate the challenges of introducing institutional transformation to meet the priorities of the ERA (European Research Area) Policy Agenda.

We are proud to share the progress in terms of inclusivity, diversity, research assessment, open science, sustainability, public engagement, and more! These changes will have an impact not only within academic circles but also in society, **serving as an inspiration for other HEIs across Europe.** 

The CATALISI consortium of 11 organisations from 8 European countries —Italy, Ireland, Belgium, Lithuania, Spain, Poland, Greece, and the Netherlands, including 3 Widening countries (Lithuania, Poland and Greece) —brings together a complementary pool of expertise to lead this transformative effort.



## **CATALISI PROJECT**

CATALISI | Catalysation of institutional transformations of Higher Education Institutions through the adoption of acceleration services is a Horizon Europe project funded by European Union 2023-2025 under the Grant Agreement n. 101094917.

CATALISI is supporting Higher Education Institutions (HEIs) to successfully implement strategies for institutional transformation.

Through the adoption of targeted and innovative acceleration services in the field of Research and Innovation CATALISI will strengthen European Universities collaborations and alliances to become lighthouses of European values.

## **PROJECT PARTNERS**



36 months | 11 partners | 8 countries

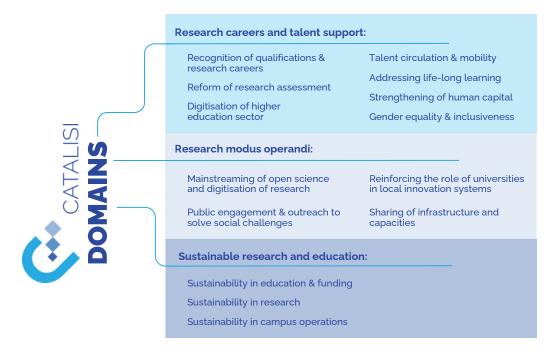
### CATALISI is built upon 2 blocks:

- <u>4 facilitators</u> (APRE, EY, ENOLL, and F6S) Support the transformation of the Higher Education Institutions by providing through acceleration services, knowledge transfer, and the implementation of co-designed activities.
- 7 implementers (AUMC, UG, KTU, AUTH, UCC, UJI, and LUISS)
  Higher Education Institutions that implement new reforms in their structures as demonstrators of change in specific domains and intervention areas.

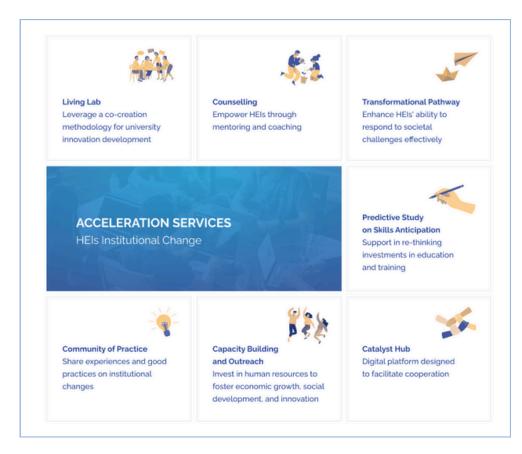
## 3 DOMAINS AND 14 INTERVENTION AREAS

The CATALISI Universities have identified **14 key areas of intervention** that they consider necessary to address today's global challenges in the field of Research and Innovation (R&I). These areas focus on the integration of societal and democratic values into innovation.

CATALISI's message is clear: Universities must be beacons of innovation, choosing to prioritize areas that create real, positive impact in their ecosystem.



# ACCELERATION SERVICES



CATALISI acceleration services are designed to facilitate and accelerate institutional transformations in the field of Research and Innovation (R&I) to drive innovation, sustainability and societal solutions.



# CATALISI STORIES OF TRANSFORMATION





## KAUNAS UNIVERSITY OF TECHNOLOGY (KTU)

<u>Kaunas University of Technology</u> in Lithuania aims to be a leading science and innovation university blending education with research.

The university wants to offer top-quality research-based studies, create and share knowledge for sustainable development, and provide a creative environment that inspires leaders and talent.

One of the project's objectives is to enhance research methods and their perception at both regional and European levels. This includes ensuring that R&I systems across Europe efficiently share research outcomes with both academic audiences and the broader public.

## **VISION**

KTU's vision is to be an interdisciplinary university, competitive at the international level, developing and transferring new knowledge and innovations. The University's vision is pursued with regards to the University's values via three value-creation chains and their objectives:

- Studies development of the high added-value future members of society;
- Research and innovations development of knowledge and technologies corresponding to societal needs and their transfer to students, business and public sector;
- Organisational development insurance of effective performance of the University's activities, and strengthening of the competencies of human resources.





