

Catalysation of institutional transformations
of Higher Education Institutions through
the adoption of acceleration services

CATALISI ACCELERATION SERVICES

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

This booklet highlights the acceleration services designed by the 4 CATALISI partners having the role of facilitators for institutional transformation: APRE, F6S, ENoLL, and EY.

These services are being tested by our 7 HEI implementers across Europe, working through the challenges they face and building a robust methodology and actionable insights that can be replicated across other European universities. You can read their success stories in the booklet **"Stories of Transformation" booklet**

CATALISI is a Horizon Europe project funded by the European Union from 2023 to 2025 under the Grant Agreement No. 101094917.

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.



Goals of Acceleration Services for institutional change

To facilitate and support the process of institutional change in HEIs

Improve the perception and methodology of research

Ensuring that the R&I systems are promptly and effective in sharing research outcomes to academic and society.

Increase and support sustainable funding schemes

That can assist the long-term continuity of the actions

Enhance human capital in the field of research and innovation

Life-long learning and attractiveness of research careers, talent mobility, inclusiveness & gender policies.

Promote dynamic and collaborative settings

That support and facilitate knowledge-sharing, infrastructure, and resources within the R&I ecosystems.

Incentivize dissemination of knowledge

By sharing guidelines, success stories, methodologies and developing policy recommendations

Target Groups

Higher Education Institutions and Alliances

Universities across Europe looking to bring their research departments in line with the ERA policy in the topics of Equality, Digitalisation, Mobility, Open Science, Public engagement, Research Careers and Sustainability.

Researchers and Research Organizations

CATALISI acts as a catalyst for positive change within research ecosystems, equipping researchers with essential skills and providing research organizations with the tools and strategies needed to adapt, innovate, and contribute more effectively to the European Research Area





Living Lab

Leverage a co-creation methodology for university innovation development



Counselling

Empower HEIs through mentoring and coaching



Transformational Pathway

Enhance HEIs' ability to respond to societal challenges effectively

ACCELERATION SERVICES

HEIs Institutional Change



Predictive Study

on Skills Anticipation
Support in re-thinking investments in education and training



Community of Practice

Share experiences and good practices on institutional changes



Capacity Building and Outreach

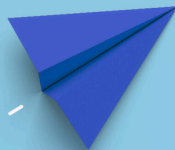
Invest in human resources to foster economic growth, social development, and innovation



Catalyst Hub

Digital platform designed to facilitate cooperation

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



Acceleration Services

The acceleration services designed by the 4 CATALISI partners
having the role of facilitators for institutional transformation:





F6S Network Ireland Limited



F6S is a global founder and startup network that assists public sector entities in promoting technical and research projects to address social, economic, and environmental issues.

It collaborates with various stakeholders in the startup ecosystem, providing tools for growth through grants, funding, and recruitment.

In the CATALISI project, F6S uses its expertise to enhance research dissemination and sustainability, contribute to the CATALISI Learning Hub, and support funding opportunities.



[CATALISI project on the F6S platform](#)



Acceleration Service

THE CATALYST HUB

➤ **Digital platform designed to facilitate funding, knowledge sharing, and cooperation**



Guided by
F6S Network Ireland Limited

CATALYST HUB



The CATALYST Hub is organized into three essential components:

****Learning****, ****Funding****, and ****Collaboration****.

Its primary goal is to assist in identifying funding opportunities and fostering collaborations among researchers to enhance R&D investments. Additionally, it nurtures stronger ties between academia and industry, effectively bridging the gap between research outcomes and market demands.

Catalyst Hub Goals

- 1** To provide access to funding opportunities, follow-up financing, and public procurement opportunities to HEIs.
- 2** To foster collaborations or alliance processes between Higher Education Institutions based on their complementary competences.
- 3** To provide opportunities for researchers to commercialise their research results to SMEs.

Accomplishments



Creation of the CATALYST Hub

designed to foster collaboration and knowledge exchange to help HEIs in their transformational pathways. It serves as a space for learning and sharing inspirational examples, aiming to catalyze positive change in research and innovation.



