EUniverCities Network – Strategy 2017-2019

The significance of university cities

Europe's university cities are the 'pearls' in the European knowledge society. They are the birthplaces of excellent research, new discoveries, innovations and ideas, and they attract bright young people. They foster a culture of entrepreneurship as students and researchers create new companies, thus also benefitting the local and regional economy. Moreover, students and graduates are a source of fresh and highly-educated human capital for companies in cities and regions.

Europe's university cities make a very significant contribution to the goals of Europe 2020, as engines of smart, sustainable and inclusive growth. Together with large metropolises, they form the backbone of Europe's knowledge economy. They play a key role in achieving territorial competitiveness and territorial cohesion, contributing to a balanced urban system across Europe.

Europe's university cities have some unique features:

- We combine the advantages of having a "human scale" with enough density, organizing capacity well, thus enabling easy contact, fast network formation and exchange forging flexible yet stable relations among relevant city stakeholders;
- Our universities are engines of excellent research and innovation, with relevance for actors in the wider region. Beyond being education centres, our universities often combine international excellence with impacts on new firm creation and the upgrading of indigenous industries;
- Our universities are drivers of internationalization of the city and region, namely by hosting an increasing number of foreign students, guest researchers, etc. This contributes to opening up the city, establishing linkages with international knowledge networks. The international character of the city helps to develop and attract international business. As a result, our cities are *primi loci* for the improvement of the intercultural cohabitation and collaboration;
- We are centres of cultural production and consumption, lubricated by demanding and energetic student populations, with benefits for a wider population;
- We tend to be politically active places, cradles of democratic debate, grassroots movements, counterculture and change.

EUC Identity

We are a unique network that links European cities and all universities located in these cities.
We are a multilevel network where different levels within the cities and universities interact and collaborate.
If there is more than one university located in a city, or a university is situated in more than one municipality; they may all become a member of the network.
Active participation through a city-university *tandem structure* is key to being a member of the EUniverCities Network.
The network brings together actors from all over Europe, including EU member states, non-EU member states and European neighbouring countries.

EUC Vision

EUniverCities enhances cooperation between cities and universities to foster economic, social and technological innovation as drivers for building smart, sustainable and inclusive societies.

EUC Mission

EUniverCities Network's mission is to:

- promote and support the network members in developing and maintaining active and strong long-term relations and partnerships via exchange of knowledge, experiences, mutual learning and project development on city and university cooperation in different fields;
- act as a 'think tank' enhancing the evidence base on the importance of university cities and universities as drivers for competitiveness and cohesion in Europe;
- contribute to build the European knowledge society of the future.

EUC Driving themes

The key themes and areas of interest for the network's operations are to be found in the Flower model:
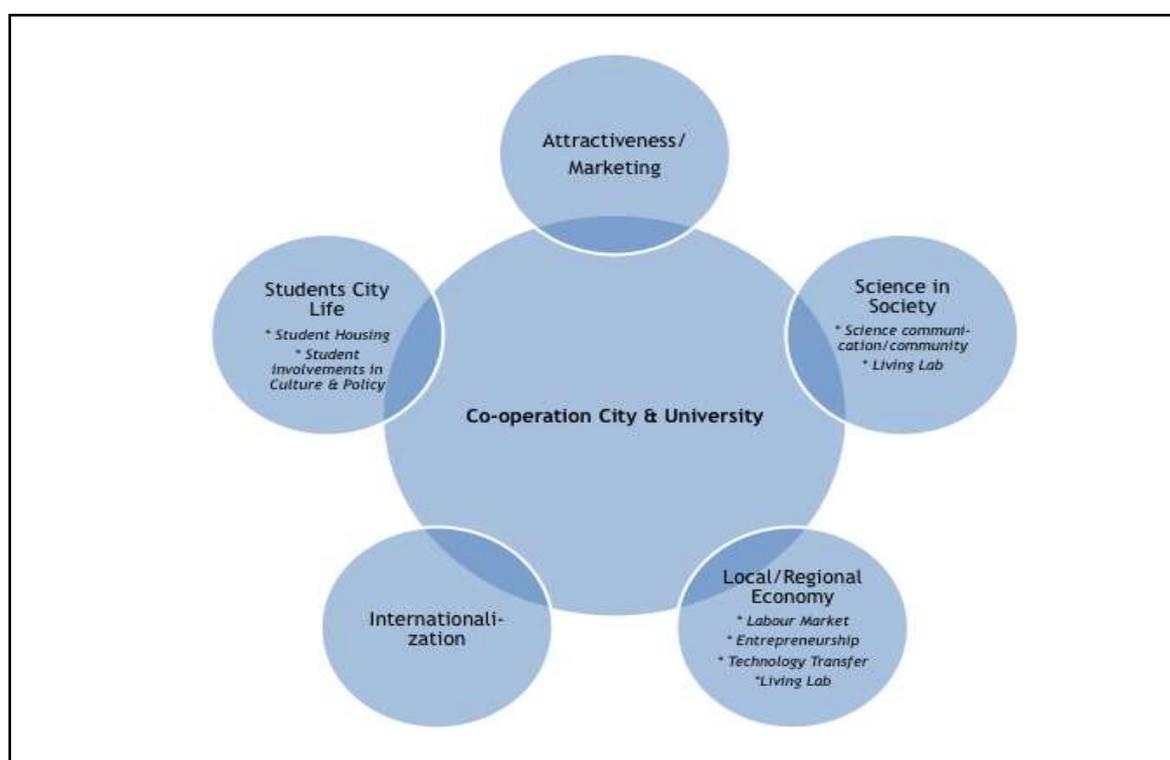
Results and outputs