# INTERVENTION AREAS

In CATALISI project, Kaunas University of Technology focuses its transformation pathways in 2 domains and 3 intervention areas – namely:



Research careers and talent support:

- Supporting talent circulation and mobility
- Strengthening of human capital



Research modus operandi:

 Public engagement with and outreach to society to solve social challenges

#### **CHALLENGES**

#### RESEARCH CAREERS & TALENT SUPPORT

- → Lack of institutional strategy for fostering first time international mobility
- → Lack of coordination of international mobility with strategic research and study fields
- → Unequal capacities of first stage researchers in academic writing
- → Lack of interdisciplinary approaches in the publications and project proposals at the university

#### RESEARCH MODUS OPERANDI

- → Lack of awareness of public about the principles of citizen science
- Insufficient motivation and knowledge of researchers to engage in the citizen science research
- → Absence of actor network including quadruple helix actors for the development of citizen science projects

#### TRASNFORMATION ACTIONS

#### **RESEARCH CAREERS & TALENT SUPPORT**

- → Implement living lab methodology for the co-creating solutions for identified challenges
- → Identify obstacles for international mobility and needs for academic writing via surveys and interviews
- → Develop guidelines on fostering first time international mobility
- → Develop action plan for strengthening of university based services for academic writing
- → Interviewer should have expertise in qualitative social research
- → Ensure involvement of the communication specialists in the university

#### RESEARCH MODUS OPERANDI

- → Applying living lab methodology for creating dialogue with quadruple helix stakeholders on enabling and strengthening citizen science hub
- → Prepare trainings and lectures on citizen science in a interactive way
- → Developing an overview of best practices on how to effectively engage public in research
- Communicate an added value of this perspective

## **ACCOMPLISHMENTS**

Kaunas University of Technology made good progress in identifying barriers for first-time international mobility of staff at the institution.

Institution successfully designed a structured plan aimed at enhancing the academic writing skills and capacities of researchers at various career stages.

Successfully enhanced institution's commitment to citizen science by developing a strategy for engaging public in research

Key accomplishments include strategic guidelines for fostering first-time international mobility of staff, action plan for Writing Clinic service enhancement, and a Roadmap for engaging public in research



## **TEAM**

KTU team has an extensive expertise and research capabilities, particularly in citizen science, sustainable development, civil society, research methodology, and open science which is crucial for driving institutional transformation and sustainable innovation in higher education.



Dr. Egle Butkeviciene
Professor of Sociology and

Professor of Sociology and Head of Committee for Political Science, Sociology and Public Governance Study Programs



Dr. Aistė Balžekienė

Professor of Sociology, and head of research group "Civil Society and Sustainability"



Dr. Audrone Telesiene

Professor of Sociology & Communication, and head of Data Analysis and Archiving Center.



Dr. Saule Petroniene

Profesor of Philology, and Head of Foreign Language Centre,



<u>Dr. Egle Vaidelyte</u>

Profesor of Sociology, and Vice-Dean for Education.



Irena Andrulienė

Head of Administration at Faculty of Social Sciences, Arts and Humanities















## UNIVERSITAT JAUME I (UJI)

<u>Jaume I University</u> aims at implementing an ethical governance system to promote good practices in responsible research and innovation (RRI) within higher education institutions, Research performing organisations and research funding bodies while involving the citizens in research.

UJI seeks to develop interventions along the lines of <u>National Open Science Strategy (ENCA)</u>. This strategy sets a series of measures and goals such as the promotion and strengthening of transparency, quality and reproducibility of research results

## **VISION**

UJI aims to ease researchers' access to information by adopting a multidimensional approach to open science, including public repositories and open access peer-reviewed journals. Additionally, UJI is working on developing criteria that combine qualitative and quantitative methods for research assessment.

Finally the Universitat Jaume I is working to improve its research ethics committee procedures and protocols.





## INTERVENTION AREAS

In CATALISI project, UJI is focusing on 2 main domains and is developing targeted actions in 3 intervention areas - namely:



Research careers and talent support:

- Recognition of qualifications and research careers
- Reform of research assessment



Research modus operandi:

• Mainstreaming of open science and digitisation of research.

#### **CHALLENGES**

## RESEARCH CAREERS AND TALENT SUPPORT

- → The development of new research assessment criteria, with a focus on qualitative measures, and the creation of clear, straightforward criteria for identifying, managing, and evaluating gender mainstreaming in research.
- → The risk of increasing bureaucratic tasks for researchers

#### RESEARCH MODUS OPERANDI

- → Researchers' lack of knowledge about citizen science and public engagement, as well as lack of willingness to participate in these kind of projects
- → Lack of institutional and economic support to these activities and the distance between university and civil society.

#### TRASNFORMATION ACTIONS

### RESEARCH CAREERS AND TALENT SUPPORT

- → Close collaboration between the university's top management, the academic community, and the members of the CATALISI project.
- → Small, specialized working groups focused on the intervention areas.

#### RESEARCH MODUS OPERANDI

- → Deliberation processes with key stakeholder groups (focus group) and consultation with the academic community (survey) on topics where institutional transformation is being implemented.
- → Development of specific action plans approved by the university's governing bodies focused on open science and research evaluation reform.

## **ACCOMPLISHMENTS**

The Universitat Jaume I (UJI) has made significant institutional changes in their research, innovation, and open-access areas, underscoring its commitment to advancing scientific knowledge and ethical standards.

UJI has been driving systemic changes that align with national and European frameworks, such as the National Open Science Strategy (<u>ENCA</u>) and <u>CoARA</u> initiatives.

