EIT HEI Initiative
Innovation Capacity Building for Higher Education

European Institute of Innovation & Technology

A body of the European Union

Proposal Application Summary

30 June 2021

Contents

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Project ID:

377

Project Acronym:

Inno-EUt+

Project Full Title:

Innovate European University of Technology

Executive Summary:

The Innovative European University of Technology (Inno-EUt+) is an HEI Initiative project aiming to enhance the innovation and entrepreneurial capacity of a new European University Alliance, the European University of Technology (EUt+). The partners of the alliance are already committed to a gradual integration of educational and research activities, co-creating opportunities for their staff and student body across all the campuses of the alliance. EUt+ is about the future and "puts human first", recognising the roots of their constituents and join forces while with great consideration on inclusion, multilingualism and multiculturalism aspects. Together with our non-HEI partners, the Water Alliance (NL) and Chrysalis LEAP (CY), we span across all corners and the heartland of Europe and we create a strong Knowledge Triangle in order to grow our staff and students and transform both our HEIs and our Alliance.

The IVAP will enable the ambitious institutional transformation we envision by creating and coordinating knowledge creating teams to boost and align the respective Research and Innovation strategies of the eight partner HEIs, and leverage our non-HEI partners and regional complementarities and transfer opportunities.The aims of our roadmap are:
A1. Achieve institutional and infrastructural integration to align our respective Research and Innovation strategies and deliver a common R&D Roadmap.
A2. Develop Human Capital for Europe to achieve collective excellence, agile career paths and truly participatory processes.
A3.Foster exchanges with the broader society to be locally anchored and reach global impact.

A4.Experiment methods and dissemination to provide a generalizable model of institutional transformation.

As such our IVAP, focuses on the areas that have been highlighted for improvement. Specifically the 3 areas where most HEIs have more room for improvement and that includes “Entrepreneurial Teaching and Learning”, “Organisational Capacity” and “Measuring impact”. Our IVAP objectives are outlined below:
O1: Develop inclusive joint formal and informal entrepreneurial curricula to encourage our students (UG/PG) and researchers to think like entrepreneurs and seek to find value propositions to local and societal challenges in a sustainable way.
O2: Train our academic and non-academic staff to inspire, coach and nurture individuals or teams of aspiring entrepreneurs in a diverse student and researcher body.
O3: Develop a strategy document related to the R&I roadmap to encompass entrepreneurship in terms of culture, funding schemes and other support actions.
O4: Develop a robust methodology for regularly assessing entrepreneurship related activity across all of our campuses.

Applicant/Coordinator Information

Participant Type
Higher education institution (HEI)
Participant legal name
Cyprus University of Technology
Erasmus Charter for Higher Education (ECHE) number for your HEI or affiliated entities (if any) as full or associated partners
CY LIMASSO02
9-digit Participant Identification Code (PIC)
999597223
Participant country
Cyprus
Participant street
30 Arch. Kyprianos Street
Participant city
Limassol
Participant postal code
3036

Contact Person Details

Contact person title
Dr
Contact person name
Stylianos Yiatros
Contact person gender
Male
Contact person phone
0035725002094
Contact person email
stylianos.yiatros@cut.ac.cy

Contact Person Faculty

Faculty name
Faculty of Engineering and Technology

Associated Partners

none

KPIs

KPIs			
EIT Core KPI	Phase 1: July – December 2021	Phase 2: January 2022 – July 2023	Total Phase 1 + Phase 2
# start-up/scale-ups supported	10	40	50
# students trained	300	1200	1500
# students mentored	300	1200	1500
# academic staff member trained	21	70	91
# academic staff members mentored	21	70	91
# non-academic staff trained	21	70	91
# non-academic staff mentored	21	70	91

Domains and Actions

Domain 1 – Fostering institutional engagement and change

- Secure and maintain institutional engagement for the implementation of IVAP, including departments and other units of HEI(s) as well as the leadership of HEI(s)

- Develop inter and multi-disciplinary support structures, test-beds and other structures to foster innovations

Domain 2 – Strengthening partnerships (knowledge triangle integration)

- Collaborate with the EIT KICs, e.g. through peer-to-peer collaboration

Domain 3 - Contribution to developing innovations and businesses

- Develop structures and conditions for people to create or develop their businesses and start-ups.

Domain 4 – Enhancing the quality of innovation and entrepreneurial education

- Develop or improve innovation and entrepreneurial curricula.
- Develop innovation and entrepreneurial training programmes and mentoring schemes for staff and students.

Application Content
Section 1: EXCELLENCE (maximum 10 pages)

The below two points are included as part of the evaluation criteria for EXCELLENCE in the Pilot Call for Proposals.

Clarity and pertinence of the project's objectives.
Quality of the proposed coordination and/or support measures, including soundness of methodology.
Vision and Objectives (maximum 2 pages)
Define the expected Vision for 2030 that your consortium intends to achieve through participation in the HEI Initiative and implementation of your Innovation Vision Action Plan (IVAP).
List and describe the specific objectives of your proposal. Explain how the objectives listed in your proposal relate to those described in the HEI Initiative Pilot Call for Proposals. Elaborate on which objectives will be achieved in phase 1 and phase 2 of your project, and also after your project ends.
How are your objectives pertinent to the objectives of the HEI Initiative described in the Pilot Call for Proposals? Are your objectives measurable and verifiable? Are your objectives realistically achievable?
Expected Vision for 2030

The consortium of HEIs presented in this proposal is a newly formed, European University of Technology (EUt+) Alliance. EUt+ is about the future of Europe, the future of technology, the future of higher education and research institutions. Together, we empower our complementarities within a single home institution. We enable all people and places to fulfil their potential in campuses throughout Europe. EUt+ is the highest priority of each partner institution. Our eight partners span Europe, from Cyprus to Ireland and Latvia to Spain. Together, we target a pioneering and ambitious fully integrated European University of Technology.

Our vision and mission are underpinned by the pivotal role that technology plays in forging an inclusive and sustainable future. We are committed to a fully inclusive education open to all students and people, to help them and society at large find the best match. We are engaged in high-quality research at the service of society, and in particular our regions and their respective economic, scientific, and policy priorities. Pooling our strengths will generate countless fruitful synergies.

This is the nexus between Eut+ and the EIT HEI Initiative. As two of our HEI members are active EIT Climate-KIC RIS partners, while also contributing to EIT Food and EIT Raw Materials, there is a clear joint mission to bring sustainable innovation and entrepreneurship back to Europe, enhancing and developing talent for the good of the economy, the society and our environment. To support our vision in this goal we draw on the expertise of two of our non-HEI partners. The Water Alliance (NL), a unique partnership that focuses on innovation and entrepreneurship in order to get sustainable water technologies from lab to Market and Chrysalis LEAP, an EIT Climate-KIC RIS partner business accelerator based in Cyprus that is training, mentoring and supporting cleantech startups and entrepreneurs from across Europe. The complementarity of our partnership, creates a strong Knowledge Triangle with a broad geographical spread spanning across the 4 corners of Europe and its heartland.

Our IVAP and its connection with the HEI Initiative
The EUt+ is a perfect fit for this pilot initiative as we are already aligned in a roadmap for innovation as a result of our “Experimentation to Transform Research Activities and Steering” (EUt EXTRAS). The IVAP will enable the ambitious institutional transformation we envision by creating and coordinating knowledge creating teams to boost and align the respective R & I strategies of the eight partner HEIs, and leverage our non HEI partners and regional complementarities and transfer opportunities.The aims of our roadmap are listed below:
A1. Achieve institutional and infrastructural integration to align our respective Research and Innovation strategies and deliver a common R&D Roadmap.
A2. Develop Human Capital for Europe to achieve collective excellence, agile career paths and truly participatory processes.
A3.Foster exchanges with the broader society to be locally anchored and reach global impact.

A4.Experiment methods and dissemination to provide a generalizable model of institutional transformation.

As such our IVAP, focuses on the areas that have been highlighted for improvement. Specifically the 3 areas where most HEIs have more room for improvement and that includes “Entrepreneurial Teaching and Learning”, “Organisational Capacity” and “Measuring impact”. Our IVAP objectives are outlined below:
O1: Develop inclusive joint formal and informal entrepreneurial curricula to encourage our students (UG/PG) and researchers to think like entrepreneurs and seek to find value propositions to local and societal challenges in a sustainable way. To support inclusivity we will adopt universal design for learning principles and approaches to programme and curricula development. This objective is aligned with A2 and 2 Domain 4 actions. We aim in the first phase to offer a pilot entrepreneurship course to 300 students. Having these people as ambassadors in our campus, we foresee scaling up for phase 2 with at least 1,200 students.

O2: Train our academic and non-academic staff to inspire, coach and nurture individuals or teams of aspiring entrepreneurs in a diverse student and researcher body. Our staff, whether working on cutting edge research or in our university operations, will need to be equipped with an entrepreneurial mindset in order to disrupt inefficient practises and deliver value in their field of work. In phase 1 at least 3 academics and 3 non-academic staff from each HEI (21 academic and 21 non-academic) will be trained. In Phase 2 our ambition is to train at least 140 (70 academic and 70 non-academic) staff, taking into consideration gender and inclusivity, multilingualism and multiculturalism among them. This aligns with 1 Domain-2 action, 1 Domain-4 action and aims A2 and A4.

O3: Develop a strategy document related to the R&I roadmap to encompass entrepreneurship in terms of culture, funding schemes and other support actions. This is closely aligned to A1 and Domain 3 action “Develop structures and conditions for people to create or develop businesses and startups.” In Phase 1, a map of the existing activities and best practises will be harvested while at least 5 startups will be supported. In Phase 2 a rollout of the strategy will see the development of entrepreneurship support structures in each campus of our alliance, aiming to support at least 30 startups over this period.

O4: Develop a robust methodology for regularly assessing entrepreneurship related activity across all 8 of our campuses.This is relevant to A1 and A4 while it is pertinent to 1 Domain-3 action. In Phase 1 we aim to map best practises across all partners and streamline processes in order to get comparable data. The methodology will be used from the end of Phase 1, through Phase 2, considering any feedback that might be required.