As a result of the network activities cities and universities develop and strengthen a common understanding about the value of collaboration, since collaboration helps to identify in a more open way the interests of the city and the university. Once these are spelled out it becomes easier to come to terms with the needs for local development and to create synergies between different stakeholders.

The network provides either a starting point for cities and universities to engage in a structured dialogue or gives a boost to already existing cooperation schemes. For some partners emphasis is put more on developing the operations and the impact on competitiveness, innovations, etc.

In many cases, especially when considering geographical circumstances, cooperation is extended to regional players and becomes more comprehensive.

The learning and exchanging activities between municipal and university experts facilitate to transfer and upscale successful examples from one partner to the other. The networking environment inspires to benchmark one's own achievements, ideas and interests with European partners. It also contributes to build common ground of the crucial role of university cities in the European knowledge economy.

However, in the international arena for knowledge and science we compete to attract the most talented students. At the same time we can also become partners in targeted European cooperation projects.

Decision-makers from cities and universities meet on a regular basis to discuss strategic issues related to cooperation and joint programming. Their discussions provide valuable information and new insights in the different stakes of each network partner. The generated knowledge is used for future activities, political involvement, practical tools and communication purposes.

An overview of achieved outputs is enlisted in Appendix 3.

Ambitions

Since its launch, early 2012, the EUniverCities Network has developed into a solid, productive and lively European network of cities and universities. Currently, 13 cities and their universities are members and team up in local *tandems*. In order to continue our very productive mutual learning process, we have translated our mission into four ambitions:

1. *To foster mutual learning and knowledge exchange between network partners*

The main asset of the network are the processes of mutual learning and inspiration, knowledge exchange, sharing of experiences and best practices. Experts and other attendees ascribe high value to the thematic meetings. The meetings generate new insights, ideas and recommendations that can be used or implemented by the different actors involved.

In between meetings cities and universities are encouraged to work together (in projects) on themes depicted in the Flower Model, mentioned above. Every network partner can propose new cooperation projects and is stimulated to come up with new ideas for cooperation. Micro-projects, involvement of students and researchers, active learning on the ground between network partners call for active participation and easily accessible opportunities.

2. *To keep universities and cities alike actively involved in the network*

The EUniverCities Network is a joint effort to strengthen cooperation and governance between cities and universities. To enhance the effects, clear commitment from each and every partner is required. The unique mix of local government bodies and institutes of higher education in one network does not necessarily mean cooperation runs smoothly; maintenance is required.

The two fundamental pillars of universities, i.e. research and education, should be better linked to the network activities. Network partners will involve students, teachers, researchers in the network more and better, besides decision-makers and managers. Societal challenges can be better tackled

via Triple and Quadruple Helix collaboration[1], offering opportunities for concerted action. They will be debated and organized.

The network offers an easily accessible platform to meet experts and start initiatives for project collaboration at European level. Initiatives can be diverse: they may comprise EU Programmes like Horizon2020, INTERREG, URBACT, etc. Also, initiatives directly funded by cities and universities themselves or via regional and national funds support learning, capacity building and exchange of knowledge. Projects should be related to the Flower model and the EUniverCities Network core themes. Collaboration can occur between multiple partners, including external parties (i.e. non-members).