Highlights of these accomplishments include the launch of its Open Science Strategy, implementation of innovative cross-disciplinary training programs for doctoral students, and multiple conferences on research ethics and scientific evaluation practices.



UJI has become one of the first Spanish institutions to publish a plan for reforming its scientific evaluation system, as part of its commitment to the CoARA coalition. This plan will balance qualitative and quantitative assessment methods as part of the CATALISI project.



UJI's Governing Council approved an Action Plan for the National Open Science Strategy (ENCA), backed by the Spanish Ministry of Science. It emphasizes four areas:

- · Open science
- · FAIR principles
- · Open access
- Incentives, recognition, and training



UJI will implement its new open science action plan, which is aligned with the ENCA strategy, by focusing on measures it has the capacity to action



This report reflects adherence to open access policies at UJI, which is investing resources in two main routes: the "Gold" route, and the "Diamond" route.



It outlines ethical principles for scientific activities, focusing on four pillars: integrity, gender equality, open access, and communication. Its primary goal is to foster honest and transparent research.



UJI's Governing Council approved a declaration to promote open access and established a digital repository for scientific documents. This repository aims to enhance the visibility, use, and impact of research from its community.

## Other relevant links available in CATALISI website:

- The UJI makes progress in the reform of the scientific activity evaluation system within the framework of CoARA (13/05/2024)
- Open Science Strategy (ENCA-UJI) (june 2024)
- <u>UJI's reform of the ethics commission includes a new evaluation procedure.</u>
- Cross-disciplinary Training Plan of the Doctoral School, biennium 2023-2025 (Approved at the 9/2023 session of the Governing Council, 24 October 2023) Good practices in research

#### **Relevant events:**

- Open Access Week 2024 (15/10/2024)
- V Conference on Research Ethics: Open Science and the future of the university (08/07/2024)
- IV Annual Conference on Research Ethics, publications, open science and the future of scientific evaluation in Spain (25/09/2023)

### **Articles:**

- Towards a Science Without Barriers (28/07/2024)
- Which science to support (29/09/2024)

### **TEAM**

UJI's involvement in the European ETHNA System project demonstrates their commitment to ethical governance in research, having already established structures like the Ethics and Integrity Committee and appointed an Ethical Officer. This solid foundation ensures a strong ethical framework.

The UJI team, led by experts such as <u>Ramón Feenstra</u>, <u>Laura Bernal Sanchez</u>, <u>Elsa González Esteban</u>, and <u>Patrici Calvo</u>, brings a diverse set of skills, from communication ethics and democracy theory to applied ethics and business ethics. Their interdisciplinary backgrounds and leadership roles in ethics committees and social responsibility initiatives make them uniquely equipped to drive impactful changes at UJI, aligning research and innovation with societal values.



Ramón Feenstra

Head of the Department of
Philosophy and Sociology



Laura Bernal Sanchez

Head of Ethics and Integrity, Human
Research Ethics, & Animal Experimentation
Ethics committees



Elisa Uriondo
Sociologist, specialist in Career
Guidance and Training Team
Management.



Patrici Calvo

Associate professor at Jaume I University
Department of Philosophy and Sociology



Elsa González Esteban Vice-Rector for Social Responsibility, Inclusive Policies and Equality

















## LUISS GUIDO CARLI UNIVERSITY (LUISS)

<u>Luiss Guido Carli University</u> is part of a new transformation, that aims to introduce structural changes in policies, processes, and funding to enhance research excellence and advance Open Science. These efforts reaffirm the University's commitment to openness, collaboration, and responsible innovation.

Guided by its vision to become an international laboratory where knowledge and innovation converge, Luiss promotes interdisciplinary research and integrates emerging technologies to create positive, measurable social impact.

Internationalization is a cornerstone of this strategy. Through global partnerships and participation in major research networks, Luiss supports faculty and researchers in developing high-impact, cross-border projects.

## **VISION**

LUISS University aims to advance its Open Science agenda by raising awareness among faculty, staff, and governance, and by improving the overall quality and visibility of Open Access publications. This effort reflects broader cultural shift towards transparency, collaboration, and shared knowledge as pillars of research excellence.

At the same time, the University is committed to attracting top talent through improved policies and incentive schemes, supporting participation in international programmes such as MSCA and ERC.





# INTERVENTION AREAS

Luiss university started working on CATALISI project with the 3 main domains and 4 intervention areas – namely:



Research careers and talent support:

• Supporting talent circulation and mobility



Research modus operandi:

- Mainstream of open science and digitalisation of research
- Public engagement with and outreach to society to solve social challenges



Finance:

• Sustainability in research

#### **CHALLENGES**

## RESEARCH CAREERS AND TALENT SUPPORT

→ Need to strengthen participation in talent circulation and mobility initiatives

#### RESEARCH MODUS OPERANDI

→ Need to enhance institutional commitment to Open Science and Third Mission among staff and faculty

#### **FINANCE**

→ Need to strengthen institutional capacity to apply for excellence research projects