Methodology (maximum 8 pages)

Describe and explain the overall methodology, including concepts, models and assumptions that underpin your proposal. How will this enable you to deliver on the objectives of your project? Illustrate how the results of your HEInnovate self-assessments contribute to the development of your IVAP and drive the decisions on your selected Actions.
Provide an overview of existing or past (within 5 years) innovation and entrepreneurial capacity building activities funded and/or supported by the EIT KICs, national, and/or European programmes, or other programmes, which are relevant for your project. For each existing or past innovation and entrepreneurial capacity building activity, include the project name, URL, duration, funding source and short description. Articulate how the results of these innovation and entrepreneurial capacity building activities will contribute to your project and explain how you will establish those links.
Explain how expertise and methods from different disciplines will be brought together and integrated in the pursuit of your objectives. Describe how the integration of the Knowledge Triangle will facilitate the achievement of the project objectives.
Describe how the gender dimension (i.e. sex and/or gender analysis) is taken into account in the project. Elaborate how the integration of the gender dimension into the overall project strategy will enable the achievement of the project objectives. Remember that that this question relates to the content of the planned activities, and not to gender balance in the teams in charge of carrying out the project.

Description of Methodology

This consortium is a new model for European Universities. Since its inception the European University of Technology Alliance, by putting human first, has created joint multidisciplinary laboratories in different areas such as Nanotechnology, Culture and Technology and Sustainability. Bringing together diverse and inclusive group of academics and research groups will pave the way for synergies across borders for common local challenges as well as world ones. With a strong Knowledge Triangle formed with non-HEI partners with a solid experience in cleantech and sustainable entrepreneurship, we envisage that the entrepreneurial education and mentoring across our 8 campuses will be enhanced and improved, while respecting multiculturalism and multilingualism. The consortium places inclusiveness at the centre of its vision. All programmes, processes, services and interactions with stakeholders are characterised by a considered inclusiveness. The consortium has key strategies that support equity and equal opportunities that serve the interests of all Europeans.

The HEI Innovate self assessments from each university have highlighted common themes in the ranking of their performance in the different factors. Specifically there is a general need amongst the HEIs in our consortium to develop or significantly improve entrepreneurial teaching and learning, to improve organisational capacity pertinent to funding, people and incentives for entrepreneurship and to create a common framework to measure impact of these actions. Understanding the need for improvement in these factors and superimposing them on the overarching objectives of the EUt+ Alliance for research and

innovation (outlined in S1,1), we can readily deduce the relevant 6 actions to be followed through this initiative that include:
(a) Domain 1: “Secure and maintain institutional engagement for the implementation of the IVAP, including departments (or faculties) and other units of the HEIs as well as the leadership of the HEIs“. We are already a functioning consortium, forming a strong university alliance and working towards a common research and innovation agenda with engagement across HEI departments, units and consequently the HEIs leadership.
(b) Domain 1 “Develop inter- and -multidisciplinary support structures, testbeds and other structures to foster innovation”. The multi- and interdisciplinary nature of the EUt+ labs on Sustainability and Culture and Technology created to cross-pollinate research across our 8 campuses will be enhanced to nurture innovation and infuse an entrepreneurial mindset to our researchers.
(c) Domain 2 “Collaborate with the EIT KIC”. As two of our HEIs and one non-HEI partners are members of the EIT Climate-KIC, while they have also worked on EIT Food and EIT Raw Materials projects, they will act as the conduit to build a collaboration between our consortium and the three KICs, joining forces on common goals such as sustainable applications for climate action, sustainable food chains and water managements and circular economy amongst others.
(d) Domain 3 “Develop structures and conditions for people to create or develop their businesses and startups.” From inspiration to different stages of business acceleration and incubations, there will be an exchange of best practice between our non-HEI partners as well as between the EUt+ partners. Guidelines for inclusive entrepreneurship will be developed aligning to the vision for the consortium..
(e) Domain 4 “Develop or improve innovation and entrepreneurial curricula”. A key need identified in our common HEI Innovate self-assessment. The consortium partners will co-create formal and informal courses for students to develop an entrepreneurial mindset, based on lean startup methodologies (Steve Blank, Bill Aulet, Alex Osterwalder) and drawing from the EIT Climate-KIC and Water Alliance toolbox.
(f) Domain 4 “Develop innovation and entrepreneurial training programmes and mentoring schemes for staff and students”. Similarly and equally important as the rest of the action items, the creation of Entrepreneurship “ambassadors” as already practised at RTU, will boost entrepreneurship activity, while training of local trainers and mentors from our expert non-HEI partners will create a sustainable local ecosystem in each of our campus alongside our aims of multiculturalism, inclusion and multilingualism. Through this initiative the EUt+ Alliance partners will have the opportunity to map activities in each campus and exchange best practises.Furthermore the whole consortium will be in position to draw from the experience and activities from EIT Climate-KIC (CUT, RTU, Chrysalis LEAP), EIT Food (CUT, RTU) and EIT Raw Materials (RTU), while the Water Alliance will bring in a wealth of expertise in developing entrepreneurial talent, understanding the market, raising capital, navigating through technology readiness levels and offering of unique facilities. The ambition is for all our consortium members to embrace the paradigm shift of this project and seek whole institution improvement, by embedding and adopting an entrepreneurial culture across all their operations. .

Entrepreneurship education and training comes in stages, drawing from the EIT Climate-KIC acceleration programmes as well as other similar initiatives for cleantech and digital entrepreneurship, for the first pgg. Advice on universal design principles will be integrated into existing and new programmes and initiatives to support access, participation and completion for students with disability or from non-traditional backgrounds.

Overview of existing or past innovation and entrepreneurial capacity building activities.

All our HEI consortium partners have in various degrees developed innovation and entrepreneurial capacity. These activities as the examples you can see below have been funded by local, national and European level and vary from inspiration for entrepreneurship, to different stages of startup acceleration and building entrepreneurial and innovation skills for different target groups. Some examples from our consortium partners that highlight the depth and breadth of our activities and initiatives are outlined below.

LIST FROM INNOVATION PROJECTS
[Partner] Title or name of activity [url] duration (funding body). Short description.
-[CUT/RTU] The Journey [journey.climate-kic.org] annually 3-5 weeks since 2017 (EIT Climate-KIC) A post-graduate summerschool on climate innovation and entrepreneurship, by EIT Climate-KIC and its partners hosted in different locations across Europe.
-[CUT/RTU] Climate Innovation Leadership [climateinnovationleadership.climate-kic.org] Annual 12-month programme since 2021 (EIT Climate-KIC) CIL offers a unique opportunity to learn about innovation and systems change, gain new skills for climate action and lead for transformation. It is complementary to postgraduate studies and participants become part of a community with an entrepreneurial mindset that creates real systemic solutions for climate change mitigation and adaptation.
-[CUT/RTU] EIT Young Innovators [younginnovators.climate-kic.org] Annual 12-month programme since 2020 (EIT Climate-KIC) YI is a unique systems thinking programme for 12-18yo in schools, helping them develop problem solving skills with an entrepreneurial mindset.
-[UPCT]CORE - Community of Resolvers [emfoca.upct.es/convocatorias] Annual 8-weeks since 2017 (Regional Development Agency (RDA) of Murcia Region.) UPCT Innovation Acceleration Program. The program is focused on accelerating initiatives in the early stages of development of members of the university community.
-[UPCT] Explorer [explorerbyx.org] Annually 12-weeks since 2015. (Bank of Santander) Explorer helps validate ideas and turn it into a sustainable business. For 12 weeks, it will transform projects into solutions that contribute to achieving the 2030 SDGs.

-[UPCT] Endeavour Space Hub (iottribe.org/space/) 01-11-2019 to 31-10-2020 (EU H2020-SPACE-2018-2020)The overall aim of this project is to expand the impact and adoption of Space Tech by bringing together Space start-ups, SMEs, entrepreneurs and the IoT ecosystem to increase commercial relevance of the technologies across industrial sectors and accelerate their access to market and/or scaling.
-[UPCT] STARTUP SCALEUP: scaling up entrepreneurial hubs to Europe [www.startup-scaleup.eu] 01-01-2015 to 31-12-2016 (EU H2020-ICT-2014-1) Startup Scaleup's tailored 6-month accelerator to make sure that IoT startups have all they need to succeed internationally.
-[UPCT] Girl Power Murcia (girlpowermurcia.com/) 01-01-2017 to 31-12-2018 (EU Social Fund) Girl Power Murcia is a free startup acceleration programme designed to support women in search of employment in the Region of Murcia (Spain),
-[UPCT] Mommypreneurs (mommypreneurs.eu/) 01-01-2019 to 31-03-2021 (EEA and Norway Grants Fund) Mommypreneurs is an international project which aims to strengthen skills of young inactive women on maternity leave or caring for children, to equip them with new digital and/or entrepreneurship skills to improve their potential in re-entering the labour market or start their own business.
-[RTU / Chrysalis LEAP] ClimAccelerator [climaccelerator.climate-kic.org] Annual 6 month programme since 2017 (EIT Climate-KIC). A global programme giving start-ups access to innovate, catalyse, and scale the potential of their climate solutions.
-[RTU] ChangeMakers - Start-ups for sustainable environment created by youngsters [www.rtu.lv/en/university/rtu-projects/open?project_number=4348] 01.03.2020 – 30.11.2022 (Interreg Central Baltic) The objective of ChangeMakers is for the project to get 250 students aged 15-17 to start 50 startups with ready-made business plans based on sustainable solutions on how to solve problems submitted by the companies addressed by the project.
-[RTU] RTU Innovation grants for students [https://idejubanka.lv/#/] 20.08.2019.-30.04.2022. (European Regional Development Fund) Students of all levels are offered to engage in various activities and develop entrepreneurial capacity, cooperate with industry, develop new science-intensive business ideas, receive support grants and scholarships.
-[TUDub] Technology Transfer Strengthening Initiative Phase 3 [www.enterprise-ireland.com/en/News/PressReleases/2017-Press-Releases/Minister-Halligan-announces-%E2%82%AC34-5M-in-funding-for-the-Technology-Transfer-Strengthening-Initiative.htm]l 72M (Enterprise Ireland) "Phase three of the Technology Transfer Strengthening Initiative Phase 3 (TTSI3) programme runs from 2017 – 2022 and provides sustainability for the technology transfer offices across Ireland. It enables an interface of skilled and experienced people within RPOs whose job it is to work with industry. The TTOs support industry engagement across areas such as research collaboration, consultancy, licensing of new technologies and the creation of new spin-out companies.
-[TUDub] New Frontiers (www.newfrontiers.ie) 60M (Enterprise Ireland) "New Frontiers is the national programme designed to develop entrepreneurs, delivered on behalf of Enterprise Ireland by Institutes of