The network can provide funding to present the outcomes and results of (small) joint projects and initiatives. This will allow the development and dissemination of good methods and practices within the network.

3. *To grow organically as a network*

Over recent years the network has oscillated between 10-15 *tandems*. Sometimes cities and universities start as observers but never get to the point of full membership. In other instances only one of them is interested in the network and reaps the fruits of membership. However, without the other being officially involved a true tandem structure and membership are impossible, forcing parties to leave all together.

The network wants to grow organically, too bold active expansion will not be pursued. A representation and extended mix of cities and universities, both economic, social and technology oriented as well as comprehensive universities helps to build a stronger network. Attention will be given to cities and universities in countries which are not represented yet. Although a second tandem from a country that is already represented in the network will not necessarily be excluded.

The new structure document describes the structure and ways the network works; the roles, tasks, procedures and obligations of the secretariat and each partner; the application for membership and withdrawal from the network.

The new EUniverCities Network Structure Document can be found in Appendix 1.

4. *To communicate and valorize results of the network activities*

The network will revise its communication strategy. EUniverCities produces very valuable information on city-university cooperation: good practices, case studies, peer review reports, approved working methodologies, views from policy experts, researchers and decision-makers. They are circulated amongst the partners and published on the network website. Internal communications and interactive knowledge sharing between members will be improved, so they can contribute to the valorization of results.

Also the network can look for possibilities to cooperate with the European Commission, European Parliament and Committee of the Regions. In addition it can establish linkages with Brussels based city, university and regions representations and networks.

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[1] The Triple Helix model focuses on university-industry-government relations. The Quadruple Helix embeds the Triple Helix by adding as a fourth helix the 'media-based and culture-based public' and 'civil society'.

Action Plan 2017-2019

What do we plan to do?
We intend to undertake the following actions:

Ambition 1.   To foster mutual learning and knowledge exchange between network partners

What   **Thematic meetings**

How   Policy officers and experts from member cities and universities meet around a
                specific topic. The meeting can be a Peer Review meeting focusing on a topic relevant
                for a particular city-university tandem. Or it centres around a theme on which several
                cities and universities work together assembling a conference, workshops, etc.
                Coordinators from each member institution meet to discuss and decide on different
                kinds of proposals.

Objectives   - To foster the exchange of knowledge, experiences and mutual learning relating to
                the Flower model
                - To generate information and a SWOT-analysis relating to one specific theme that
                feed into the decision-makers meeting
                - To facilitate project collaboration

When   2017-2019

Who   Secretariat + host city-university tandem (organization) + programme working group;
                Network coordinators and experts from members, external parties (participants)

Outputs   2 thematic meetings per year;
                1-2 reports (one after each meeting);
                Notes of the meeting

Budget: € 6,000 two thematic meetings (most expenses will be borne by the organizing
                tandem)
                € 7,000 moderation/ thematic expert (for two meetings, including travel costs)

What   **Decision-makers meeting**

How   Political leaders and decision-makers from city and university administrations (i.e.
                Mayors, Vice Mayors, Rectors, Vice Rectors, Deans) gather to discuss strategic issues
                relating to city-university cooperation, governance and future developments.
                This meeting will coincide with and is linked to one of the thematic meetings
                mentioned above. Furthermore:
                - A good reason is needed (urgency)
                - Topic is decided at the coordinators meeting before
                - Maximum 1 day programme
                - Host city/-ies & university/-ies prepare

- Is supported by mayor and rector of the host city together (e.g. via an invitation letter)
- Participation by decision-makers is voluntary

Objectives	- To create a meeting place and environment to conduct strategic thinking and talks at the highest decision-making levels - To stimulate the exchange of knowledge and learning - To enhance political involvement with regard to European institutions
When	(Average) 1 meeting per two years
Who	Secretariat + host city-university tandem (organization); Network coordinators and experts from members, external parties (participants); Political leaders and decision-makers from city and university administrations (i.e. Mayors, Vice Mayors, Rectors, Vice Rectors, Deans)
Outputs	1 meeting per two years (average); 1 report per meeting (in case of a workshop); Notes of the meeting
Budget:	€ 2,000

Ambition 2. To keep universities and cities alike actively involved in the network

What **Project collaboration**

How The network offers an easily accessible platform to meet experts and start initiatives for project collaboration at European level. Initiatives can be diverse: they may comprise EU Programmes like Horizon2020, INTERREG, URBACT, etc. Also, initiatives directly funded by cities and universities themselves or via regional and national funds support learning, capacity building and exchange of knowledge. Projects should be related to the Flower model and the EUniverCities Network core themes. Collaboration can occur between multiple partners, including external parties (i.e. non-members).
The network can provide funding to present the outcomes and results of (small) joint projects and initiatives. This will allow the development and dissemination of good methods and practices within the network.