Database of CATALISI partners results in F6S

Including all Acceleration services for institutional transformations of Higher Education Institutions, available at:
<https://www.f6s.com/catalisi/about>



CATALISI in aUPaEU Agora

Shared platforms where HEIs, university alliances, and networks can exchange knowledge, share best practices, and co-create innovative solutions. Available at: <https://catalisi.widening.eu/>



Funding, Learning and Collaboration

Go-to platform where you can find webinars to help you transform your HEI, find funding opportunities, and collaborate with our HEIs and other experts. Available at: <https://catalisi.eu/catalisi-marketplace/>

TEAM AND CONTACT

The F6S team specializes in managing communication, dissemination, and exploitation of EU projects, focusing on promoting and sharing technical and research outcomes. Their vast global network and expertise in community building guarantee a comprehensive and effective strategy for maximizing the project's reach and ensuring long-term sustainability.

Their active participation in developing the Catalyst Hub aligns their efforts with the project's concrete results. The team brings a rich background in dissemination, stakeholder engagement, communication, and impact assessment.



Violeta Naydenova

Project Manager



Sandra Grano de
Oro Tuñon

Communication Manager





APRE

Agenzia per la Promozione
della Ricerca Europea

Agency for the Promotion of European Research



APRE is a non-profit association established in 1989 by the Italian Ministry of Education and various public and private entities to address the need for information on EU research programs.

With a network of over 150 members, including research centers, universities, and trade associations, APRE promotes the exchange of best practices and advocates for its members. It hosts HORIZON EUROPE National Contact Points and serves as the EURAXESS Bridgehead Organisation for Italy.



[APRE page as a partner in CATALISI project](#)



Acceleration Service

CAPACITY BUILDING AND OUTREACH

➤ Invest in human resources to foster economic growth, cooperation and HEIs' competitiveness.



Guided by

Agency for the Promotion of European Research (APRE)

CAPACITY BUILDING AND OUTREACH



It analyzes trends in labor markets to determine which skills will be essential for future workforce needs.

The initiative provides HEIs with methods and skills to develop transformation strategies in specific Responsible Research and Innovation (RRI) areas through participatory approaches. It promotes knowledge sharing, mutual learning, and tailored webinars. This service enables universities to tackle challenges more effectively, fostering collaboration for meaningful progress and sustainable change in higher education.

Capacity building and outreach goals

- 1** Create a knowledge-sharing environment that encourages teamwork and networking between peers and different organisations, particularly focusing on universities and relevant partners.
- 2** Accelerate research and innovation in areas such as cooperation, local innovation, and the development of transferable skills.
- 3** Improve the ability of universities to make Open Science and Responsible Research and Innovation (RRI) standard practice, fostering more open and interconnected research ecosystems.

Capacity building and outreach methodology (MML workshops)

Preparatory phase

Choose the Intervention Areas and topic at the core of the institutional change and define outcomes.

Organisational phase

1-2 meetings [HEI + facilitator] to discuss and agree on the Agenda and stakeholders to involve

Implementation phase

1st session (frontal) to share good practices. 2nd session (co-creation) to collect relevant inputs from participants and stakeholders to advance towards the identified institutional change.

Evaluation phase

Reflecting on the service's effectiveness, impact and takeaways for HEIs' local contexts and goals.



Capacity building and outreach methodology (Twinning Exchange)

Preparatory phase

Matchmaking analysis: more experienced and less experienced HEIs.