Technology and Universities. It consists of practical and interactive workshops, personalised one-to-one mentoring, financial support and co-working space.
-[TUDub] CONVENE [merrionstreet.ie/en/category-index/education/minister_harris_announces_22_innovative_projects_to_be_funded_under_human_capital_initiative.161500.shortcut.html] 36M (Higher Education Authority) Led by TU Dublin working jointly with UCD Innovation Academy, has been awarded funding of €17.5 million. This major initiative aims to 'Transform university-enterprise engagement for a new co-learning ecosystem in Dublin'. The project brings together 34 enterprise partners; the UCD Innovation Academy; and from across TU Dublin, will involve 12 Schools, 3 innovation centres and 5 research units.
-[TUDub] Entrepreneurial skills for a modern education in Albania [ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/org-details/911167270/project/400617886/program/31059093/details] 36M (EU) The general objective of the project is to increase the entrepreneurial mindset in Albanian Education Institutions (HEIs and schools) to support graduates skills matching the requirements of the working life and the modern society.
-[TUDub] Enterprise Ireland Technology Centres [www.enterprise-ireland.com/en/Research-Innovation/Companies/Collaborate-with-companies-research-institutes/Technology-Centres.html] (Enterprise Ireland) The Technology Centre programme is a joint initiative between Enterprise Ireland and IDA Ireland. It allows Irish companies and multinationals to work together on market focused strategic R&D projects in collaboration with research institutions.
-[Chrysalis LEAP/RTU] ClimateLaunchpad [climatelaunchpad.org] Running the programme since 2014 - Annual 4-6M (EIT Climate-KIC) CLP is one of the entrepreneurship offerings of EIT Climate-KIC and is the world's largest green business ideas competition, running concurrently in more than 55 countries and locations across the Globe. It began in 2014, with only 11 countries participating, including Cyprus.
-[Chrysalis LEAP] EIT MED Maritime ClimAccelerator [maritime-accelerator.org] Since 2021 6M annually (EIT Climate-KIC) It will offer participating start-ups training, guidance and theme-specific mentoring (both virtually and in-person) and funding depending on maturity level and specific conditions. Accepted start-ups will be asked to provide innovative solutions for the transition to sustainability of the maritime industry, both locally and globally, and will be given the opportunity to present their ideas in front of investors, port authorities and shipping companies.
-[Chrysalis LEAP] YENESIS [/yenesis.eu/] 2 years (EEA and Norway Grants Fund) YENESIS addresses the challenge of unemployment for young people that are Not in Education, Employment or Training (NEET) in islands. Chrysalis LEAP was the partner in charge of communication and training the NEEts on their entrepreneurial ideas
-[Chrysalis LEAP] MISTRAL [mistral.interreg-med.eu/] 51M 2-2018 to 4- 2022 (ERDF)

The project aims to make marine knowledge and sustainable innovation the key drivers for Blue Growth, support MED clusters in becoming an excellent intermediary of knowledge for strengthening the Blue Economy, design and implement sustainable development trajectories, to align with the Smart Specialization Strategies of regions in the Mediterranean.
-[Water Alliance] Energy in Water [https://clustercollaboration.eu/achievements/interview-pieter-de-jong-behalf-2016-eu-cluster-partnership-award-winner-energy] COSME ESCP-4i, winner of the ESCP Cluster Partnership Award 2016. EU Cluster Partnership Award 2016"rewarding ESCP-4i Projects' Communication Activities. ESCP-4i projects support SMEs to gain access to the global value chain (GVC), this value chain starts at home. Innovative SMEs are in need of demonstration sites and launching customers, these cannot always be found within the same region. EnW partners aims to connect this supply and demand.
The international collaboration started right after the ESCP-4i kick-off meeting in Brussels, where ERRIN organised a networking event with the European and Latin American Technology based Business Network (ELAN).
-[Water Alliance] EU TechBridge [www.eutechbridge.eu/] COSME ESCP-4i The EU Techbridge project matches innovative European SMEs with North American based end-users/corporate buyers which are looking for innovative water and energy solutions. By setting up an intensive matchmaking programme (virtual and physical), concrete challenges from North American corporate buyers will be matched with innovative solutions from European SMEs.
-[Water Alliance] Water Test Network [/www.nweurope.eu/projects/project-search/water-test-network/] (Interreg NWE) The Water Test Network (WTN) project will establish a transnational network of testing facilities which can be used by SMEs in North-West Europe (NWE) to test, demonstrate and develop new products for the water sector. In this way, new innovations will be developed and it will accelerate the time to market.

The training programmes and toolkits from these projects will provide a rich contextual depository from where we will draw expertise and tools in order to design inclusive entrepreneurship curricula across our 8 campuses. A work package in our proposal is dedicated in Phase 1 to map and review all the aforementioned activities and draw connections that will be used for the development of curricula, training programmes as well as other supporting structures across the 8 campuses. This mapping will include elements from all operations of the HEIs in order to identify leverage points for whole institution transformation. At the same time, for Phase 1 the Water Alliance and Chrysalis LEAP will train, trainers and coaches from all our partners on inspiration and pre-acceleration, while a ClimateLaunchpad style (EIT Climate-KIC pre-acceleration signature programme) can take place across the 8 campuses with a joint final event before the end of phase

1. Furthermore existing startups founded through the various activities mentioned above will be identified and offered support.

Interdisciplinarity for the pursuit of objectives

This initiative complements efforts such as the EUt+ Labs which bring together researchers from engineering and technology, sciences, business etc, infusing their collaboration with our non-HEI partners (Chrysalis LEAP and Water Alliance) to improve the organisational capacity of our alliance. Inspiration and ideation events will seek to create interdisciplinary teams that will be trained and mentored to become startups. Furthermore the wide spectrum of expertise across our consortium, will give ample opportunities to our aspiring entrepreneurs to seek support and mentoring, whether this relates to value proposition, seeking investment, managing IPR or jumping technology readiness levels in any of the 8 campuses or our non-HEI partners. The interdisciplinarity element does not just stop at the student and researchers body, but it cuts across all the staff of the HEIs, creating a culture of intrapreneurship in order to make our processes efficient and human friendly.

Sex and/or Gender Dimension in this project.
Over and above gender balance of the project, at its core the EUt+ Alliance puts human first, with inclusion being a key priority at the heart of the Alliance. The designed activities and the transferability plan will ensure that the gender dimension as well as other inclusion dimensions (e.g. disability/culture/language/economic background) is enriched with complementary actions dedicated to supporting underrepresented target groups and give them a springboard to proceed explore entrepreneurial opportunities. For example, “Mommypreneurs”, in which UPCT participates and is funded by the EEA & Norway Grants, the project aims to support women in maternity leave and give them crucial entrepreneurial skills to go back into the labour force or start their own business. Understanding the local context and special circumstances of our students and staff will be key for the success and impact of the project.

The partners will address fundamental issues of gender representation and balance across all aspects of the initiative. This will include members leading on work packages and tasks within the initiative; participations in training, mentoring, development and entrepreneurial opportunities emerging from the work. Engagement and working groups and stakeholders both internal and external to the initiative will give consideration to gender balance. Gender will be considered in all aspects of the project with the objective of attaining a balanced representation to the best extent possible. Indeed, inclusivity and equal opportunities more broadly including disability, first time mature students, socio-economically disadvantaged and ethic

minorities will be an important consideration in terms of access and participation in the work and beneficial outcomes of the initiative. Data collection will include gender and inclusiveness monitoring criteria to report and monitor these goals.

Section 2: IMPACT (maximum 10 pages)

The below two points are included as part of the evaluation criteria for IMPACT in the Pilot Call for Proposals.

Credibility of the pathways to achieve the expected outcomes and impacts specified in the work programme, and the likely scale and significance of the contributions from the project.
Suitability and quality of the measures to maximise expected outcomes and impacts, as set out in the dissemination and exploitation plan, including communication activities.
Project pathways toward impact (maximum 5 pages)
Provide a narrative explaining how the project's results are expected to make a difference in terms of impact, beyond the immediate scope and duration of the project. The narrative should include the components below, tailored to your project.
Describe the unique contribution your project results would make towards (1) the results and expected outcomes specified in the Pilot Call for Proposals, and (2) the wider impacts, in the longer term, specified in the HEI Initiative Pilot Call for Proposals. Be specific, referring to the effects of your project.
Beyond the EIT Core KPIs, define the indicators you will use to monitor, collect and measure the results, outcomes and impact achieved during phase 1 and phase 2 of your project, but also after your project ends.
Describe the process you will implement to track these results, outcomes and impact of your project.
Elaborate how your projects objectives will contribute to the achievement of the strategic objectives and missions of at least two EIT KICs in phase 1 and additional EIT KICs in phase 2 and after your project ends.
State the target groups that would benefit. Even if target groups are mentioned in general terms in HEI Initiative Pilot Call for Proposals, you should be specific here, breaking target groups into particular interest groups or segments of society relevant to this project.
Describe any requirements and potential barriers - arising from factors beyond the scope and duration of the project - that may determine whether the desired outcomes and impacts are achieved. Describe any mitigating measures you propose, within or beyond your project, that could be needed should your assumptions prove to be wrong, or to address identified barriers. Note that this does not include the risks inherent to the management of the project itself, which should be described below under 'Implementation'.
Give an indication of the scale and significance of the project's contribution to the expected outcomes and impacts of the HEI Initiative, should the project be successful. Provide quantified estimates where possible and meaningful.