Objectives - To foster the exchange of knowledge, experiences and mutual learning
- To include and involve students, teachers and researchers
- To foster cooperation between network members

When 2017-2019

Who Secretariat + individual city-university tandem (organization);
Experts from members, external parties (participants)

Outputs 1-2 projects

Budget: € 500
- To be decided based on project scope and expected outputs
- Funding will be awarded for dissemination of results after completion of projects and not as seed money

Ambition 3.   To grow organically as a network

What   **Network development**

How   The EUniverCities Network wants to grow organically. Criteria are set to select and
                approach potentially interested cities and universities.

Objectives   - To strengthen the EUniverCities Network overall;
                - To diversify the representation of cities and higher education institutes across
                Europe

When   2017-2019

Who   Secretariat + individual city-university tandems (proposals);
                Members (decisions)

Outputs   Average of 1 new tandem yearly;
                Revised EUniverCities Network Structure Document (Appendix 1)

Budget: € 500

What   **Secretariat**

How   Daily business, planning, organization of activities, coordination and communication
                are carried out by the network secretariat.

Objectives   -   Overall coordination of the EUC Network
                -    Act as contact point for members and interested parties
                -    To work together with the thematic expert to manage the content of the
                     network, thematic meetings, decision-makers meeting, coordinators meeting
                -    Preparation of EUC thematic meetings (with host city)
                -    Work together with programme working group for EUC thematic meetings
                -    Preparation of EUC coordinators meeting
                -    Preparation of EUC decision-makers meeting
                -    General communication (information, outputs and results via communication
                     channels)
                -    Communication (with members and external parties)
                -    To facilitate project collaboration
                -    Representation (of the EUniverCities Network externally)
                -    Overall management of the network budget

When   2017-2019

Who   Secretariat

Outputs   See activities listed in Structure document (Appendix 1, paragraph 4)

Budget: € 25,000

Ambition 4. To communicate and valorize results of the network activities

What   **Communication**

How   The network uses different communication channels for internal and external use. These communication channels are e.g. e-mail, the EUC Network website, social media (EUC LinkedIn group, EUC Google Plus, EUC YouTube channel) and EUC newsletters (MailChimp). These channels support the dissemination of developments of the network, and network and project results. They also contribute to promotion and profiling of the EUC Network. Results and outputs can also be communicated to interested outside parties and a wider audience, e.g. via the EUC newsletter.
The website is regularly updated, including network information, upcoming meetings, and the creation of web links with other (European) institutions and networks. A knowledge management system can be integrated into the website.

A new communication plan will describe the different actions and channels that will be developed or intensified.

Also the network can look for possibilities to cooperate with the European Commission, European Parliament and Committee of the Regions (e.g. in the organization of a workshop at the EWRC in Brussels). In addition it can establish linkages with Brussels based city, university and regions representations and networks.

Objectives   - To disseminate results and knowledge from the network activities and partners involved
- To raise awareness of the value and benefits of cooperation between cities and universities in general and of university cities as drivers for development and competitiveness in Europe in particular
- To enhance the visibility and 'findability' of the network

When   Throughout the year

Who   Secretariat, possibly with a communication expert

Outputs   Communication plan;
Website;
Social Media;
2-3 newsletters per year

Budget: € 4,500

APPENDIX 1

EUniverCities Network Structure Document 2017-2019

Key features and principles of the EUniverCities Network are formalized in this Network Structure Document.

1. Basic considerations

- Membership is open to cities and universities (economic, social and technological profile), including universities of applied sciences
- A clear and simple structure
- Few levels of decision-making
- Sharing of knowledge, experiences and best practices
- Mutual learning and inspiration
- Thematic meetings and activities
- Key themes depicted in Flower model
- Easily accessible
- Organic growth
- European outlook

2. Membership

General criteria

- The network is composed of cities and universities members. Members of the same city (i.e. city/ies administration + university/ies administration) operate as tandems. Active participation through a city-university *tandem structure* is key to being a member of the EUniverCities Network.
- Individual membership as a city or university will not be taken in consideration.
- If there is more than one university located in a city, or a university is situated in more than one municipality they may all become a member of the network.
- The network brings together actors from all over Europe, including EU member states, non-EU member states and European neighbouring countries.
- New city-university tandems in countries not yet represented in the network are preferred.
- New city-university tandems in countries already represented in the network, are not necessarily excluded.
- Each city and university appoints an individual acting as liaison officer (local EUniverCities Network coordinator) for communication purposes. This person also represents its institution in the coordinators meeting (CM).