Organisational phase

1-2 meetings between the visiting and hosting institutions to develop and agree on the Agenda

Implementation phase

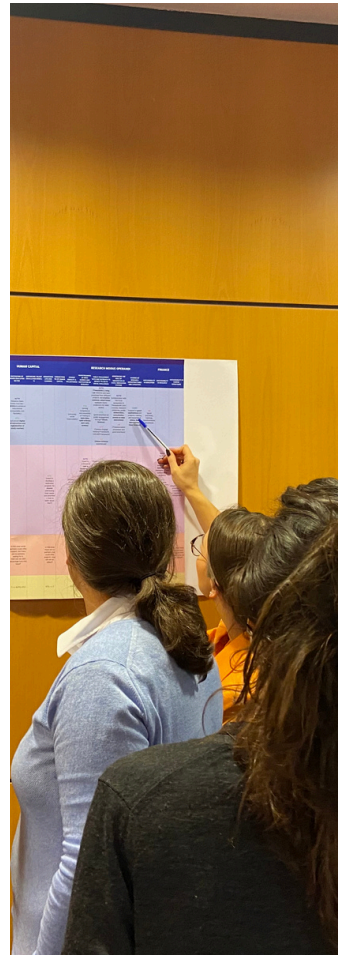
1-2 days on-site visit for executive staff at the host institution. The visiting institution (the less experienced organization on the selected RRI topic) has the possibility to:

- take part in "mentoring" sessions;
- exchange good practices;
- learn from peers.

Visiting HEIs bring back what have learnt in their local contexts.

Evaluation phase

Reflecting on the service's effectiveness, impact and takeaways for HEIs' local contexts and goals.



Accomplishments



Knowledge sharing and Mutual Learning methodology

Development of a detailed methodology and plan for the implementation of the knowledge sharing and mutual learning programme among the implementers.



MML workshops and Twinning exchanges implemented

7 MML workshops and 21 Twinning exchanges were implemented in 7 HEIs in real world settings on the following topics: Responsible Research practices, Open Science and Research ethics and integrity, Public Engagement & Outreach, Sustainable Finance in HEIs.



Support toolkit for HEIs

To support HEIs in the implementation of this service, APRE, as facilitator of this activity, provides HEIs with a detailed Toolkit including checklist, templates, guidelines and guiding questions.



14 live webinars available online

A series of online seminars designed to provide HEIs with insights and strategies for institutional transformation. These webinars feature expert speakers who discuss best practices, research findings, and actionable strategies.

Testimonial



Miriam van Loon

Assistant Professor at
Amsterdam UMC

AUMC testimonial

“

Capacity building and Outreach has helped VUMC to further define the action plan at university level and increase understanding of stimulating responsible conduct of research in an international context. Participants came from different universities across Europe so we were able to gather opinions and ideas from many different perspectives.



Matteo Pallocca

UCC CATALISI Research Support Officer

UCC testimonial

“

The MML and Twinning events in CATALISI allowed University College Cork to explore and learn from the research sustainability measures of our partner institutions

Acceleration Service

COMMUNITY OF PRACTICE (CoP)

➤ **Share expertise and experiences on institutional changes**



Guided by

Agency for the Promotion of European Research (APRE)

COMMUNITY OF PRACTICE (CoP)



A collaborative group of practitioners, formed by Academia and other quadruple helix actors.

The Community of Practice for Institutional Transformation enables members to collaboratively tackle challenges, share innovative insights, and offer methodological guidance for institutional changes. By connecting diverse stakeholders, it promotes continuous improvement and helps higher education institutions align strategies with regional, national, and European innovation goals.

Community of Practice goals

- 1** Establish a network of experts in Higher Education Institution (HEI) transformation in the field of R&I from the quadruple helix of Research & Innovation.
- 2** To create a collaborative space for joint activities, discussions, and experience sharing aimed at building collective knowledge in HEI transformation.
- 3** To offer strategic guidance, new ideas, and solutions to inform project activities and support institutional transformation

CoP Methodology

Selection of CoP Members

CATALISI Open call published including Engagement guide, Concept Note and Terms of Reference

Establishment of a CoP on Institutional changes in HEIs

120+ stakeholders from around Europe subscribed in the CATALISI CoP. Database created

Activation of CoP Members

Involvement of members as speakers in project activities according to their field of expertise. Dissemination of events and organisation of MML events to maintain engagement

Sustainability of the CoP

Online collaborative space in project website (CATALYST hub Collaboration) filtered by areas of expertise. Creation of a collaborative LinkedIn Group. Synergies with the aupauEu Agora Platform.