'Scale' refers to how widespread the outcomes and impacts are likely to be. For example, in terms of the size of the target group, or the proportion of that group, that should benefit over time; 'Significance' refers to the importance, or value, of those benefits. For example, growth in innovation-based start-ups, growth in employment in regional ecosystems, creation of I&E supporting structures within HEIs.
Explain your baselines, benchmarks and assumptions used for those estimates. Wherever possible, quantify your estimation of the effects that you expect from your project. Reflect on the results of your HEInnovate self-assessments. Explain assumptions that you make, referring for example to any relevant studies or statistics.

Inno-EUt+ is a vital part of a larger effort to integrate the education and research capacity of our HEI partners and with the support of Water Alliance and Chrysalis LEAP, unlock the innovation and entrepreneurship potential. The whole institution approach for transformation will be part of the research roadmap of EUt+ and relevant strategy, ensuring that the collective achievements of the project that have cross-pollinated the partner HEIs will remain active and contribute to the innovative character of EUt+.
The unique contribution HEI-Inno results would make towards the results and expected outcomes specified in the Pilot Call for Proposals is as follows:
As a consortium we aim to contribute to the EIT core mission of boosting sustainable economic growth and competitiveness by reinforcing the innovation capacity of Member States. Each of our HEI partners is located in a different member state and the theme of Cleantech, Sustainability and Water-related entrepreneurship is strongly related to the Smart Specialization Strategies of the partners' home MS.
Our ambition is to extend the project impact beyond the individual Faculties and departments. Not only students and staff from other non-declared departments will be invited to participate in training and other activities, but also a whole institution culture shift will be pursued, focussing on agility, providing efficient services and operations and also creating clear value propositions for different actions taken at a strategic level. The state of the IVAP will be monitored and assessed annually (WP2), through the individual and collective HEI Innovate self-assessment tool as well as other key performance indexes which will be agreed at the end of Phase 1. A structure or position will be created (or enhanced) at each HEI to monitor institutional progress, collaboration within the HEI and EUt+ and act as the hub for activities pertinent to entrepreneurship, intrapreneurship and innovation.

Through CUT, RTU and Chrysalis LEAP which are EIT Climate-KIC partners, our consortium will leverage the innovation and entrepreneurial knowledge-base built in the EIT KICs. CUT and RTU have worked on EIT Food projects and RTU with EIT Raw Materials, providing a rich experience into the workings of the aforementioned KICs. Despite joining EIT Climate-KIC RIS programme in 2016, they have been active members of the KIC, contributing heavily in systems innovation and entrepreneurship education, startup pre-acceleration and acceleration as well as outreach with local and regional stakeholders. Both RTU and CUT are partners in the signature programmes of Climate Innovation Leadership, The Journey and Young

Innovators. Furthermore RTU and Chrysalis LEAP run both a regional and a thematic 3 -stage accelerator on the decarbonisation of maritime.
This project will allow EUt+ members to obtain insights into each others' activities and draw from the experience of each other. As innovation and entrepreneurship cut across disciplines, there is often a fragmented picture of what each HEI is doing. This project will be the opportunity to showcase what is done in practice and through a bottom up approach, share and cross-pollinate the experience.
The development or enhancement of a structure pertinent to entrepreneurship and innovation in all the HEIs will not only allow for defragmentation of the current activities and practises, but by forming a steering group within EUt+ we can take bold new steps in developing our joint entrepreneurial and innovation capacity. This will not be necessarily uniform and homogeneous. Instead with the support of our non-HEI partners we envision a "glocal" strategy that will address the peculiarities of our regional ecosystems (market drivers, technology transfer, legal frameworks, funding opportunities), while on the other hand offer paths across the network and beyond of the support of newly founded startups, whether this is for a demonstration project, funding cycles or scaling up.

Wider Impacts in the longer term, beyond the end of the HEI Initiative:
We take a long-term view towards building the innovation and entrepreneurial capacity of EUt+ and its constituent partners. It is a conscious effort to integrate 8 European HEIs, develop talent and create opportunities for our staff and students to collaborate without exclusions and create added value in line with the European Commission's "The New European Bauhaus". Inno-EUt+ and EUt+ embody precisely these principles and work in the same direction. The multitude and interdisciplinarity of the faculties/departments that will contribute in this project, together with the EUt+ Labs in Sustainability and ECT+ (European Culture and Technology) will be catalytic in developing these new Europeans who will lead the New European Bauhaus for a new green, creative and inclusive Europe. Through our IVAP we aim to address all actors and levels within the education value chain, beginning from supporting our students (UG and PG), our academic staff and assistants as well as our technical and administrative staff. We aim to reach all categories of research, admin and technical staff through concrete actions that will emanate from the IVAP in order to transform our institutions while at the same time building the EUt+ identity. Together we will co-create, innovate and use the resources from the capacity building knowledge base from our 3 EIT Climate-KIC partners, the Water Alliance as well as the HEI Initiative repository. EUt+ will enhance its access and engagement in the local and regional ecosystems using the Regional Innovation Impact of Universities (RIIA) Framework and the involvement of our HEIs and non-HEI partners in the setting and achievement of the Smart Specialization Strategies.

The wider impacts from the implementation of this project go beyond the minimum KPIs mentioned in the call. As EUt+ we seek to champion mobility and lifelong learning, improve the quality and efficiency of

education and training, promote equity, social cohesion and active citizenship, enhance creativity and innovation and strongly encourage multilingualism. We envisage that the HEI Initiative call will add value to the above objectives, particularly addressing the goals below:
*The creation of common EUt+ curricula in UG/PG studies that will eventually lead to single EUt+ diplomas.
*Developing shared infrastructures (incubators etc).
*Boosting lifelong learning by integrating our offers to create a single EUt+ portfolio.
*Increasing staff mobility and lifelong learning opportunities pertinent to entrepreneurship via staff development interventions.
*Detecting, improving and disseminating best practices in education by building a common digital repository of tools.
*Increasing input from outside stakeholders by involving them in source definition and along the same lines pool our networks and develop a common approach to smart specialization across all campuses.
*Pooling our incubators, FABLabs and innovation centres
*Achieve institutional and infrastructural integration to align the respective Research and Innovation strategies and deliver a common R&D Roadmap.
*Develop Human Capital for Europe to achieve collective excellence, agile career paths and truly participatory processes.
*Foster exchanges with a broader society to be locally anchored and reach a global impact

As these goals are part of the EUt+, the aim is to achieve these before 2030, their implementation will be part of the KPIs for the success of the HEI initiative beyond the minimum EIT KPIs. The progress and achievement of these goals and objectives will be monitored by the management group (1 rep from each partner) which will be in alignment with the EUt+ steering group since the two groups will have common members. The commitment of the HEIs on EUt+ objectives has been already been proven..

Contribution to the objectives and missions of EIT KICs
In phase 1 we will aim to contribute towards the objectives below:
EIT Food
SO5: “Educate to engage ... through MOOCs”
Our consortium can support both sub-objectives (5.1 Demand-driven higher education for students and professionals, 5.2 Educational support for entrepreneurs) as both CUT and RTU have supported EIT Food fellows, while Chrysalis LEAP has accelerated a number of food startups including “mighty kitchen” an ambitious plant-based protein from Cyprus (https://themightykitchen.com/).

EIT Climate-KIC Strategic goals

*Goal 2: Create green, resilient cities, harness the force of nature in infrastructure design to build livable climate-resilient cities [Urban Transitions].
*Goal 4: Make agriculture climate-smart: Instigate a substantial increase in the application of climate-smart solutions [Sustainable Land Use]
Other than the experience from the signature educational EIT Climate-KIC actions (The Journey, Climate Innovation Leadership, Young Innovators, Pioneers in Practice) and ideation and acceleration programmes than CUT, RTU and Chrysalis LEAP can offer, the Water Alliance and UPCT have a number of projects pertinent to blue-green infrastructure in cities as well as water scarcity challenges for sustainable land use. All this activity will be funneled through the activities of the EUt Sustainability research and innovation group, targeting existing research and innovation projects for sustainable urban transitions and sustainable land use and sustainable food technology, map these activities and see how all partners contribute towards these objectives.
In phase 2 we seek to expand the scope of our contributions further with
EIT Climate-KIC
Goal 7: Recast materials production: Catalyse a switch to a circular economy and transform production for fossil-energy intensive materials.
EIT Raw Materials:
SO3: Closing materials loops via the design of products and services for the circular economy knowledge and innovation theme
EIT Food:
Drive circular excellence by valorising side streams.
EIT Digital:
Digital Cities: serving the cities with digital technologies addressing urban mobility, citizen inclusiveness and engagement and city safety.
Digital Industry: the digital transformation of the industry from production to retail,
Digital Wellbeing: Safeguarding health for the youth, the working professionals and the elderly by analysing sensor data
In phase 2 we will seek to expand our contribution to the EIT KIC objectives by adding circular economy applications pertinent to EIT Food, EIT Climate-KIC and EIT Raw Materials, applications that find their way both in the European Green Deal, but also in the priorities of the smart specialization strategies of many of the member states of our partners, in which all of our partners are active. Furthermore the development of the European Culture and Technology group aligns very closely with the focus areas of EIT digital, looking to offer solutions not just in the digital transformation of the industry but also smart cities and digital creativity and culture, including heritage. Consortium partners like CUT, UTT, TU Dublin, TUS and TUCN are very active in the area.
Target Groups to benefit from the project:

*UG students: Access to inspirational talks and workshops, entrepreneurship curricula, pre-acceleration and ideation workshops, internships at incubators/fablabs/accelerators
*PG students and researchers: All the above plus, access to incubators/fablabs/accelerators, mentoring in managing IP and technology readiness levels
*Academic staff: Access to inspirational talks and workshops, focussed mentoring and support to take inventions from lab to market, matching with co-founders, training to become entrepreneurship coaches and entrepreneurship ambassadors
*Administrative and technical staff: Access to inspirational talks and workshops, ideation workshops for intrapreneurship and mentoring to seek value propositions within their departments, mentoring to become entrepreneurship coaches and entrepreneurship ambassadors.Training to set up or entrepreneurship and innovation structures such as tech transfer offices, incubators, innovation centres and accelerators.
-Local/regional startups: offering of support and mentoring on entrepreneurship and technical needs, acceleration services and startup founders match-makins

Requirements and potential barriers - arising from factors beyond the scope and duration of the project
-Our project's success is strongly aligned with the success of the EUt+ Alliance. As partners we have been working together for more than a year and commitments towards the objectives have been made. The progress of EUt into integration will drive a successful HEI initiative proposal. As such we see this initiative as an extra layer ensuring the success of the EUt+ alliance and its sustainability via the commercialization of its research and transformation of the partner HEIs.
-One could foresee language, local peculiarities and legal framework around IP and commercialization as barriers. As EUt+ we embrace multilingualism, allowing for the adaptation of select materials in the local context and language of our different campi. We seek to understand the local peculiarities and support our members' staff and students to clarify and understand the legal obligations that may arise from spin offs.