Criteria for CITY-membership

- Mainly medium-sized cities (up to 400,000 inhabitants).
- Challenges and interest in cooperation with university/-ies located in the municipality.
- Committed to developing and applying solutions in Triple and Quadruple Helix.
- Committed to proactive learning and exchanging.
- Committed to make available necessary resources.

Criteria for UNIVERSITY-membership

- Universities with an economic, social and technological profile.
- Challenges and interest in cooperation with the municipality/-ies in which they are located.

- Committed to developing and applying solutions in Triple and Quadruple Helix.
- Committed to proactive learning and exchanging.
- Committed to make available necessary resources.

2.1 Procedure to become a member

The secretariat is informed when a city-university tandem is interested in becoming a member and wants to take part in a network meeting (as a test). The secretariat submits this request to the network coordinators. If they agree, the city-university can join a meeting (preferably) as a tandem. After the network meeting, the city-university tandem sends an application or letter (signed by Mayor and Rector) to become a network member (as a tandem) to the secretariat.

At the next coordinators meeting (CM) it is decided if the new tandem can officially join the network. If necessary, network members can cast their votes by email before the CM. This procedure is initiated by the secretariat.

In the meantime, if applicable, the new tandem can join one following thematic meeting without being a member.

2.2 Withdrawal from the network
Voluntary withdrawal from the network

If a tandem (or part of a tandem) decides it cannot or does not want to stay in the network any longer, the respective partner(s) is/are asked to send a letter of withdrawal to the secretariat (where applicable as a tandem). In the letter they mention from which date they intend to execute the withdrawal.

Evaluation of commitment to the network

If a tandem or part of a tandem has had two no-shows at a thematic meeting, the secretariat can decide to start an evaluation of commitment process. This process is always in consultation with the city and or university concerned at the next network meeting or CM where they are present.

In case of withdrawal from the network, the owed annual network fee remains in place. The terms of withdrawal will be sent by the secretariat in a confirmation letter to the liaison officers/ coordinators of the city/ university or tandem, for administrative purposes.

2.3 Extended stay (when one of the tandem partners leaves the network)

In case one of the tandem partners leaves the network, the other partner may want to stay and continue collaborating with and learning from network members. Also this partner may want to find a new partner to form a complete tandem again and stay in the network.

The partner who desires to stay in the network may do so for the duration of one year and presents a letter to this effect to the secretariat. The secretariat then draws up a proposal asking for a decision from the coordinators, either in writing or through a voting procedure at the next coordinators meeting (CM).

The owed annual network fee remains the same.

If the remaining partner finds a new tandem partner within this year, the new tandem will need to send an application to become a network member to the secretariat (see also paragraph 2.1).

3. Annual Fee

Membership fees vary according to a country's economic performance based on the More developed regions/ competitiveness zone - Transition regions - Less developed regions/ convergence zone distinction (as used by the European Commission; see Appendix 1.2).

Region	Annual Fee per organization
More developed regions/ competitiveness zones	€ 1,750 each per year
External non-EU partners (e.g. Norway, Switzerland)	€ 1,750 each per year
Transition regions	€ 1,500 each per year
Less developed regions/ convergence zones	€ 1,250 each per year

Fees will be paid annually by invoice. Invoices will be sent by the secretariat before 30 April of each year. Members should pay the fee within two months after reception of the invoice. Should the member not be able to pay the fee during this two months period, then there is a possibility to request for a postponement of two months. This request should be sent to the secretariat by e-mail at least two weeks before the end of the two months period.

The annual fee can be subject to change according to the decisions made by the coordinators at the CM.

3.1 If a member does/cannot pay
If a member is not able to pay or does not pay within four months after reception of the invoice, first their counterpart within the tandem is asked to help out. If the annual fee is not paid within six months after reception of the invoice, the complete tandem will be asked to withdraw from the network by the secretariat. The withdrawal will be discussed and decided in the CM.