#### TRASNFORMATION ACTIONS

#### RESEARCH MODUS OPERANDI

- → EU guidelines on Open Science
- → Update of Luiss webpage with resources for Open Access and Open Science
- → Hold trainings on tools to publish in Open Science for European projects
- → Provision of incentives to publish in Open Access, connected to internal research evaluation criteria
- → Launch of questionnaires on the awareness on Third Mission in general
- → Presentation of the Third Mission Office
- → Creation of multimedia contents
- → Restyling of the University website to enhance the Third Mission and public engagement
- → Participation to multiple courses on Third Mission and to the activities of the networks and national consortia
- → Research newsletter to include Third Mission
- Organise an event to promote LUISS resarch to the wider public (LUISS Research Day)

#### **FINANCE**

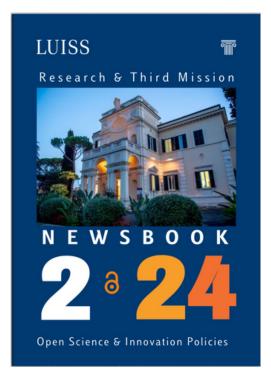
- Communication of funding opportunities through monthly communications
- → Organisation of seminars with a focus on MSCA and ERC opportunities
- → Sponsorisation of external seminars (training opportunities) through communications
- → Support to faculty for ERC and MSCA applications

#### RESEARCH CAREERS AND TALENT SUPPORT

→ Improve Luiss incentive policies to attract ERC and MSCA talents

## **ACCOMPLISHMENTS**

LUISS University has undertaken significant institutional steps to advance research excellence, talent attraction, Open Science, and societal impact. Among its most relevant achievements, LUISS has launched its Open Science Strategy, designed to promote a shared culture of openness and collaboration across the academic community. In this context, several awareness initiatives have been implemented, including a special issue of the Research & Third Mission News book entirely dedicated to Open Science. To give continuity and visibility to this effort, Luiss subsequently introduced a permanent section within the same publication — the "Open Science Corner" — featuring international updates and key developments in the field.



Research&Third Mission
Newsbook 2.2024
Open Science&Innovation Policies



## Research&Third Mission Newsbook 1.2025 Cultural Heritage and Territorial Growth Open Science Corner

These initiatives are accompanied by new policies and incentive schemes to attract top research talents and encourage participation in programmes such as MSCA and ERC, as well as by a growing focus on sustainability-oriented research funding, in alignment with national legislation and labour market trends.

Together, these accomplishments reflect a broader strategic shift embedding research quality, openness, and social relevance into the University's long-term vision

### **TEAM**

LUISS University has a strong academic reputation, particularly in social sciences, and its innovative educational approach.

The university's deep connections with over 500 global companies and institutions position it well for collaboration and real-world impact. The LUISS team brings expertise in digital transformation, research governance, and third mission activities, making them well-equipped to drive institutional transformations in talent mobility, Open Science, public engagement, and sustainability.



Dr. Irene Finocchi

Rector's Advisor for Digital Transformation

Director of the BSc in Management and

Artificial Intelligence (AIM) Professor of

Computer Science



Alessandro Lubicz
Director of Governance, Research
Funding & Third Mission



Annalisa D'Agostino

Head of the Research and Third

Mission Office



Gaspare Quattrocchi
Project Manager at Research and
Third Mission Office



Evelina Praino

Scientific Communication Expert at
Research and Third Mission Office















## UNIVERSITY OF GDANSK (UG)

The <u>University of Gdansk</u> aims to become a prominent institution that enables individuals to realize their potential and achievements, especially through collaboration with business and in the context of a research-oriented university.

The University of Gdańsk will serve as a dynamic platform for fostering dialogue, exchange of ideas, and collective action towards achieving sustainable and transformative outcomes.

## **VISION**

UG explores the concept of catalyzing transformative changes through stakeholder engagement. It recognizes the importance of collaboration, innovation, and shared responsibility in driving positive societal and environmental impact. The university seeks to promote public engagement through outreach and education activities, mobilizing communities to participate in solving social problems.

Additionally, UG also aspires to achieve sustainability on campus, minimizing environmental impact while promoting social and economic sustainability.





# INTERVENTION AREAS

UG university started working on CATALISI project with the 3 main domains and 3 intervention areas – namely:



Research careers and talent support:

• Recognition of qualifications and research careers



Research modus operandi:

 Public engagement with and outreach to society to solve social challenges



Finance:

• Sustainability in campus operations.

#### **CHALLENGES**

## RESEARCH CAREERS AND TALENT SUPPORT

- → Fear of losing intellectual property
- Insufficient support and oversight in shaping a scientist's career trajectory.
- → Unable to establish a partnerships with business
- → Bureaucracy is overly restrictive.