Accomplishments



Engagement of 120+ CoP Members from EU

Over 120 members from several EU countries (Italy, Spain, the Netherlands and Germany), have been engaged. Their expertise and interest cover institutional change in areas such as Open Science, public engagement, research careers, talent support and sustainability in research.



CoP members as experts and speakers

CoP members have been involved as mentors/coaches or experts in key activities, such as speakers in live webinars or as members of our Evaluation Acceleration Board.



Database and Online Collaborative Platform

A comprehensive database and online group has been crucial to reach out to CoP members and inform/invite them in key project and EU events and initiatives.



2 Mobilisation and Mutual Learning Workshops

Organisation of 2 workshops on Inspirational examples on institutional transformation of HEIs in R&I agenda and Preparing for the future key skills for research careers agenda to enhance engagement and knowledge-sharing

TEAM AND CONTACT

The APRE team possesses essential capabilities for the CATALISI project, focusing on collaboration, knowledge sharing, and institutional transformation. Key points include:

- Expertise in managing EU Research and Innovation projects.
- Experience across various sectors enhances understanding of collaboration challenges and opportunities.
- Strong stakeholder engagement and participatory approaches, vital for connecting Higher Education Institutions (HEIs) within the living lab framework.
- Direct experience with the European Commission and EU funding
- Skills in developing knowledge-sharing methodologies and facilitating knowledge transfer, promoting interconnected knowledge ecosystems among partners.



Karolina Jurkiew

Project Manager



Laura Mentini

Project Manager.



Stefania Laneve

Project Manager



European Network of Living Labs

European Network of Living Labs (ENoLL)



The European Network of Living Labs (ENoLL) is a non-profit association of benchmarked Living Labs aimed at promoting open innovation ecosystems through co-creation and collaboration.

Its mission is to provide value by enhancing members' capacities and knowledge, helping them develop innovative products and services. ENoLL currently has 164 members from 35 countries across five continents.



[ENoLL page as a partner in CATALISI project](#)



LIVING LABS (LLs)

- Leverage a co-creation methodology for university innovation development



Guided by
European Network of Living Labs (ENoLL)

LIVING LABS



A participatory and collaborative framework that emphasizes co-creation, stakeholder engagement, and real-world settings for innovation.

Living Labs are practical, real-world environments where new ideas and strategies are tested and refined

CATALISI Living Labs includes stakeholders such as university staff and students and external partners from the quadruple-helix (Academia, business/industry, Civil society and public administration).

Living Labs Goals

- 1** Identify and categorise key players and stakeholders, clarifying their roles and influence. This involves analysing the local context to understand any challenges and opportunities that may affect institutional changes.
- 2** Create and execute effective action plans based on the gathered information. These plans will be designed to introduce institutional changes within Higher Education Institutions (HEIs).
- 3** Oversee the implementation of these changes and assess the progress of each HEI. This will be done by measuring against key performance indicators (KPIs) and living lab certification criteria.

Living Labs Methodology

Real-Life Setting: Contextual Analysis as the Foundation

The process began with an exploration phase where Implementers assessed their local context and institutional environment to identify genuine challenges and transformation needs. This ensured that Action Plans were relevant and informed the co-design process, aligning them with each institution's practical realities.

Co-Creation: Designing Solutions Collectively

The exploration phase led to collaborative design of Action Plans by implementers and stakeholders. Initially, transformation goals were set and refined through workshops, where key activities, meaningful KPIs, and potential obstacles were identified. This process ensured the Action Plans were institutionally aligned and collectively owned.

Stakeholder Engagement: Involving Internal and External Actors

The Living Lab approach emphasized stakeholder engagement, involving internal members (staff, faculty, students) and external stakeholders (academia, industry, government, civil society). This inclusive participation, based on the quadruple helix model, ensured Action Plans addressed the community's needs while incorporating diverse perspectives.