3.2 Negative balance
In case the network has a negative balance on 1 January:
Firstly, the secretariat tries to discover the reason of the deficit and attempts to resolve the issue itself.
At second instance the secretariat draws up a proposal describing the possibilities of supplementing the shortage. This proposal will be discussed and decided at the first CM of the calendar year.

3.3 Positive balance
Whenever the network boasts a positive balance on 1 January:
Firstly, the secretariat tries to determine the cause of the surplus and attempts to resolve the issue itself.
At second instance the secretariat draws up a proposal describing what will be done with the surplus. This proposal will be discussed and decided at the first CM of the calendar year.

4. Secretariat
A small secretariat is based in one of the member cities, and can be formed by a municipality, university or tandem.
The secretariat will deal with the following tasks:
- Overall coordination of the EUC Network
- Contact point for members and interested parties
- Support to interested parties in information about the EUC Network as well as the application procedure for membership
- Work together with the thematic expert to manage the content of the network, thematic meetings, decision-makers meeting , coordinators meeting
- Preparation of EUC thematic meetings, in cooperation with the 'programme working group'
- Preparation of EUC coordinators meeting

- Preparation of EUC decision-makers meeting
- General communication
- Communication (with members and external parties)
- To facilitate project collaboration
- Representation
- Overall management of the network budget, including invoicing

The network secretariat rotates every three years, or otherwise if decided by the coordinators at the CM.

The workload of the secretariat is limited by the reserved budget of € 25,000 annually.

The available budget can be subject to change according to the decisions made by the coordinators at the CM.

5. Meetings

5.1 Thematic meetings

The network organises two thematic meetings per year. Thematic meetings are hosted alternately in member cities. One thematic meeting takes place in May/June and one in October/November. The order of meetings will be decided for a period of two years in the CM. To this end a calendar of meetings and activities will be drawn up by the secretariat.

Meetings' activity costs will be financed partially by the conference organizing city, partially by the network budget. For the two thematic meetings € 6,000 is reserved annually from the network budget (€ 3,000 per meeting).

The available amount per meeting can be subject to change according to the decisions made at the CM.

Attendance of activities is the responsibility of each member. From this derives each partner's responsibility for appointing its own representatives at meetings, being preferably in line with the level/position of all participants and the topic(s) addressed. More information on Attendance can be found in paragraph 7.

Each member institution pays for its own travel and accommodation costs.

5.2 Methodology

The Peer Review methodology is adopted as one of the major working instruments. Its exact form will be decided between host city-university tandem, secretariat and external expert.

The chosen methodology does not preclude all parties concerned from proposing other methodologies.

5.3 Host city[2]

The host city organizing a meeting will provide venues, meals, local transport for excursions and other facilities to all participants to the meetings.

The host city works closely together with the secretariat, moderator/ thematic expert and programme working group. The secretariat will provide the host city with a checklist for organizing a meeting, including a description of the main tasks and responsibilities of the parties involved in

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[2] Host city refers to city-university tandem as described under paragraph 2.

organizing the activity. The checklist also contains several templates to support the host city in organizing the event.

If a new tandem (that is not a member yet) joins a thematic meeting, the host city can decide if it asks for a small attendance fee to cover additional costs (for lunch, dinner etc.), and/or a maximum of participants of this new tandem is set (e.g. max. 1 person per organization).

5.4 Decision-makers meeting

A decision-makers meeting is held once every two years on average. At this meeting political leaders and decision-makers from city and university administrations (i.e. Mayors, Vice Mayors, Rectors, Vice Rectors, Deans) gather to discuss strategic issues relating to city-university cooperation, governance and future developments. The decision-makers meeting takes place to:
- create a meeting place and environment to conduct strategic thinking and talks at the highest decision-making levels;
- stimulate the exchange of knowledge and learning;
- enhance political involvement with regard to European institutions.

Furthermore:
- A good reason is needed (urgency);
- Topic is decided at the coordinators meeting prior to the decision-makers meeting;
- Maximum 1 day programme;
- Secretariat and host city/-ies & university/-ies prepare;
- Is supported by mayor and rector of the host city together (e.g. via an invitation letter);
- Participation by decision-makers is voluntary

The decision-makers meeting has no voting rights or formal role, unless decided otherwise.
This meeting coincides with and is linked to one of the Thematic meetings.