Scale and Significance of project contributions to the expected outcomes and results of the HEI Initiative:
EUt+ is a tested consortium and working with two world class non-HEI partners. In Phase 1 we envision to support at least 10 startups, while training more than 300 students, 21 academic and 21 admin and technical staff. The ambition grows in phase 2 looking into supporting 40 startups across our network, training at least 1,200 students. Furthermore about 70 academics and 70 administrative staff will be trained and mentored to support student entrepreneurial initiatives. Also from Phase 2 we will be launching an outreach programme in schools with the aim to reach at least 1000 young (12-18yo) students annually.
Regarding phase 1, the number of startups is based on startups that exist in the network of our partners and require support. The number of students trained will be selected proportionally and based on interest while for the staff, it is envisioned that at least 3 per HEI will be trained and mentored. In phase 2 we see an expansion in the offerings, with a scaled up approach on the development of startups as well as a four-fold

increase in the amount of students and more than three-fold increase in the amount of staff trained. Continuing the training beyond the end of the project and keeping the pertinent structures that have been created, will see the evolution of the partner organisations transform into an innovative EUt+.

Measures to maximize impact – Transferability, exploitation, dissemination and communication (maximum 5 pages)

Describe a transferability plan that demonstrates how the selected Actions will be transferred and scaled within the participating institutions during phase 1 and phase 2 of your project. Please outline a detailed plan for further institutionalisation of the IVAP beyond the project funding period.
Describe the planned measures to maximise the impact of your project by providing a first version of your 'plan for the dissemination and communication activities'. Describe the dissemination and communication measures that are planned, and the target group(s) addressed (e.g. scientific community, students, innovation ecosystems, financial actors, public at large et al).
Communication measures should promote the project throughout the full lifespan of the project. The aim is to inform and reach out to society and show the activities performed, and the use and the benefits the project will have for citizens.
Describe possible feedback to policy measures generated by the project that will contribute to designing, monitoring, reviewing and rectifying (if necessary) existing policy and programmatic measures or shaping and supporting the implementation of new policy initiatives and decisions.
Outline your strategy for the management of intellectual property and how this would be used to support transferability, replication and exploitation. If your project is selected, you will need an appropriate consortium agreement to manage (amongst other things) the ownership and access to key knowledge (IPR, research data etc.). Where relevant, these will allow you, collectively and individually, to pursue market opportunities arising from the project
Outline of dissemination and communication activities

The ability to communicate and disseminate well the project progress and results is crucial for the maximisation of impact. As EUt+ our communication and dissemination plan will adhere to our principles of multilingualism, inclusion and multiculturalism. As we work 'glocally' we have to reach local existing startups, challenge owners as well as prospective students while managing our alliance for transferring best practices and co-creating the future. Below we outline some dissemination and communication activities dedicated to maximise the impact of the project:

(a)Dedicated subsite on the EUt+ website for the HEI Initiative highlighting the work done across the consortium and calls to actions. This will include sections for: (i) General public, (ii) Financial and investment institutions interested in supporting startups and spinoffs, (iii)Startups and spin offs that seek support from the network, (iv) Undergraduate and master students who are interested in entrepreneurship, (v) PhD students, post-doctoral fellows and academics keen to spin out their research, (vi) Non-research staff interested in intrapreneurship.
(b)Periodic (quarterly) inspirational (EIT Climate-KIC Spark!) webinars from across the network which will also be open to the general public. These are more relevant to students and academics
(c)Quarterly newsletter in the language of each HEI partner, highlighting news of the initiative, training and development opportunities that would be relevant to startups as well as students and staff interested in their own development.
(d)Annual Executive Summary on the State of Innovation and Entrepreneurship. A short document that could even take the form of a video with infographics on the progress achieved by the initiative. This will be appropriate for the general public
(e)Open to public or streaming of startup pitch events from across the network. This will be beneficial to students and researchers who are considering an entrepreneurial future as well as the general public.
(f)Outreach in local schools. Broadly based on the EIT Climate-KIC Young Innovators programme. Our trained entrepreneurship ambassadors and researchers will work with students on systems thinking in order to identify challenges and then seek value propositions in order to tackle them, by developing their entrepreneurial mindset.
(g)Social media campaigns in local languages across our consortium highlighting entrepreneurial projects by students as well as startups supported by the network. This could be done by promoting short videos of these teams/startups explaining their “deal” and impact they seek to achieve.

The dissemination and communication plan will be managed by TUS with all partners contributing and serving as outlets in order to maximize the impact. The plan will be periodically updated by monitoring the impact of the various actions, especially the online context (measured by views and clicks as appropriate).

Transferability plan

We consider transferability as the ability to transfer in a given HEI the actions and measures that have proven to be successfully adopted in one of the HEI of our project and achieve analogous results. The purpose of the transferability plan document is to describe the methodology and project outputs that will maximize this adoptability. The Transferability plan document will:
*Allocate the project outputs to be transferred;
*Define the transferability methodology;

*Identify the stakeholders to be addressed by the transferring actions.

Outputs to be transferred
Once accomplished, the project will have certain products or deliverables, results or outcomes, and effects, that are usually referred as the project impact. Based on the information gathered when monitoring the IVAP and the project KPIs at the different work packages and tasks, we will estimate the durability of the project effects on our own HEI, and describe the optimal conditions for these effects to repeat somewhere else.

Description of process for feedback to policy measures

All the entrepreneurship promotion activities that will be developed in WP3 to WP6 will have an objective, a number of associated KPIs, and a target audience that could benefit from it, either just attending the activity (people attending a pitching session) or because they are the direct target of it (students enrolled on a course for developing their entrepreneurial skills). Besides, feedback questionnaires for asking participants about the performance of the concrete activity and its usefulness, from the point of view of the participant, will also be prepared and circulated among them. To ease the processing of the gathered information, most of the questions will provide a Likert scale to measure the answers. The main target audience types for the activities are the following ones (newer ones may be added while the project is running):
*Target audience of project activities: Senior researchers, junior researchers, and Ph.D. students of HEI, Non-research University staff, not related to innovation management or technology transfer, Graduate and undergraduate students.
*Policymakers: University staff related to innovation management or technology transfer, or in management positions within the HEI (Rector, Vice-rectors, Deans, Directors, etc.), Local, national and European policymakers,
*Integration with the ecosystem:Commercial partners: SMEs, Corporates, start-ups, or spin-offs, Investors: business angels, venture capital, Incubators, accelerators, other public/private organizations
*General public

These different audience types will also be considered in the “Communication and dissemination action plan” to maximise the impact of the project activities.

The objective is to identify, from the gathered data, which are the most successful activities in terms of audience and the output generated so that we can promote within the partners, and in the transferability

plan, the most successful activities according to the objective to be achieved. In some cases, we will be interested in delivering a given message to a large audience, while other activities may focus on obtaining "lower numbers" but with a greater impact, such as the participation of some of the mentored start-ups in entrepreneurship events.
Of course, the output of the activities will depend, in many cases, on local conditions or culture. A given activity may have been successful when organized by a concrete partner just because it is very well aligned with national culture, or the culture of the HEI, or the topic selected, or the chosen date for delivering it, or for any other reason, but have a lower level of success when implemented by another partner. Therefore, we won't be able to generate an absolute ranking of activities, from better to worse performance, but rather a list of recommended activities that had a high impact when organized by other partners. It will be the task of the management units of each HEI to select the most suitable ones according to the institution's objectives, local policies, and characteristics.

Finally, a list of the activities that have had the most success when applied by the project partners will be prepared, to elaborate a global ranking of activities resulting from the development of the project. This list will be sent not only to Departments / Faculties / Universities, but will also be distributed among local and national policymakers, with two objectives: showing the most outstanding results of the project, and also influencing the development of future policies to promote and support technological entrepreneurship, so necessary in today's world, and so aligned with the objectives of HEIs.

Strategy for the management of Intellectual property

When managed effectively, intellectual property can be a critical success driver for growth, impacting branding, product development, revenue opportunities, processes, and more.

TU Dublin will have overall responsibility for devising, agreeing and implementing an appropriate strategy for the management of intellectual property. An intellectual property rights committee (IPR Committee) shall be established within the first 3 months of the project commencement, with representation from each partner, chaired by TU Dublin's Head of Innovation & Enterprise (Dr. Paul Maguire) or designate. Each work package owner will notify the IPR Committee promptly of any results arising from their respective work package. The IPR Committee purpose will be to discover, manage, exploit, monitor, comply and offer support processes for the management and exploitation of IP. A consortium agreement (CA) and data management plan (DMP) will govern IP rights, entitlements and exploitation arising from the project activities and all partner participants will apply appropriate European and Governmental policies and procedures.

