




# 2019 HIGHLIGHTS

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## **YERUN Publications**

YERUN 2019 Highlights, March 2020

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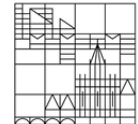
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Young European Research Universities

*Young European Research Universities  
working together on...*

**EU POLICY**

**OPEN SCIENCE**

**RESEARCH MOBILITY**

**TEACHING & LEARNING**

**GRADUATE EMPLOYABILITY**







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YERUN General Assembly September 2019 - Joensuu (Finland)

*"Empowering  
talent  
to grow"*







# FOREWORD

YERUN President  
Prof. Bernd Scholz-Reiter  
Rector University of Bremen

In 2019 I had the honour to be appointed President of YERUN, taking over from my predecessor, Prof. Juan Romo. I am delighted to represent our network for the upcoming two years and to contribute to an increased role of young universities in shaping the EU policies in higher education, research and innovation. The year 2019 has been an intense one for YERUN, with tremendous progress across our five lines of activities. YERUN has actively participated in the co-creation process of Horizon Europe: we have published our feedback on the implementation consultation, as well as our input on the orientations towards the first strategic plan for Horizon Europe.

In the framework of our **EU Policy advocacy** action, and in response to the proposed EIT legislation of July 2019, in September we have taken a stand in favour of more openness of the Knowledge and Innovation Communities (KICs), as well as more outreach to and collaboration with non-member higher education institutions. We have then reiterated such position in November, when other voices in Brussels have been advocating for a more restrictive approach.

On the **researchers' mobility** side, during 2019, 36 mobile researchers have completed their stays abroad, contributing to the circulation of ideas and knowledge which will have a great impact on their research and, therefore, on society. We are proud to announce that this year, for the third round of the YERUN Research Mobility Awards, we have received 88 applications for the 40 mobility grants available. Due to the current covid situation we are adapting our view on mobility and reacting flexible in order to provide a maximum support to our grantees.

Regarding **graduates' employability**, YERUN has published in May its Statement on Employability, which laid out the basis of our network's strategy on this topic. Moreover, in the course of the year we have selected an impressive collection of good practices from our members aimed to foster the employability of young graduates.

Concerning **Open Science**, progress continues, with open access practices being constantly implemented in our universities. In February 2019 we have published a response to the Guidance on the Implementation of Plan S and in November we have hosted a successful webinar with our members. Now, more than ever, Open Science is proving its added value, making our collaborations and the exchange of information quicker to collaborate in the fight against Covid-19.

In the field of **education collaboration**, we have stepped up our cooperation too, with Joint PhDs (LINK-EDU-RES) and a digital education project (BUDS) having got funding through two Erasmus KA2 actions. Digital education is becoming now a reality for all of our institutions.

Finally, 2019 was a year of self-reflection for YERUN: about three years after the launch of the network, the time has come to take stock of our achievements and focus on our future direction. To this aim, a **Taskforce for the Future of YERUN** has been put in place and it will continue to work together in the upcoming months to define the guidelines of YERUN's future activities. The current situation the world is facing will also bring us important lessons our network will use to grow and improve.

# YERUN 2019 ACTIVITIES

## 2 GENERAL ASSEMBLIES

Antwerp,  
March 2019

Joensuu,  
September 2019



*YERUN General Assembly meeting. Antwerp, 27 March 2019*



*Meeting of the WG on Employability. Brussels, 3 December 2019*

## 30 WORKING GROUP MEETINGS

Face-to-face meetings, as well as virtual ones, are key to foster collaboration and knowledge circulation across the network.