To partly cover the organisation costs of the decision-makers meeting € 2,000 is reserved once every two years from the network budget.
The available amount per meeting can be subject to change according to the decisions made at the CM.

5.5 Moderation/ thematic expert

Every thematic meeting and decision-makers meeting is led/ coordinated by a moderator or thematic expert. The host city is free to choose the moderator or thematic expert it wants.
The moderator and host city work closely together in the organization/ preparation of the meeting.
From 2012 until now Willem van Winden (UrbanIQ) has been the moderator/ thematic expert of the EUC Network.

In the annual budget € 7,000 is reserved for the moderator/ thematic expert.
The available budget can be subject to change according to the decisions made at the CM.

6. Coordinators meeting (CM)
The coordinators meeting (CM) functions as an arena for discussions and constitutes the highest decision-making body. Proposals for policy development, decision-making, activities, etc. can be drawn up by any member, and need to be sent to the secretariat at least two weeks prior to the CM.

The secretariat prepares the agenda, sends all agenda items and relevant documents at least one week before the CM, to all network coordinators.
The CM is presided by the secretariat, also minutes are made by the secretariat.

If necessary, the moderator/ thematic expert can (also) play a role in the CM. Furthermore:
- The CM is composed of all network coordinators that have paid their annual fee.
- Voting procedure is explained under paragraph 8.

The CM will gather at every thematic meeting.

Decisions concerning new members joining the network can be made at every CM. If necessary, network members can cast their votes by email before the CM. This procedure is initiated by the secretariat.

7. Attendance
The network can only function properly if attendance to the network meetings is guaranteed by cities and universities alike.
Frequent non-attendance/no-show may induce the secretariat to start a process of evaluation of commitment to the network to the parties concerned (see paragraph 2.2).

8. Voting procedure
In the network all city-university tandems possess equal powers and, therefore, equal voting rights:
- Every member/ institution that has paid the annual fee has one voting right.
- A decision at the CM is valid if there is a quorum, consisting of at least half of the members present in person or represented at the meeting (voting right is delegated) + 1.
- Voting rights can be executed during meetings by those who are present.
- Voting rights can be delegated from one coordinator to another coordinator within a city-university tandem only. The secretariat has to be informed of the delegation of these rights at least one week prior to the CM by email/ in writing.
- A decision to allow a new member to join the network can be made at every CM. If necessary, network members can cast their votes by email before the CM. This procedure is initiated by the secretariat (see paragraph 2.1).

The members of the network and the number of voting rights are listed in Appendix 1.1.

9. New collaboration projects
In between meetings cities and universities are encouraged to work together in projects on themes depicted in the Flower model. The network offers an easily accessible platform to meet experts and start initiatives for project collaboration at European level. Initiatives can be diverse: they may comprise EU Programmes like Horizon2020, INTERREG, URBACT, etc. Also, initiatives directly funded by cities and universities themselves or via regional and national funds to support learning, capacity building and exchange of knowledge will be taken into consideration.
Projects should be related to the Flower model and the EUniverCities Network core themes.
Collaboration can occur between multiple partners, including external parties (i.e. non-members).
The network can provide funding to present the outcomes and results of (small) joint projects and initiatives. This will allow the development and dissemination of good methods and practices within the network.

Every network partner can propose new cooperation projects and is stimulated to come up with new ideas for cooperation. Micro-projects, sub-networks/ projects, involvement of students and researchers, active learning on the ground between network partners call for active participation and easily accessible opportunities.

The secretariat will be informed of every new (project) collaboration. At the CM it can be decided if and how part of the network budget will be spent on the project/ collaboration.

In the annual budget € 500 is reserved for communication and dissemination activities deriving from project collaboration.
The available budget can be subject to change according to the decisions made at the CM.

10. Communication

The (new) secretariat will draw up a Communication plan and put in place all communication tools as agreed upon by the CM.

The network has its own website containing information about all partner cities and universities involved. The website is an important communication channel for internal and external purposes. The secretariat will keep the website up to date.

Other communication channels like email, social media (EUC LinkedIn group, EUC Google Plus, EUC YouTube channel) and EUC newsletters (MailChimp) are used to support the dissemination of developments, outputs and results of the network. They also contribute to promotion and profiling of the EUC Network.