Section 3: QUALITY AND EFFICIENCY OF IMPLEMENTATION (maximum 10 pages)

The below two points are included as part of the evaluation criteria for QUALITY AND EFFICIENCY OF IMPLEMENTATION in the Pilot Call for Proposals.
Quality and effectiveness of the work plan, assessment of risks, and appropriateness of the effort assigned to work packages, and the resources overall.
Capacity and role of each participant, and the extent to which the consortium as a whole brings together the necessary expertise.
Please provide the following (maximum 7 pages)
Brief presentation of the overall structure of the work plan;
Timing of the different work packages and their components, supplemented with a Gantt chart, clearly distinguishing between phase 1 and phase 2
Graphical presentation of the components showing how they inter-relate (e.g. Pert chart or similar).
detailed work description, i.e.:
a list of work packages (max 10)
a list of work packages with the following provided per work package in narrative form; narrative to be supplemented and qualified with data provided in the "Budget", "Results" and "Supporting Information" tabs of the application portal
description of each work package
start and end month
work package leader and all work package members
clear breakdown of eligible costs per consortium member and per project phase (phase 1 and phase 2); this information is included in the "Pilot Project Budget" tab of the application form
direct personnel: costs, number of person months
subcontracting: cost, description of tasks and justification
travel and subsistence: cost, description of travel and subsistence and justification
equipment: cost, description of equipment and justification
other goods, works and services: cost, description and justification
a clear breakdown of project content per project phase (phase 1 and phase 2)
achievement of EIT Core KPIs: EIT Core KPI name, number achieved, achievement phase (phase 1 or phase 2) and achievement date (MM/YYYY); this information should also be included in the EIT Core KPI table in the online application form
clear description of deliverables: deliverable ID, deliverable name, work package number, Action to which the deliverable corresponds (if applicable), deliverable owner (responsible partner), delivery phase (phase 1 or

phase 2) and delivery date (MM/YYYY); this information should also be included in the "Deliverable Table" attachment and uploaded as a PDF in the online application form.
description of milestones: milestone ID, milestone name, work package number, Action to which the milestone corresponds (if applicable), milestone owner (responsible partner), delivery phase (phase 1 or phase 2) and achievement date (MM/YYYY); this information should also be included in the "Milestone Table" attachment and uploaded as a PDF in the online application form.
description of risks: risk ID, risk description, level of likelihood (low, medium, high), level of severity (low, medium, high), work package number, proposed risk mitigation measures ; this information should also be included in the "Risk Table" attachment and uploaded as a PDF in the online application form.

Work Plan:

Our work plan is tailored to the needs of the IVAP of our consortium, founded on the objectives of EUt+, our University Alliance and supported by our non-HEI partners which have a strong record in cleantech innovation and entrepreneurship. The work plan comprises 7 Work Packages (WPs), with activities in Phase 1 around mapping, experimenting and setting the ground, while in Phase 2, the focus is on scaling up efforts, launching curricula and the sustainability of our initiative beyond the end of phase 2.

The work packages are outlined below:
WP1 Project Management
WP2 Development of Transferability plan.
WP3 Development/Enhancement of common entrepreneurial curricula
WP4 Staff development across the alliance
WP5 Development of entrepreneurial culture and Eut+ structures that foster entrepreneurship.
WP6 Implementation of courses and mentoring of students, staff and startups.
WP7 Dissemination, network development including outreach, and sustainability plan

WP1
Beginning with WP1 Ph1[M1-M6] Ph2-[M7-M24], this will run throughout the project and will be led by CUT, (project coordinator).

T1.1 The Management Group (MG) will include representatives from each organisation [ALL] in the consortium and will oversee the development and progress of the project including the timely achievement of milestones and delivery of deliverables and project results. The MG will kick off virtually, meet monthly, throughout the project and at the end of Phase 1 in a physical meeting to evaluate progress on activities, KPIs and objectives and approve the updated IVAP. Bi-annual physical meetings and monthly virtual meetings, will continue in Phase 2, potentially tied to train-the-trainer or other outreach events taking place

at a particular partner location. The MG group will be closely aligned and follow the EUt+ Steering group, exchanging information periodically.

T1.2 Monitoring and annual re-assessment of the IVAP. Upon the re-evaluation of the IVAP and the end of Phase 1, the management group will gather data from the results of the activities and re-assess the status of the consortium via the HEI-innovate tool annually, even beyond the end of the initiative. [M5-M6][M17-M18]

WP2 Ph1[M5-M6]
T2.1 Transferring methodology [UPCT]
Starting from the diagnostic of the problem and characterization of the HEI using the HEI innovate tool, the transferring approach will be built upon the following steps:
(i)Analysis of the HEI environment, and the effects of the problems identified,(ii)Search for HEI with similar problems (results using the HEI Innovate tool) and context,(iii)Selection of HEI for the transfer pilots,(iv)Identification of the measures with the best potential for transferability, (v)Preparation of the measures package and pre-assessment of their impact;
Implementation, monitoring, and steering.

Identification of stakeholders
We will identify: Actors that can directly benefit from the transferring actions.
Other stakeholders, areas that could be addressed by the transferring actions and benefit indirectly, Other types of institutions suitable for cooperation.

These stakeholders will vary from one of the four domains of the IVAP to another, including (but not limited to) HEI top managers, students and staff, business, research centres, governmental and non-governmental organizations, authorities at multiple levels, EIT KICs, start-ups, SMEs, business support organizations, financial institutions, VC, BA, etc.

To do so, the members of the transferability document team will cooperate closely with the dissemination team described in WP7.

T2.2 Preparation of the transferability plan. [CL/WA]
The transferability plan will feed from the IVAP needs mapped in T2.1 and the existing structures at each campus as mapped in T3.1. The transferability plan will show in clear steps how the HEIs will share best practices and how the information from the EIT Climate-KIC partners and the HEI repository will be funneled

through the Research structures of EUt+. The transferability plan will be ready to launch at the end of Phase 1.

WP3
WP3 Ph1[M1-M6] Ph2[M7-M24] will be led by Water Alliance. All partners are involved in this WP. Aim of this WP is to create a toolbox with online and offline entrepreneurial curricula that can be applied by the HEI's. During the project, experience will be gained with the components in the toolbox to ensure that the HEIs can implement an entrepreneurial program that best suits their organisation. The toolbox will distinguish entrepreneurial curricula in four stages of the development of a company:
*Inspiration: stimulating entrepreneurship. For groups between 20 - 100 participants with curricula suchs as launch games and ideation sessions;
*Education: training and educating potential entrepreneurs to prepare for the launch of their innovation. For groups between 10 - 15 participants and curricula such as business development courses and prototyping.
*Incubation: supporting entrepreneurs in the market validation towards a product-market-fit. For groups with a maximum of 12 people and also 1:1 coaching/mentoring. Curricula such as climatelaunchpad (from EIT Climate-KIC/Chrysalis LEAP).
*Acceleration and growth: upscaling and bringing the technology to market. For small teams and groups. Curricula such as ClimAccelerator (from EIT Climate-KIC/Chrysalis LEAP).
The highest impact can be created by bringing people together with complementary knowledge and experience. That is why the curricula are carried out by HEIs at the same time. In the pre-startup phase (inspiration and education) teams are created from different HEIs and from different departments of the HEIs. Multidisciplinary teams are the key to success. Teams with experts in creating breakthrough technologies, and experts in knowledge-valorization and setting up (circular) business models.
To reach the goals the following concrete tasks will be executed:
T3.1 Mapping existing entrepreneurial curricula across the alliance and connected to the alliance (e.g. EIT Climate-KIC) and gathering of best practices on types and content of interventions; [M1-M4]
T3.2 Testing best practices across the alliance [M3-M6]
T3.3 Developing the toolbox: outline a suit of formal/ informal modules/courses on cleantech entrepreneurship[M7-M10]
T3.4 Incorporation of said courses/modules across the alliance, making appropriate enhancements to cater for local context and at the same time create connection between the HEIs and also between HEIs and existing programs (such as programs from Climate-KIC or other local accelerators) [M10-M24]

T3.1 will be finalised in phase 1 of the project. The first best practices will also be tested (T3.2) in phase 1. Results will be shared as part of the Phase 1 report. The testing (T3.2) will continue in phase 2 leading to a toolbox (T3.3) that will be finalised in the 18th month of the project. During the remaining 6 months the

incorporation in the HEIs will take place (T3.4). In this last task special attention will be to connect the HEIs to successful existing entrepreneurship programs.

WP4 Ph1[M2-M6] Ph2[M9-M24]
WP4 will be led by the Riga Technical University (RTU) and will be responsible for developing a training programme for academic and administrative staff to fulfill project objectives. During the Phase 2 consortium will develop local strategies for scaling up staff development and recruiting more entrepreneurship ambassadors (also known as innovation leads). As well as staff secondments and mentoring between HEI partners and non-HEI partners will be implemented.