#### RESEARCH MODUS OPERANDI

- → No remuneration in HORIZON EU projects
- → Ability of researchers to manage projects
- → Internal competition between units
- → Lack of UG brand management strategy with effective customer relationships
- → Lack of innovation readiness level system

#### **FINANCE**

- → Lack of understanding of market needs
- → Lack of founds
- → Lack of a promotion and sales mechanism
- → Bad experiences in cooperation with business
- → Lack of relationships between researchers

#### TRASNFORMATION ACTIONS

## RESEARCH CAREERS AND TALENT SUPPORT

- → Have a support center for scientists
- → Increase awareness of scientists about IP and the value of their works/discoveries
- → Train the staff to increase the cooperation with business
- → Monitoring of employees' professional qualifications and skills
- → Check needs of the environment, and design forms of education, not vice versa

### RESEARCH MODUS

- → Create customer journey map
- → Training on building relationships with customers
- → Introduce an integrated training system for UG employees
- → Learning to identify commercial services

#### **FINANCE**

- → Regular meetings with entrepreneurs
- → ESG Manager post graduated studies
- → Diagnosis of potential/capacity in the context of sustainability
- → Mapping of priorities (wants and needs)
- → New approach to education

## **ACCOMPLISHMENTS**

A transformation strategy enhancing its research environment, innovation culture, and sustainable academic development., with special focus on:

- Systemic and Structural Developments UG has established dedicated support mechanisms for researchers, including a new center providing career and intellectual property (IP) guidance.
- Enhancement of Research Modus Operandi UG has developed a customer journey map for research and innovation services.
- Financial and Entrepreneurial Progress UG maintains regular meetings with entrepreneurs to strengthen university-industry linkages and co-develop sustainable solutions. The proofs for that are: ESG Manager postgraduate program and joint diploma programmes.

The core of the CATALISI-related actions at UG was the Action Plan (AP). including:

- **Public Engagement**: Organization of IP and Innovation Week, expanding visibility of scientific achievements (Mar 2024–Apr 2025).
- Education Innovation: Development of bachelor's and master's programs fostering science-companies-society dialogue (Jul 2023– Dec 2025).
- Cooperation with the Wider Education Sector: to develop cooperation and integration of high schools and higher education
- Citizen Science: Establishment of the Citizen Science Lab (Oct 2025),
- Sustainability in Operations: Launch of sustainability events for students and teachers and book-sharing initiatives, promoting resource efficiency and social responsibility across campus (2024–2025).

Together, these achievements demonstrate UG's growing leadership in integrating research excellence, innovation, and sustainability.

### **TEAM**

UG's commitment to sustainability and commercialization of research is reflected in its partnerships with businesses and its initiatives like the Technology Transfer Center and the Center for Sustainable Development.

UG's focus on open science, talent mobility, and sustainability aligns perfectly with CATALISI's objectives, ensuring that the university can effectively implement and sustain the transformative changes.



<u>Agnieszka Szmelter-Jarosz</u>

Assistant professor at the Department of Logistics, Faculty of Economics



Izabela Disterheft

Real estate market, team
management, business development,
and international cooperation



Sebastian Susmarsk

Assistant professor at the Department of Banking and Finance



Dariusz Tłoczyński

Head of Department of Transport Market at the Faculty of Economics



Sylwia Maria Mrozowska

Head of Department of Strategic and Security Studies



Przemysław Borkowski

Professor of economics, vice-dean of the faculty responsible for science and international cooperation



Katarzyna Gregorowicz-Bielawska

specialist in the Office for Analysis and Expertise's















## UNIVERSITY COLLEGE CORK (UCC)

<u>University College Cork</u> sees research, education, and policy influence as interconnected elements that can drive societal progress and economic growth. They are committed to make a positive impact through its research and innovation (R&I) efforts.

Their aim is to transform HEIs towards a more financially sustainable research and innovation ecosystem that enhances excellence and world-class research.

## **VISION**

UCC recognizes the need for innovative funding approaches amidst new demands, such as the green and digital transition, and seeks to address challenges like over-reliance on limited funding sources, brain drain, and fragmented support systems for researchers.

Through its Living Lab, UCC engages stakeholders to co-create solutions, enabling strategic investment, institutional autonomy, and deeper societal collaboration to future-proof its research and innovation capabilities.





# INTERVENTION AREAS

UCC university focused its work within CATALISI on 1 cross-cutting domain and intervention area, namely:



#### Finance:

• Sustainability in campus operations.

#### **CHALLENGES**

#### **FINANCE**

- → Low research investment for research and innovation.
- → Over-reliance on small number of large-scale research centers creates financial risk.
- Research income often covers only direct project costs, with inadequate institutional overheads to support the full cost of running research projects, such as administrative and support services.
- → Lack of mechanisms to retain overhead funds for strategic initiatives or capacity-building efforts, limiting the institution's ability to invest in long-term sustainability.

- → Brain drain and attracting and sustaining a pipeline of research talent.
- → Securing pre- and post-award grant support for researchers
- → External funding agencies increasingly dictate research priorities, limiting HEIs ability to pursue institutionally driven research agendas.
- → There is a disconnect between research systems and societal actors, funding bodies, and policymakers.

#### TRASNFORMATION ACTIONS

#### **FINANCE**

- → "Living Lab" approach: stakeholders from academia, business, public administration, and civil society collaborate to identify challenges and co-create solutions.
- → Building a strategic model of income allocation that balances the need for financial sustainability with the flexibility to invest in long-term goals, such as talent retention and support for Open Science initiatives
- → Actively involve the quadruple helix stakeholders to gather diverse perspectives and needs, ensuring that the transformation process is informed by both internal and external partners.
- → Advocate for greater institutional autonomy by influencing funding policies and creating systems that support more diverse and institutionally determined research priorities.