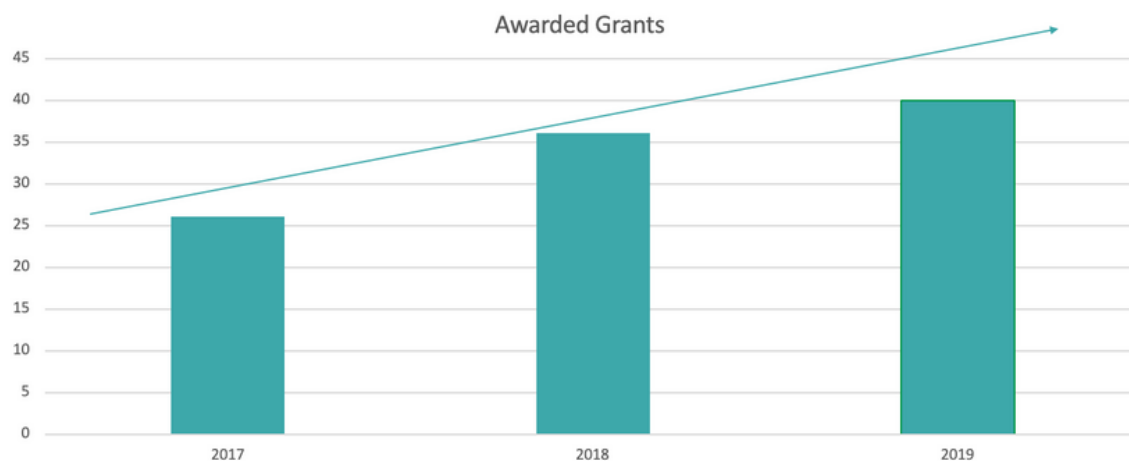




# AT A GLANCE

## INCREASED YERUN RESEARCH MOBILITY AWARDS

(a total of 102 YRMA alumni and counting!)



## 7 PUBLICATIONS



A dedicated action for the **EIT** to promote innovation capacity development in European Higher Education? Yes, please! (Nov 2019) (1)

Input to umbrella organisations consultation on the Orientations towards the first **Strategic Plan for Horizon Europe** (Nov 2019) (2)

YERUN's additional feedback to the public consultation on the implementation of **Horizon Europe** (Oct 2019) (3)

Inclusive and open: this is how the **EIT** could support innovative higher education all over Europe (Sep 2019) (4)

YERUN Statement on **Employability** (July 2019) (5)

YERUN Annual Report 2018 (April 2019) (6)

YERUN response to the **Guidance** on the Implementation of **Plan S** (Feb 2019) (7)



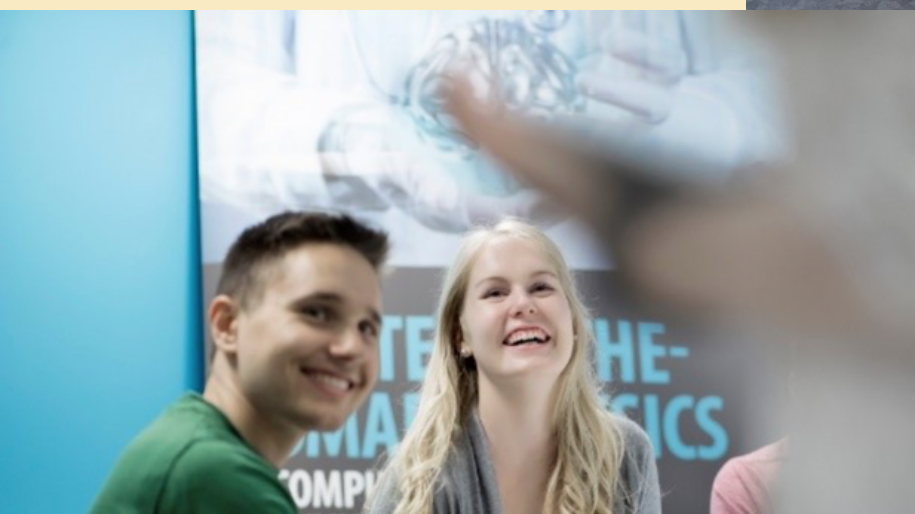
## 2 STAFF WEEKS

Staff Week on **Quality Culture**,  
27-28 March, in Antwerp (8)



*Copyright: University of Antwerp*

Staff Week on **Lifelong learning**,  
19 September, in Joensuu (9)



*Copyright: www.uef.fi*

## YERUN SUMMER SCHOOL

The **YERUN Summer School** "Management Consulting in the Digital Age" is organised and hosted by University Rome Tor Vergata. In the third edition, held in July 2019, a total of 36 students from 11 YERUN Universities attended the Summer School. (10)