T4.1 Development of the training programme for academic and non-academic staff to act as entrepreneurship ambassadors [M1-M2]

T4.2 Development of local strategies for scaling up staff development and recruiting more entrepreneurship ambassadors [M3-M6]

T4.3 Staff secondments and mentoring between HEI and non-HEI partners [M9-M24]

WP5 Ph1[M2-M6]Ph2[M6-M12]
WP5 will be led by Technological University Dublin (TU Dublin). TU Dublin will notably lead on Task 5.1, 5.2 and 5.5.
Task 5.1: Enhancement of EUt+ Labs strategies to incentivise an entrepreneurial culture
During Phase 1 a good practice review of incentivising entrepreneurial behaviours at HEI Initiative partners will be undertaken that will lay the groundwork for an implementation document. The review will explore, among other aspects, current practices within the EUt+ network and other HEI Initiative partners and international good practice case studies. In addition, 'Champions' will be identified in each partner institution to engage and inform a wide range of staff and students from all disciplines on their entrepreneurial approach. These Champions will be recognised according to the EntreComp definition as role models of entrepreneurial thinking and action across research, teaching and services. They will be both students and staff. A series of inspirational master classes will be delivered by high profile industry, social and academic entrepreneurs. The HEInnovate process will be implemented to support the entrepreneurial culture and mindset development.[M3-M6]
In Phase 2 and emerging from the good practice review, a package of incentives supporting entrepreneurship and entrepreneurial behaviour will be developed by each partner and rolled out in stages. The ambition will be to closely align these, but also recognising differences. Opportunities for collaboration and knowledge sharing between the EUt+ network and other HEI Initiative partners will be exploited to

support entrepreneurial behaviour. International mobility will incentivise entrepreneurial research among staff and students across EUt+ and non university partners in the initiative. A mentoring system will be implemented that will also provide opportunities for collaboration and knowledge sharing between civic partners and industry and higher education institutions. The 'Champion' initiative will be expanded and formalised to give voice and visibility to individuals within the staff and student cohort that are role models of entrepreneurial thinking and action.[M8-M24]

T5.2: Preparation of a handbook for best practice for inclusive entrepreneurship
This handbook will be completed in Phase 1 and will draw on European and OECD policy and good practice in the field. The handbook will be translated by each of the partner institutions into their local language for wide dissemination and use.[M3-M6]
T5.3. Facilitation of internships and mobilities to accelerators and startups. Chrysalis LEAP will lead this task by drawing opportunities in the 2nd phase of the programme for internships and mobilities to either the different accelerators of the consortium or affiliated startups. This is part of the staff development strategy to expose EUt+ partner employees to the lean workings of a startup or accelerator [M8-M24]

T5.4: development of a strategy for IP management
During Phase 1 data will be collected on IP management guidelines, issues, legalities and practices across all HEI Initiative partners. Two workshops will be held to lay the groundwork for a collaborative strategy. A repository will be established to share practice and good practice. In Phase 2 the strategy document will be developed and signed off.[M5-M6] [M6-M12]
WP6 Ph1[M2-M6] Ph2[M7-M23]
WP6 will be led by the University of Technology of Troyes, they will be in charge of the implementation of courses and mentoring of student, staff and startups among consortium partners and partner's startups.
Task 6.1 : Roll out of initial informal pre-acceleration (educational) programme across the consortium [M2-M5]
Task 6.2 : Run hybrid mentoring schemes with entrepreneurship coaches [M3-M6][M7-M22]
Inspiring entrepreneur coaches will be involved in mentoring schemes for students and staff among consortium partners. These coaches will offer their experiences and resources in order to create a fruitful entrepreneurship environnement, evaluate what's working and what's not; determine goals; and create an action plan for a successful business. In order to offer more flexibility, efficiency and easier access, a hybrid model will be implemented involving a combination of in-person and remote sessions with online coaching, instead of traditional 1-on-1, or in-person sessions.
Task 6.3 :Prototyping hack event for entrepreneurial solutions. RTU through its design factory will introduce to the rest of the partners how to structure prototyping hack events [M9]

Task 6.4 : Cross-campus mentoring scheme for startups (HEI spin offs) from consortium partners [M3-M6][M7-M23]
WP7 Ph1[M1-M6][M7-M24]
The dissemination and communication work package will be led by TUS and contribution will be sought from all partners
T7.1 The initial dissemination and communication plan will be revisited and updated[M1-M2]. A subsite on EUt+ website will be created with information about the target groups highlighted in Section 2.
T7.2 Running the dissemination and communication plan and monitoring reach, reviewing the programme at the end of Phase 1 [M2-M6][M7-M24]

Achievement of EIT Core KPIs.
In phase 1 21 academics and 21 non-academics will be trained to act as entrepreneurship trainers and coaches. The training will be done in a hybrid format with 2 people per organisation attending f2f training and everybody attending some virtual trainings. The other 4 per HEI will also participate in the virtual trainings and get peer-to-peer learning and support from the staff that attended the f2f meetings as well as our non-HEI partners. Under the guidance of Chrysalis LEAP primarily and the Water Alliance, the trained staff will run a ClimateLaunchpad informal programme at their local HEIs attracting 30-60 students (depending on the size of the student body) per HEI and in total 300. Furthermore with the support of our non-HEI partners as well as the innovation centres and incubators from across the network we will mentor at least 10 startups. The call to action will be through the whole network and the mentoring will be hybrid in nature, potentially and where possible include F2F meetings for business validation and training opportunities.

In Phase 2 the ambition of the project rises. At this stage we will have mapped existing activities and gauged potential across EUt+. Another 10 academics and 10 non-academics per HEI will be trained as mentors and as coaches. Again training will be in a hybrid fashion, but more importantly now there will be a network of trainers and coaches across our consortium exchanging best practices, difficulties and matching special startup and innovation needs with experience. These trained individuals will come from across each HEI, academic, non-academic, technical and administrative. It could be people that are interested in entrepreneurship training over and above their usual duties, or people who are inspired to disrupt business as usual in their services in order to create more value. At the same time as the new curricula will be prepared, enabling students to ideate around challenges and the need for the creation of sustainable products and services and then consider lean business models in order to bring their ideas to life. This time coordinated by EIT Chrysalis LEAP and the local support at each university all HEIs will enroll to run the official EIT ClimateLaunchpad (https://climatelaunchpad.org) at their location, generating potential startups that could be further supported by the consortium. As Phase 2 will be active during two annual EIT

ClimateLaunchpad competitions (Spring 2022 and Spring 2023) will be live during the lifespan of our project, we foresee an increase of students trained to at least 1200 across the consortium and at least 40 startups to be supported either beyond the first two ClimateLaunchpads or from other sources within our consortium.

Project Deliverables: [Deliverable id. Deliverable description. WP no (Partner responsible) date]

D1.1. Updated IVAP and Phase 1 report. WP1 (CUT) 12/2021
D1.2. Phase 2 report. WP1 (CUT) 07/2023
D2.1. Transferability plan. WP2 (Chrysalis LEAP) 12/2021
D2.2. Impact Measurement Framework. WP2 (UPCT) 06/2022
D3.1 Map of Existing activities. WP3 (Water Alliance) 10/2021
D3.2. Report on Testing best practices. WP3 (Water Alliance) 12/2021
D3.3. Entrepreneurial toolbox of activities. WP3 (Chrysalis LEAP) 12/2022
D4.1. Staff development programme. WP4 (RTU) 12/2021
D5.1 Handbook for inclusive entrepreneurship. WP5 (TUDub) 12/2021
D5.2. Strategy for IP Management. WP5 (TUDub) 06/2022
D6.1. List and evidence of KPIs and objectives achieved from the roll-out of activities in Phase 2. WP6 (UTT) 07/2023
D7.1. Dissemination Plan for Phase 1 and comms report. WP7 (TUS) 12/2021
D7.2. Updated dissemination plan and Phase 2 comms report. WP7 (TUS) 07/2023
D7.3. Horizon 2030: Sustainability beyond Phase 2. WP7 (TUCN) 07/2023

Project Milestones: [Milestone id. Milestone description. WP no (Partner responsible) date]

M1. Mapping of entrepreneurial activities. WP3 (Water Alliance) 10/2021
M2. Development of Transferability plan. WP2 (Chrysalis LEAP) 12/2021
M3. Phase 1 Train the Trainers. WP4 (RTU) 10/2021
M4. Pilot Entrepreneurship programme (CLP) for Phase 1. WP3 (Chrysalis LEAP) 12/2021 M5. Phase 1 EIT KPIs achieved. WP6 (UTT) 12/2021
M6. Updated IVAP achieved. WP1 (CUT) 12/2021
M7. Handbook for inclusive entrepreneurship completed. WP5 (TUDub) 12/2021
M8. Entrepreneurial curricula launched. WP6 (UTT) 01/2022
M9 Impact Management Framework completed. WP2 (UPCT) 06/2022
M10. Strategy for IP Management completed. WP5 (TUDub) 06/2022
M11. Phase 2 EIT KPIs achieved. WP6 (UTT) 07/2023

Description of risks [Risk ID. Description of Risk (Level of Likelihood/Level of Severity) WP number. Proposed risk mitigation measures]

R1. Protracted Sanitary crisis related to COVID-19 Pandemic (medium/medium) ALL WPs. Have a plan B of switching all meetings to digital and revert T&S budget to teleworking tools

R2. Work packages implemented in "silos" due to lack of overview and understanding of the project as a whole (medium/high) ALL WPs. Foster internal communication between partners of the project and ensure direct lines of communication with the EUt+ and coordinators of Sustainability and ECT+ Labs.

R3. Loss of Key staff (Low-medium/medium) ALL WPs.Spread the vision, mission and culture across the partners. Delegation of responsibilities and shadowing between colleagues.

R4. Instability from the magnitude of institutional transformation (Low/ High) WP5. Rely on external stakeholders to support change implementation. Adopt change management procedures for academic and non-academic staff

R5. Delay or failure in implementation of transferability plan (medium/high). WP1. Close monitoring of transferability plan development, and full transparency between partners to follow progress throughout the progress.

R6. Difficulty in achieving KPIs (low/high) WP6. Monitor progress closely and aim for higher targets in all partners. Preferable to aim for certain partners to overachieve in order to compensate for potential losses in other partners.

ATTACHMENTS – See folder

Capacity of participants and consortium as a whole (maximum 3 pages)

Describe the consortium. How does it match the project's objectives, and bring together the necessary disciplinary and interdisciplinary knowledge.
Describe how the members complement one another and address the integration of the Knowledge Triangle

In what way does each of them contribute to the project? Show that each has a valid role, and adequate resources in the project to fulfil that role.

Consortium description:

We are a consortium of HEIs, putting human first, being close to the local industry and society and equally active on EU Level. Together with our non-HEI partners; Chrysalis LEAP and Water Alliance we form a strong Knowledge Triangle, fully integrated with our joint Sustainability and ECT+ research groups.

Until 2018, what is currently the EUt+ alliance was a network of bilateral relations between the HEI partners. However, there was no overall structure or perception of common destiny, simply a general sense that we faced common issues. This changed radically when we realised how much we could gain by coming together and how valuable it was to cooperate across our areas of activity. Structuring and formalising our initiative have led to a growing investment by the leadership of our universities, based on a conviction that convergence made sense at all levels. This has been driven by a common vision and the strength of informal (and often friendly) links between many academics, directors, rectors and vice-rectors.