University College Cork has leveraged the CATALISI initiative to advance its contribution to European Research Area (ERA) policy priorities, particularly ERAAction 7, 10, 14, 15 and 17. UCCs specifically focused on addressing issues regarding the sustainability of research financing. Its Transformational Pathway and Action Plan applied a Living Lab approach to address research financial sustainability as a main intervention domain. Aligned with this ambition UCC, with support from ENOLL, developed a report on the Framework Conditions, including the Barriers and Enablers towards achieving its objectives.

As part of this approach, we explored the following questions: Is innovation in HEI research funding possible? How can HEI funding adapt to the rapidly evolving globalizing context HEI's find themselves in? What implications do changes in the funding landscape have on governance and leadership? What is the capacity of universities themselves to think ahead and develop financial strategies? Which investment priorities are needed to future-proof activities?

In line with the Living Lab methodology embraced by CATALISI, a transformation approach was adopted, prioritizing participatory and iterative co-creation actions with stakeholders including university staff and students and external partners.

UCC recognized that financial sustainability is an integral and requisite part of realising sustainability in broader terms and within the context of a research and innovation ecosystem that interacts at local, regional, national, and international levels.



UCC now finds itself more equipped to identify the issues and progress innovation towards the 'Financial Sustainability of Research & Innovation', enhanced through identifying and partnering with its stakeholders, internally and externally. UCC has improved its decision-making supports through engaging Quadruple Helix stakeholders for the first time in understanding the underlying issues. It has applied state of the art cocreation methods to support strategic policy level development.

- Embedding the CATALISI Acceleration Services into the institution, particularly the Living Lab approach helped to consolidate and extend our knowledge, reputation and global positioning.
- Leveraged the knowledge and skills acquired through CATALISI to secure a co-lead role of the UNIC European University Alliance Centre for City Futures which is a transnational Living Lab comprising 10 university and city partners working together to address urban challenges. UCC has also secured the co-lead position of the European University Alliances Living Lab Hub.
- Engaged in High Level Policy Dissemination: for example, UCC published a paper and presented at the EUA Funding Forum at Helsinki in 2024. 2024 EUA Funding Forum
- Disseminated through online activities such as newsletters, LinkedIn articles and Webinars.
- Through experience gained as the CATALISI WP4 leader, UCC is now a sought-after European partner for Horizon Europe Consortia, including the main Evaluation and Impact Assessment Partner in other Horizon Europe Grants, e.g. Green In Cities HEurope Consortia.
- Towards research financial sustainability UCC has used the CATALISI suite of Acceleration Services to co-create a new Revised Overhead Model by directing funds (approx. €2 million pa) towards strategic investment in research capacity, underpinning the institution's flagship UCC Futures initiative (<a href="https://www.ucc.ie/en/futures/">https://www.ucc.ie/en/futures/</a>). UCC was able to explore new funding income streams thanks to conversations with partners during the CATALISI mutual learning events. (MMLs).

- UCC successfully leveraged the CATALISI methodology to secure £1m grant from Welcome Trust in relation to community-led research scheme and research culture transformation using a Living Lab approach. It has additionally deepened its engagement with the EU Urban Initiative, INTEREGG, WIDERA, MSCA and Erasmus+ grants.
- Development of a robust participatory evaluation approach allowing it
  to pursue a commercialization activity and Key Exploitable Result (KER).
  UCCs bespoke Participatory Evaluation Approach has been road-tested
  and trialed as part of CATALISI as a state-of-the-art method for HEI's to
  develop, monitor and capture the impact of HEI organizational change
  initiatives(filling a gap in current practice). Its Theory of Change
  Approach andMonitoring framework will be established as an open
  initiative available toHEI's across Europe, with follow on consultancy
  support provided on a commercial basis.
- Implementation of a new approach to responsible research assessment supported by the development of CoARAAction Plan (enabled by a grant via the CoARA Boost Programme –€40.000).
- Deepened its approach to Research Integrity through co-learning within the CATALISI initiative with other participating HE's. UCC created a joint survey and study which was conducted alongside several other CATALISI partners on research integrity.



### **TEAM**

The UCC team is ideally positioned to drive transformation due to their extensive expertise, strong institutional foundations, and proven track record in research, innovation, and community engagement. UCC is Ireland's leading research institution, consistently ranking at the top for competitively won research income.