Accomplishments



7 CATALISI Acting Living Labs

platform for ongoing institutional transformation of HEIs

To drive institutional transformation. They applied co-creation and stakeholder engagement in real-life contexts to develop tailored Action Plans. Supported by continuous mentoring and training from ENoLL, they progressively advanced in applying the Living Lab methodology,



14 Collaborative workshops

facilitating collaborative efforts and knowledge exchange

To explore institutional challenges and co-design transformation pathways. These workshops brought together diverse stakeholders to jointly define priorities, actions, and success indicators.



270 Stakeholders

Engaged in collaborative actions and assessments

Representing internal and external communities across the quadruple helix. Their diverse perspectives enriched the co-creation process and contributed to the development of relevant and sustainable Action Plans.



7 Action Plans

outlining strategic steps for achieving transformational goals

Using the Living Lab methodology to guide both contextual exploration and collaborative design. Each plan reflects the specific transformation goals and operational realities of its Higher Education Institution.

Testimonial



Dr. Egle Butkeviciene

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

KTU testimonial

“

Living Labs has supported the university in creating a practical environment where students, teachers, researchers, and external stakeholders collaborated on creating strategies for transformational pathways. This approach has helped KTU to integrate innovative solutions and out-of-the-box ideas into university action plans for strengthening international mobility, Writing Clinic, and engagement of public into research. Participants from different disciplines and sectors contributed, which allowed us to collect diverse insights and co-create sustainable and impactful outcomes.

Testimonial



**Prof. Evdokimos
Konstantinidis**

Assistant Professor at the Lab of
Medical Physics and Digital
Innovation

AUTH testimonial

“

Living Labs has helped AUTH to strengthen its approach to co-creation by applying Living Lab methodologies across different activities with stakeholders from the university and the wider ecosystem. This enabled us to gather diverse insights and translate them into actionable steps.



Ramón Feenstra

Head of the Department of
Philosophy and Sociology

UJI testimonial

“

The Living Labs enabled UJI to raise the project's visibility and to engage meaningfully with key stakeholders—especially internal audiences—around the planned areas of intervention: open science, research assessment, and research ethics. In parallel, the Transformational Pathways service helped us articulate our initial objectives and refine them over time into concrete, realistic targets. Building on this work, the university approved two action plans for 2023–2027 that set out a coherent roadmap for open science and research assessment.

TEAM AND CONTACT

EnOLL team is actively involved in implementing Living Lab principles and methodologies within the CATALISI project. This shared focus indicates a core strength and specialization.

Their collective experience in academic focus on the economics of innovation,, user engagement and digital landscapes, and management, positions them seamlessly integrate co-creation and user-centric innovation make them the ideal team to drive the successful implementation of this endeavor.



Mariem Chakroun

International Project
Manage



Leidy Enriquez

Project Manager.
Expert in cross-border
collaboration





Ernst & Young (EY)

EY is one the world's leading professional services firms, with over 700 offices in over 150 countries.

The firm delivers its services in every country by leveraging its global experience.



[EY page as a partner in CATALISI project](#)



Acceleration Service

COUNSELLING

➤ Empower HEIs through mentoring and coaching



Guided by
Ernst & Young (EY)

COUNSELLING



During the development of transformational pathways and action plans,

Higher Education Institutions (HEIs) receive targeted guidance on specific, short-term problems. Counseling services, including mentoring and coaching, are vital for providing best practices to universities. This counseling is a cross-cutting service that offers continuous support throughout the entire project for all involved HEIs.

Counselling Goals

- 1** To empower and support universities by offering guidance and best practice examples.
- 2** To provide mentoring, where experienced individuals (facilitators) offer guidance based on their own experiences and the specific transformational path of the Higher Education Institution (HEI).
- 3** To provide coaching, where experts give more focused guidance on specific problems that can be resolved in a shorter timeframe, such as developing particular skills.