*YERUN Summer School group picture. Villa Mondragone (Rome), July 2019*





# 1433 FOLLOWERS ON TWITTER



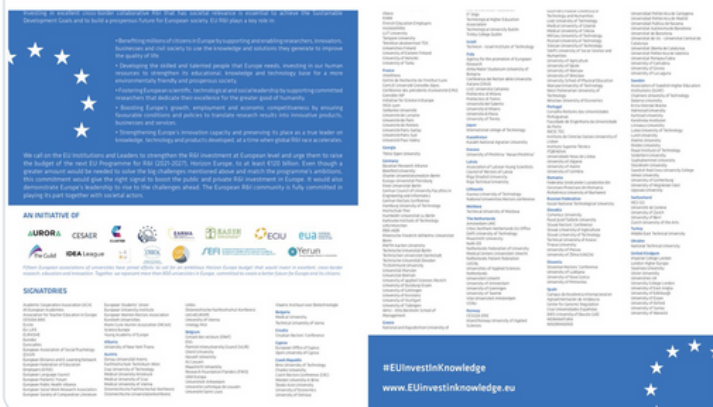
YERUN @YERUN\_EU · Dec 12, 2019

Ahead of the discussions of the @EUCouncil, we reiterate the message of the joint call for ambitious investments in #Education, #Research, #Innovation from the European university sector - A minimum of €120bn is needed to match objectives @EU2019FI @GabrielMariya @euatweets



YERUN @YERUN\_EU · Nov 6, 2019

The joint call "Seize our common future" for a more ambitious #HorizonEurope was signed by 300 organisations, among which 24 national university associations! YERUN is proud to have joined the call and reiterates its support #EUinvestInKnowledge bit.ly/2NjOLIW



14

23



Our active social media presence is crucial to engage a high number of followers and boost the network's visibility.

## LAUNCH OF THE TASKFORCE ON THE FUTURE OF YERUN



First meeting of the Taskforce for the Future of YERUN. Brussels, 15 November 2019

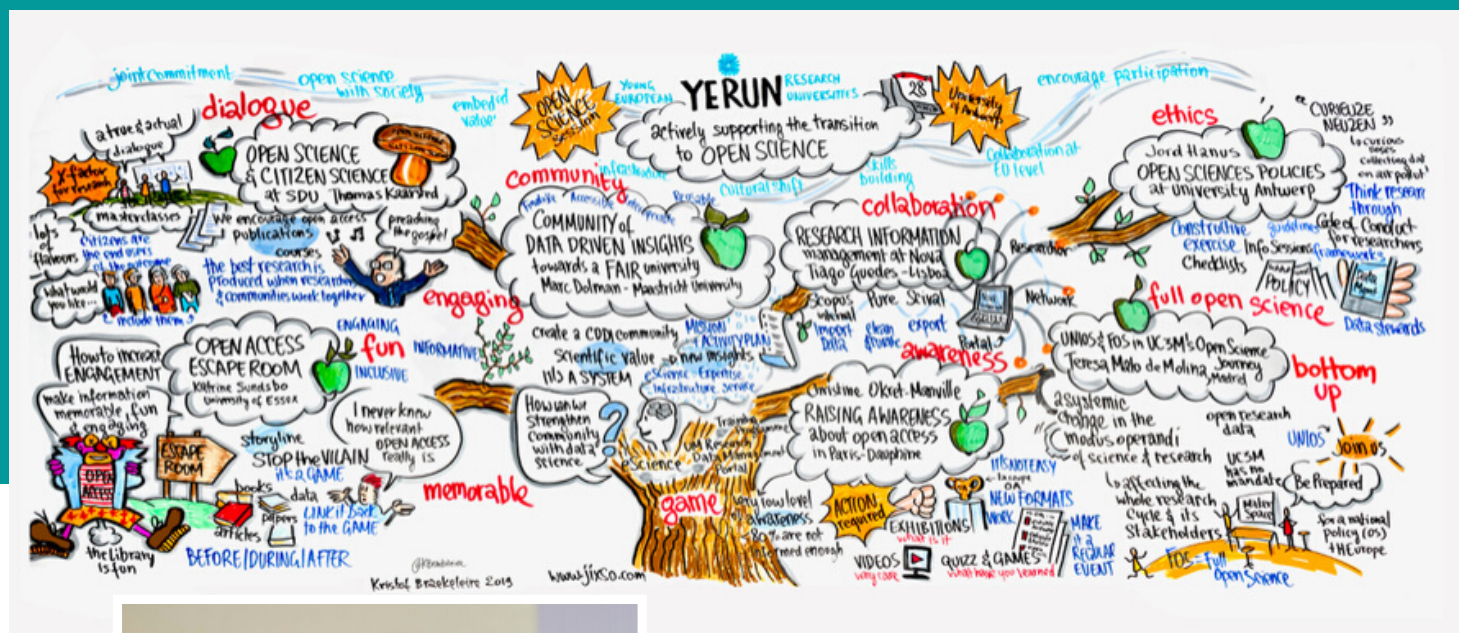
In 2019, key experts from our members have been tasked with the preparation of our **future strategy**. The identification of future priorities, objectives and actions is still under discussion and will be finalised in 2020.