The UCC team is led by experts like Dr. Martin Galvin and David Hogan, who have a deep understanding of higher education reform, Dr. David O'Connell, who brings extensive experience in research support and policy development, Ciara O'Halloran for community engagement



Dr. Martin Galvin

UCC Head of Research Culture, Engagement and Impact,
Co-Chair of the European University Alliances Living Lab Hub,
Expert Advisor to the Council of Europe.
Office of the Vice President Research and Innovation



Dr. David O'Connel

UCC Director of Research Support and Policy Office of the Vice President Research and Innovation



Ciara O'Halloran

Programme Officer
Office of Research Culture,
Engagement and Impact
Office of the Vice President Research
and Innovation (UCC)



Matteo Pallocca

UCC CATALISI Research Support Officer



**David Hogan** 

Data and Institutional Research
Officer
Strategic Planning and Institutional
Research Office
Office of the UCC Rector/ President















## AUTH MEDICAL PHYSICS & DIGITAL INNOVATION LAB

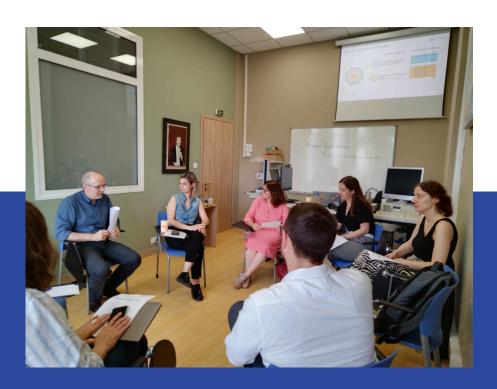
<u>Aristotle University of Thessaloniki</u> aims to become an innovative university that prioritizes collaboration, inclusivity, and the well-being of its community.

The university envisions itself as a hub for research and education that emphasizes citizen engagement, safety, and open access to knowledge. By developing a certification procedure for Living Labs and citizen science research, AUTH seeks to formalize and standardize these practices across European HEIs, making them more impactful.

## **VISION**

AUTH aims to foster a secure and supportive environment for research, thus attracting and retaining top talent.

They are developing a specialized Medical MOOCs to provide accessible, high-quality education of their medical expertise. The focus on transparent data management and establishing clear IP policies further reflects AUTH's intention to be a university that champions fairness, transparency, and innovation in both research and education.





# INTERVENTION AREAS

AUTH university started working on CATALISI project with the 3 main domains and 5 intervention areas – namely:



Research careers and talent support:

- Recognition of qualifications and research careers
- · Reform of research assessment
- Digitization of higher education sector



Research modus operandi:

Mainstreaming of open science and digitization of research



Finance:

• Sustainability in research

#### **CHALLENGES**

### RESEARCH CAREERS AND TALENT SUPPORT

- → Living labs lack mechanisms for recognizing qualifications and their contributions to Open Science
- → The insurance market might lack specialized coverage for researchrelated endeavors
- → Navigating complex legal frameworks related to data ownership, consent, and sharing agreements
- Underutilization of shared data and findings, lack of awareness among researchers

#### RESEARCH MODUS OPERANDI

- Address copyright issues and ensure free availability of suitable resources
- Navigate ethical considerations in bioethics and sensitive medical topics through collaboration with legal experts

#### **FINANCE**

- → Internal studies to identify needs and priorities of the Technology Transfer Office have been conducted but are only individual initiatives
- → Insufficient budget to provide stable financial support for IP-related issues, both for legal and technical reasons

#### TRASNFORMATION ACTIONS

## RESEARCH CAREERS AND TALENT SUPPORT

- → Acknowledge and reward non-traditional research outputs
- → Development of a certification for Living Labs and citizen science research
- → Financial and medical insurance against incidents during research projects, experiments, and focus groups.
- → Accessible dissertations and datasets

#### RESEARCH MODUS OPERANDI

- → Promote awareness and accessibility, bridging the gap between data availability and utilization
- → Identify and implement tools, platforms, or frameworks that facilitate the collection, management, analysis, and sharing of data in a transparent and fair manner.

#### **FINANCE**

- → Centralized database for managing IP and collaborative projects and research awareness
- → Establish IP Policies and Guidelines that outline the rights, responsibilities and processes for IP Sharing,

#### 1. Research Assessment and Recognition of Qualifications

- Aristotle University of Thessaloniki (AUTH) has progressed in establishing a clear and fair framework for research assessment and qualification recognition within its academic community.
- AUTH conducted a thorough mapping and review of existing university policies and administrative processes related to qualification acknowledgment, professional progression, and reward mechanisms. This analysis aimed to identify potential inconsistencies and opportunities for improvement in line with European and national frameworks.
- More than ten policy areas and procedures were identified as candidates for revision or alignment. The action was carried out collaboratively among the Law, Medical, and IT Departments, fostering interdisciplinary exchange and shared ownership of the results.

The review also emphasized the recognition of experiential learning and research participation within Living Labs and Citizen Science initiatives, linking participatory research activities with formal academic evaluation pathways.

This work lays the groundwork for a more inclusive and evidence-based system of academic recognition, ensuring that researchers and innovators at AUTH are rewarded for their diverse contributions to science, innovation, and society.

#### 2. Integration of MOOCs in the Medical Department

As part of its digital education transformation, AUTH focused on:

• Integrating Massive Open Online Courses (MOOCs) into its Medical School curriculum, promoting flexible and open-access learning.

The initiative aims to bridge traditional academic education with digital learning opportunities, providing medical students and external learners access to internationally recognized courses that support self-paced, inclusive learning.

 AUTH has designed a plan to integrate at least three MOOCs addressing themes such as digital health innovation, medical technology, and responsible research practices.

The activity includes close collaboration with faculty members and curriculum committees to ensure alignment with academic standards and learning outcomes.