Counselling Methodology

Needs Assessment

- Each HEI's specific challenges and requirements are identified through targeted interviews and diagnostic sessions, ensuring the counselling is tailored to real institutional needs
 - Needs are revisited regularly as the transformation process evolves.
-

Personalized Guidance

- Expert Assignment: Counsellors are matched to HEIs based on the institution's unique needs and context.
 - Scheduling: Counselling sessions are planned flexibly, on-demand, and in alignment with the HEI's transformation timeline and milestones.
 - Customization: All sessions are confidential and tailored to the HEI's context, ensuring trust and relevance.
-

Coaching

- Counsellors provide one-to-one sessions, focusing on real-time problem-solving, strategic advice, and sharing of best practices.
 - Coaching can address both strategic transformation issues and operational challenges.
 - HEIs can request ad-hoc sessions as new issues arise; support is adapted based on and evolving needs.
-

Continuous Support and Follow-up

- Counselling is available throughout the project, with regular check-ins to monitor progress, adjust strategies, and provide additional support as new needs arise.
- All interactions are documented to ensure knowledge transfer and institutional learning.
- Continuous Feedback: Regular feedback is collected from HEIs to assess the usefulness and impact of counselling, and to refine the approach.

Accomplishments



Counselling

All 7 HEIs have received tailored counselling sessions, resulting in the identification and prioritization of key transformation areas.



Guidance

Provided on-demand expert guidance to ensure alignment of HEIs' strategies with ERA priorities and project goals.



Coaching sessions

Over 30 coaching sessions delivered, covering topics such as governance, research assessment, gender equality, and digitalization.



Framework

Developed tailored coaching frameworks for HEIs to address specific transformation challenges.