The transformative impact of the EUt+ process on each of its partner institutions is symbolised by the fact that each declared that EUt+ was their main institutional priority in Cluj-Napoca, February 2020. In research, we have pooled resources to create a common seed-fund and will soon launch a first call for projects to identify particularly promising initiatives. Since then, we have moved forward very quickly, setting up the ECT Lab+, a European PhD project in sustainability sciences based on a European research unit. They are currently setting up the EUt+ Nanoscience Institute and the EUt+ Data Science Institute. The partners are already communicating on this ambition through a website that presents the structure that is being converged (univ-tech.eu) highlighting the multidisciplinarity and interdisciplinarity of these structures. The key principles that brought us together as a European University Alliance are strongly aligned with the objectives of the HEI Initiative.

How the consortium partners complement each other and the integration of the knowledge triangle.

The composition of EUt+ strikes a balance between diversity and scale. An order of magnitude of 100,000 students and 10,000 academics and staff is sufficient to be a force at the international level. A group of 8 partner institutions with similar missions, backgrounds and trajectories makes it possible to have sufficiently fluent and effective exchanges, to offer sufficient cultural and linguistic diversity, and to cover the different European regions. Partnering with two non-HEI partners like the Water Alliance and Chrysalis LEAP which are well established in cleantech innovation and entrepreneurship, gives the opportunity to our consortium to create a path from lab to market for our research and more importantly the development of systems innovation (to capture challenges) and entrepreneurial skills to our staff and students, creating their own opportunities where there is shortage of and contributing to a competitive Europe.

Partners contribution to the project (role for each and resources required).

CUT: The Cyprus University of Technology is a young public University that aspires to develop into an internationally recognized university, offering higher education and innovative research in leading fields including engineering, management and economics and fine and applied arts with about 3000 students attending academic programmes. The majority of the students, 2100, are undergraduate, followed by 650 post graduate students and 250 doctoral students. It currently employs 160 academics with a plan to reach 200 by 2021, 330 teaching and research staff and 220 administrative staff. CUT is the project coordinator, mainly responsible for the smooth implementation of the project. It is also an EIT Climate-KIC partner joining through the Regional Innovation Scheme, active in various entrepreneurship and systems innovation educational activities, while also being a partner in the EIT Climate-KIC Maritime Accelerator with Chrysalis LEAP. CUT leads WP1 in both phases, observes WP2 in phase 1, participates in WP3-W7.

RTU: The Riga Technical University was established in 1862. Currently, it has approximately 14,400 students, 930 academic staff, 680 research staff and 500 administrative staff. RTU has developed a comfortable and creative study environment, housing modern faculty buildings, the most modern laboratory building in the Baltics, a Design Factory and one of the greenest campuses in Europe. RTU is also an EIT Climate-KIC RIS partner with similar EIT Climate-KIC experience as CUT and also working closely with the Water Alliance. RTU is leading the WP4 on staff development with its flagship Design Factory unit. It contributes in WP1, WP3, WP5-WP7.

WA: The Water Alliance is a unique partnership of public and private companies, government agencies and knowledge institutes involved in water technology based in the Netherlands. WA focuses on innovative and sustainable water technology bringing together a complete chain of innovation, from first idea, research & development, specialised laboratories, a water application centre, various demosites, launching customers to international applications with commercial companies. WA takes a leading role in WP3 and contributes to the WP1,WP2, WP4-WP6.

CLEAP: Chrysalis LEAP is the first cleantech business accelerator in Cyprus and has supported more than 100 startups from Cyprus, Greece and the region. Since 2016 it is a member of the EIT Climate-KIC RIS and one of the longest running operators of the ClimateLaunchpad (CLP) cleantech entrepreneurship programme. It leads the roll out of the CLP in WP6, and participates in WP1-WP6.

UPCT: The Technical University of Cartagena is one of the four public technical universities existing in Spain. It was founded in 1999 and it is organised in six Engineering Schools, a School of Architecture and a Business Faculty. UPCT counts around 5400 students: 4500 undergraduate, 600 master and 300 PhD students. Staff at UPCT comprise 580 academic staff, 365 administrative staff and 110 supporting staff for research. UPCT leads WP2 and participates in WP1, WP3-WP7.

TUDub: TU Dublin is Ireland's largest university with 13% of the total HE student population. We have 28,500 students in 3 campuses. TUDub has a total staff of 2300 of which 1200 are tenured academics. The university has a strong commitment to providing pathways from apprenticeship to PhD.TUDub leads WP5 and contributes in WP1, WP3, WP4, WP6 and WP7.

TUCN: The Technical University of Cluj-Napoca is the largest technical HEI in Transylvania. It comprises 12 faculties in its two academic centres. UTCN educational offering includes 15537 bachelors, 4385 masters and 865 doctoral students. There are 908 academic staff and 891 administrative staff and 88 research structures. The thematic fields cover most of the engineering domains, but also sciences and arts. TUCN is the HEI responsible for the roll-out of the entrepreneurship curricula with our non-HEI partners in WP6 and contributes in WP1, WP3, WP4, WP5 and WP7.

UTT: The University of Technology of Troyes is a public HEI focused mainly on engineering and applied science studies. UTT hosts about 3,200 students and employs 170 academic and 230 non-academic staff. UTT is mainly focused on engineering Masters of Science (2,600 students) and research training (200 PhD students). UTT leads WP6 and participates in WP1, WP3-WP5 and WP7.

TUS: The Technical University of Sofia is the largest educational and scientific complex in Bulgaria in the field of technical and applied sciences. Today, the university has more than 8000 bachelor students, 2400 master students and about 500 PhD students. They are educated by 1100 academic staff and 800 non-academic staff. TU Sofia is leading the WP7 and contributes in WP1, WP3-WP6.
Each HEI will have a local coordinator approximately 0.15 FTE and researchers, trainers and coaches who will develop through the initiative and contribute towards it. The non-HEI partners will also have a management contact as well as at least two trainers who will support the knowledge transfer and the creation of the entrepreneurship network for the support of the students, staff and startups.
The advantage of this consortium for the HEI Initiative is that it builds and enhances developed structures of the EUt+ and its journey to integration with a horizon up to 2030. This means that other than the person months each partner will dedicate for management of the HEI initiative, mapping and development exercises as well as roll out of activities and dissemination, there will be a multiplier added value from complementary activities and structures the EUt+ has already put in place or are under development. This creates a value for money for the project and reduces the risks against successful implementation.

Budget

Phase One Budget – Work Package Aggregated Overview												
Participant name	**Partner**	**WP1**	**WP2**	**WP3**	**WP4**	**WP5**	**WP6**	**WP7**	**WP8**	**WP9**	**WP10**	**Total**
Cyprus University of Technology	P 1	19375.00	1000.00	1000.00	6875.00	2500.00	6250.00	1750.00	0.00	0.00	0.00	38750.00
RIGA TECHNICAL UNIVERSITY	P 2	11250.00	1000.00	2500.00	12125.00	3750.00	5000.00	1875.00	0.00	0.00	0.00	37500.00
Technical University of Sofia	P 3	12500.00	1000.00	5000.00	13500.00	5500.00	2500.00	12000.00	0.00	0.00	0.00	52000.00
Technical University of Cluj Napoca	P 4	12500.00	1250.00	6250.00	11750.00	6250.00	6250.00	7750.00	0.00	0.00	0.00	52000.00
Technological University Dublin	P 5	12500.00	1000.00	6250.00	11250.00	11500.00	8000.00	1500.00	0.00	0.00	0.00	52000.00
University of Technology of Troyes	P 6	12500.00	1000.00	6250.00	11250.00	6250.00	11500.00	3250.00	0.00	0.00	0.00	52000.00
Universidad Politecnica De Cartagena	P 7	12500.00	10750.00	5000.00	10000.00	5000.00	5000.00	3750.00	0.00	0.00	0.00	52000.00
Chrysalis LEAP	P 8	3750.00	2500.00	5000.00	5000.00	5000.00	3750.00	1250.00	0.00	0.00	0.00	26250.00
Stichting Water Alliance	P 9	5000.00	6250.00	10000.00	7500.00	3750.00	3750.00	1250.00	0.00	0.00	0.00	37500.00
Totals		101875.00	25750.00	47250.00	89250.00	49500.00	52000.00	34375.00	0.00	0.00	0.00	400000.00

Phase Two Budget – Work Package Aggregated Overview												
Participant name	**Partner**	**WP1**	**WP2**	**WP3**	**WP4**	**WP5**	**WP6**	**WP7**	**WP8**	**WP9**	**WP10**	**Total**
Cyprus University of Technology	P 1	41250.00	0.00	5000.00	17500.00	3750.00	3750.00	6250.00	0.00	0.00	0.00	77500.00
RIGA TECHNICAL UNIVERSITY	P 2	22500.00	0.00	10000.00	17500.00	7500.00	15000.00	2500.00	0.00	0.00	0.00	75000.00
Technical University of Sofia	P 3	25000.00	0.00	13750.00	24750.00	12500.00	12500.00	15500.00	0.00	0.00	0.00	104000.00
Technical University of Cluj Napoca	P 4	25000.00	0.00	13750.00	24750.00	12500.00	12500.00	15500.00	0.00	0.00	0.00	104000.00
Technological University Dublin	P 5	25000.00	0.00	12500.00	24750.00	21875.00	12500.00	7375.00	0.00	0.00	0.00	104000.00
University of Technology of Troyes	P 6	25000.00	0.00	15000.00	22500.00	12500.00	18750.00	10250.00	0.00	0.00	0.00	104000.00
Universidad Politecnica De Cartagena	P 7	25000.00	0.00	12500.00	28500.00	12500.00	12500.00	13000.00	0.00	0.00	0.00	104000.00
Chrysalis LEAP	P 8	12500.00	0.00	12500.00	17500.00	2500.00	7500.00	0.00	0.00	0.00	0.00	52500.00
Stichting Water Alliance	P 9	12500.00	0.00	20000.00	18750.00	7500.00	16250.00	0.00	0.00	0.00	0.00	75000.00
Totals		213750.00	0.00	115000.00	196500.00	93125.00	111250.00	70375.00	0.00	0.00	0.00	800000.00