- Special attention has been placed on engaging professors and students through interactive online activities, promoting peer learning, and enhancing the digital literacy of the academic community.
- To strengthen the impact, targeted webinars and workshops are being implemented to empower educators and students alike to navigate open learning environments effectively.

This action reflects AUTH's commitment to modernizing medical education, expanding lifelong learning pathways, and supporting the European vision for open and accessible higher education.

#### 3. Mainstreaming Open Science and Sustainability in Research

- AUTH has made substantial progress in mainstreaming Open Science principles across research, teaching, and policy activities.
- The university's initiatives focus on promoting open data sharing, FAIR data management, and ethical research practices, contributing to a more transparent and sustainable research ecosystem.
- A major accomplishment was the introduction of a lecture on data sharing and openness within the Medical Department's Innovation Course, embedding Open Science principles into undergraduate education. This early integration ensures that students understand and apply the values of openness, collaboration, and reproducibility in their future research careers.
- AUTH organized practical training sessions for researchers—in partnership with the Technology Transfer Office, covering FAIR data, data protection, and open access practices. These workshops addressed common barriers such as legal uncertainties, data ownership, and time constraints, encouraging a cultural shift toward responsible data sharing.

The combined educational and institutional efforts resulted in increased awareness and participation in Open Science practices, positioning AUTH as a national leader in responsible and transparent research conduct.

These actions also align closely with the European Research Area's priorities on Open Knowledge and Sustainable Science, reinforcing AUTH's role as a catalyst for cultural and structural change.

## **TEAM**

The team at Aristotle University of Thessaloniki (AUTH) is well-suited to apply the CATALISI transformation services due to their extensive expertise, innovative approach, and international recognition. The team members, bring specialized knowledge in fields like assistive technologies, living labs, and medical informatics, which align closely with CATALISI's goals.

Additionally, their access to unique lab infrastructures and their ability to attract diverse funding sources further position them to effectively implement and evaluate transformation strategies



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### **AMSTERDAM UMC**

<u>The Amsterdam Medical University</u> aims to become a forward-thinking, globally interconnected Higher Education Institution (HEI) that champions responsible and ethical research practices.

They are committed to reforming research assessment to better recognize qualifications and research careers, while fostering a research culture rooted in integrity and inclusivity. Their focus on Responsible Conduct of Research (RCR), research integrity, and open science highlights their dedication to transparency and ethical standards.

## **AIM**

With expertise in gender equality, inclusiveness, and sustainability in research, the university also seeks to mainstream open science and digitization efforts.

By embedding these values into their policies and educational frameworks, such as through mandatory PhD courses and established codes of conduct, the Amsterdam Medical University is positioning itself as a leader in promoting a sustainable, inclusive, and ethical research environment.





## INTERVENTION AREAS

AUMC university started working on CATALISI project with 1 main domains and 2 intervention areas – namely:



Research careers and talent support:

- Recognition of qualifications and research careers
- Reform of research assessment

#### **CHALLENGES**

#### RESEARCH CAREERS AND TALENT SUPPORT

- → Employees have little knowledge of relevant RI issues; open science; data management; lack of training for seniors
- → Stimulate a change in research culture in various departments/faculties regarding research quality
- → Embed sustainable training and education in research quality for students and staff

#### TRASNFORMATION ACTIONS

#### RESEARCH CAREERS AND TALENT SUPPORT

- → Changes in researcher assessment (recognition & reward policies);
- → More awareness of research quality,
- → Offer a network for exchange on trainings for PHD's and improve training quality and teacher quality
- → Offer a learning pathway on RCR in the organization that aligns with changing researcher assessment policies
- → Offer workshops to departments in various disciplines to stimulate RCR

- → Redevelop & implement PhD and supervisor training
- → Ethics review of research protocols
- → (Re)design and embed trainings for undergraduate students and supervisors/senior staff
- → Work with relevant policymakers and support staff in the faculties to make RCR more relevant if it is aligned with researcher assessment initiatives

Establishment of <u>Research Integrity and Open Science</u> <u>center in Amsterdam (RIOS)</u>, and related networks

Development of a training format for supervisors: 'Mpowering Responsible Supervision'

Two Research Culture studies; interviewstudy and survey. Results presented including policy recommendations

Theatre Play 'Science Hoops' stimulatingreflection on a positive research culturein our institutions, based on results ofour studies



## **TEAM**

The team at AUMC combines a rich diversity of expertise across medical ethics, research integrity, social science, public health, and anthropology. The AUMC team's focus on responsible conduct of research, recognition of qualifications, and the reform of research assessment aligns with the core goals of the CATALISI project. Their involvement in training thousands of researchers worldwide, and the dedication to gender equality, inclusiveness, open science, and sustainability in research reflects the institution's forwardthinking vision.

This multidisciplinary foundation allows them to approach transformation holistically, integrating various perspectives.



Professor of medical



**Rita Santos** Coordinator of the Netherlands Research Integrity Network (NRIN) and Project Leader of the Center for Research Integrity and Open Science (RIOS)



Dr. Miriam van Loon Senior researcher and teacher in medical ethics and integrity

















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