Testimonial



Konstantina Tsimpita

Project management, especially
in STEM-related and
technological projects

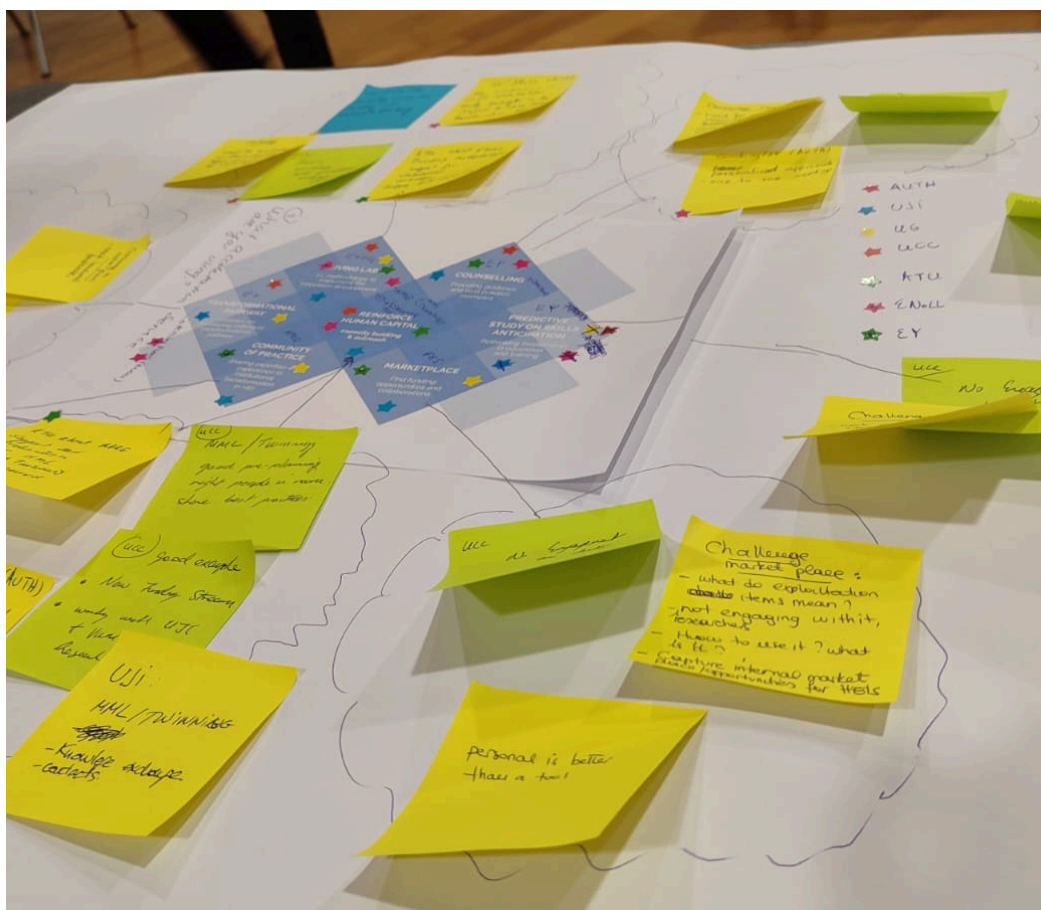
AUTH testimonial

“

Counseling has supported AUTH in clarifying its institutional priorities and identifying concrete steps towards sustainability. The advice received was valuable in aligning our activities with the long-term goals of the university.

TRANSFORMATIONAL PATHWAY

➤ Enhance HEIs' ability to respond to societal challenges effectively



TRANSFORMATIONAL PATHWAY



Enhance HEIs' ability to collaborate, innovate, and respond to societal challenges effectively.

After the state of affair assessment of the individual HEI in the Living Labs (LLs) environment, a transformational pathway set an agenda for each HEI to better achieve its institutional transformation and get tangible results at a scheduled time.

The pathways are tailored with the facilitators and different local stakeholders through an approach of practices-exchange.

Transformational Pathway Goals

- 1** Guide HEIs in developing their own transformation pathway, ensuring the process is participatory and context-specific.
- 2** Co-design Action Plans for each HEI, guided by ENOLL and the participation of stakeholders in the Living Labs.
- 3** Foster collaboration and knowledge exchange among HEIs and stakeholders throughout the transformation journey.
- 4** Define clear objectives and milestones for each HEI, enabling tangible, measurable progress toward institutional change.

Transformational Pathway Methodology

Exploring phase

- Stakeholder Mapping & Context Analysis: Each HEI, with ENoLL's facilitation, identifies key stakeholders and analyzes its local context, needs, and barriers using participatory methods (interviews, workshops, surveys) within the Living Labs environment.
-

Co-Design of Action Plans

- Collaborative Action Planning: HEIs, with the support of the facilitators and stakeholders co-design the Transformational Pathway. This includes defining objectives, selecting intervention areas, and drafting tailored Action Plans that reflect the institution's unique context.
-

Implementation of Action Plans

- Action Plan Execution & Iterative Development: HEIs implement their Action Plans with ongoing support from EY and other facilitators. The process is dynamic; plans are regularly reviewed and refined based on real time challenges and needs

Monitoring process

- Progress is monitored using defined indicators and qualitative feedback. Outcomes and lessons learned are captured to ensure sustainability, replicability, and continuous improvement of the transformation process

Accomplishments



Individual pathways

7 individual transformational pathways co-designed and launched.



Sessions

Over 15 sessions held with HEIs and stakeholder



Progress

Tangible progress "of HEIs transformation journey"
in areas such as open science, research assessment reform,
and gender equality.



Deliverable

Publication of a "Collection of Transformational Pathways"
(Deliverable D3.2).

Testimonial



Prof. Panagiotis Bamidis

Professor of Medical Physics, Informatics, Medical Education and Director of the Lab of Medical Physics and Digital Innovation

AUTH testimonial

“

Transformational Pathways has enabled AUTH to develop a clear roadmap for embedding project results into the university's structures. This included integrating skills certification, MOOCs, and FAIR data training into regular operations, ensuring continuity beyond the project.

Acceleration Service

PREDICTIVE STUDY ON SKILLS ANTICIPATION

➤ Support in re-thinking investments in education and training.



Guided by
Ernst & Young (EY)

PREDICTIVE STUDY ON SKILLS ANTICIPATION



It analyzes trends in labor markets to determine which skills will be essential for future workforce needs.