APPENDIX 1.1

Partners EUniverCities Network per 1st of January, 2017

Members

	Institution	Country	Region	Voting rights
1.	City of Aalborg	DK	MD	1
2.	Aalborg University	DK	MD	1
3.	City of Aveiro	PT	LD	1
4.	University of Aveiro	PT	LD	1
5.	City of Delft	NL	MD	1
6.				
7.	City of Ghent	BE	MD	1
8.	Ghent University	BE	MD	1
9.	City of Lausanne	CH	MD	1
10.	Lausanne University	CH	MD	1
11.	City of Linköping	SE	MD	1
12.	City of Norrköping	SE	MD	1
13.	Linköping University	SE	MD	1
14.	City of Lublin	PL	LD	1
15.	Maria Curie-Skłodowska University Lublin	PL	LD	1
16.	City of Magdeburg	DE	LD	1
17.	Otto von Guericke University Magdeburg	DE	LD	1
18.	Magdeburg-Stendal University of Applied Sciences	DE	LD	1
19.	City of Parma	IT	MD	1
20.	University of Parma	IT	MD	1
21.	City of Tampere	FI	MD	1
22.	Tampere University of Technology	FI	MD	1
23.	City of Trondheim	NO	MD	1
24.	Norwegian University of Science and Technology (NTNU)	NO	MD	1
25.	City of Varna	BG	LD	1
26.	Naval Academy Varna	BG	LD	1
27.	Varna Free University	BG	LD	1
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Date: 9 December 2016

APPENDIX 1.2
Location of Regions in Europe

APPENDIX 2

Budget estimate EUniverCities Network 2017-2019

This table gives an estimate of how the network budget can be spent per ambition per year. If there are changes in the height of the budget (e.g. due to joining of new network members or withdrawal of a member) the budget per ambition must be adjusted as well. The secretariat is responsible for keeping an overview of the network's balance and for informing network members if there are changes in the budget.

Thus: actual spending can differ from this table.

Activities (costs)	2017	2018	2019
Ambition 1			
- 2 Thematic Meetings: hosting CU tandem	*€ 6,000*	*€ 6,000*	*€ 6,500*
- Thematic Meetings: moderation/ thematic expert	*€ 7,000*	*€ 7,000*	*€ 7,500*
- Decision-makers Meeting	*€ 0*	*€ 2,000*	*€ 0*
Ambition 2			
- Project collaboration	*€ 500*	*€ 500*	*€ 750*
Ambition 3			
- Network development	*€ 500*	*€ 500*	*€ 500*
- Secretariat	*€ 25,000*	*€ 25,000*	*€ 25,500*
Ambition 4			
- Communication	*€ 4,500*	*€ 5,000*	*€ 5,500*
TOTAL	***€ 43,500***	***€ 46,000***	***€ 46,250***
Income	**2017**	**2018**	**2019**
Annual fee members more developed regions/ competitiveness zones (€ 1,750)	*€ 28,000*	*€ 29,750*	*€ 29,750*
- Members (estimated number)	*16*	*17*	*17*
Annual fee members transition regions (€ 1,500)	*€ 3,000*	*€ 3,000*	*€ 3,000*
- Members (estimated number)	*2*	*2*	*2*
Annual fee members less developed regions/ convergence zones (€ 1,250)	*€ 12,500*	*€ 12,500*	*€ 15,000*
- Members (estimated number)	*10*	*10*	*12*
TOTAL	***€ 43,500***	***€ 45,250***	***€ 47,750***
BALANCE	***€ 0***	***- € 750***	***+ € 1,500***

APPENDIX 3

Outputs

Since its launch, early 2012, the EUniverCities Network produced:

- 10 Peer Review meetings in alternating cities
- 2 Decision-makers meetings (Mayors, Vice Mayors, Rectors, Vice Rectors)
- 1 Statement signed between the EUniverCities Network and the European Commission
- 3 joint workshops with the European Commission:
  - A Symphony for Progress: Cooperation between the University and the City (Open Days 2014)
  - Knowledge pearls: how can the City-University nexus contribute to close the innovation divide? (European Week of Regions and Cities 2016)
  - Universities as launching hubs for entrepreneurial learning in cities (European Week of Regions and Cities 2016)
- 1 joint project on city-university cooperation and governance (URBACT II, 2012-2015)
- Peer Review and Thematic reports on city-university cooperation and specific topics
- 1 final project report comprising best practices and good examples on city-university cooperation
- Website: http://eunivercitiesnetwork.com/ with communication and background material about the network, the members and the different meetings
- Website: http://urbact.eu/eunivercities with communication and background material about the project, Peer Review meetings and reports