A predictive study on skills anticipation can play a crucial role in shaping curriculum development, ensuring that Higher Education Institutions remain responsive to the evolution of key macro-trends, such as environmental, social, political and technological changes.

This study helps to foster lifelong learning opportunities and the re-skilling and up-skilling for researchers, who will be better able to adapt to future challenges.

Predictive Study on Skills Anticipation Goals

- 1** Offer a new analytical tools to support universities in rethinking investments in education and training.
- 2** Evaluate how well Europe's young researchers are being equipped for the future.
- 3** Identify critical areas where further development of young researchers' skills is needed.

Predictive Study on Skill Anticipation Methodology

Desk Research & Design

- Comprehensive review of EU frameworks (ResearchComp, ERA, Skills Agenda).
 - Development of survey instruments and interview protocols
-

Stakeholder Engagement

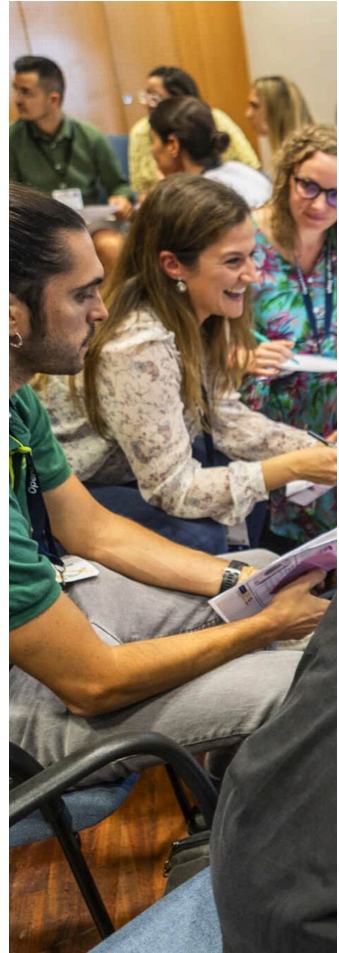
- Collaboration with European HEIs and key stakeholders.
 - Dissemination strategy for broad participation in surveys and interviews.
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Data Collection

- Survey: 1,701 responses from R1 & R2 researchers across 21 EU countries.
 - Interviews: 45 academic leaders + 20 industry representatives.
 - Job Market Analysis: Text mining of 20 PhD-preferred roles.
-

Data Analysis and Results

- Data analysis using NLP and statistical methods; synthesis of findings to forecast skills for 5–10 years.



Accomplishments



Mapping

Comprehensive mapping of current transversal skills among early-career researchers.



Key Goals

Identification of key gaps (strategic thinking, project management, science communication).



Forecast

Of top future skills: AI & digital literacy, research ethics, interdisciplinary collaboration, emotional intelligence.



Recommendations

Actionable recommendations for HEIs to integrate soft skills into curricula and training programs.

TEAM AND CONTACT

The EY team is highly qualified to lead the CATALISI project due to their diverse expertise in consulting for institutions like the European Commission. They have experience in EU-funded initiatives, institutional transformations in Higher Education, needs analysis, and designing training programs. Their strong background in supporting public administration and digital transformation adds value, along with insights from a project manager experienced in training for a European research agency. Their collective skills in policy analysis, event organization, and academic backgrounds enhance their ability to achieve the project's goals.



Suhida Dermani

Consultant



Matteo di Rosa

Project Manager.



Sara Cervellini

Senior consultant



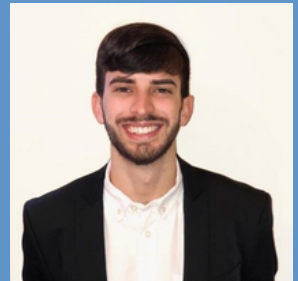
Benedetta Lucidi

Senior professional



Dr. Carlo Chiattelli

Project leader



Jacopo Cardilli

Junior Consultant





CATALISI

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