# AT FULL SPEED TOWARDS OPEN SCIENCE

By Monique Ritchie (Brunel University London), co-chair of the YERUN Open Science Working Group



Monique Ritchie (Brunel University London)

The **Open Science Working Group** (OSWG) (11) has continued to progress YERUN's objective to support the transition to open science, recognising the fundamental principles of collaboration, transparency and accessibility. While YERUN members are committed to open science principles, a primary challenge is the complexity and shifting nature of the policy landscape and the supporting infrastructure, including the scholarly communication framework across national boundaries. The group's work has therefore focused on gathering and sharing information across the network, identifying areas of good practice and common challenges across member universities and providing input to funders and organisations on open science needs and concerns to support the development and review of their open science policy.



Among the OSWG's activities in 2019 has been to provide feedback to cOAlition S on the implementation guidelines for **Plan S** as part of a public consultation (12). We were pleased to see our feedback addressed in the revised guidance, with input from YERUN acknowledged in the cOAlition S rationale for the revisions. Advocacy and engagement to support the **education** of YERUN members and the wider research community, remain an area of attention. Events and activities have been regularly organised across the network, with cross-participation and collaboration. In doing so, members have learned from each other and shared experiences and outputs to support fellow institutions. The OSWG held a Seminar on Open Science at University of Antwerp in March 2019 (13) to network and share open science practice and initiatives and reflect on progress and challenges across the spectrum from **citizen science** to **researcher engagement** with experiences shared by Maastricht University, Nova University Lisbon, Universidad Carlos III de Madrid, University of Antwerp, University of Essex and University of Southern Denmark.

In May 2019, the OSWG participated in a European University Association (EUA) workshop on **reforming research assessment** to support the transition to open science. In November 2019, the focus turned again to Plan S, with a webinar on the role of universities in delivering Plan S moderated by the OSWG, delivered by Neil Jacobs, cOAlition S Interim Programme Manager (14). The OSWG contributes to European Open Science policy through Co-Chair Professor Eva Mendez, Chair of the **Open Science Policy Platform** (15). The OSWG has begun initial planning to pilot indicators for open science evaluation developed by the OSPP in 2020 in a YERUN award to recognise researcher open science excellence. Recognising that the main focus for open science is **active researcher engagement** and embedding robust **open research principles** in research practice, the OSWG has also undertaken initial scoping activity to identify partners and a draft research proposal for funding to develop an open science MOOC for undergraduate, postgraduate and doctoral researchers.



# THE NEED FOR COLLABORATIVE, RELIABLE AND URGENT SCIENCE

By Eva Méndez (UC3M), co-chair of the YERUN Open Science Working Group



In the challenging times we are facing today, Open Science should be paramount for every single University, and every Research Performing Organization.

The CoronaVirus crisis is demonstrating the need of Open Science, the need of cooperation and the urgent data sharing. A vaccine for the COVID-19 cannot wait for a paper under paywalls, it cannot wait for data to be released in any way: it needs immediate open access to research outcomes and FAIR data, besides the collaboration of scientists, politicians, and the citizens. Collaboration and contribution of many stakeholders, along with the public engagement is needed to address the multidimensional problems of our society.



*All the outputs of publicly funded research  
shared in such a way terms that enable reuse,  
redistribution and reproduction.*

Nowadays, Science is more and more digital, expensive, competitive and based in data-driven research, however we keep doing, publishing and evaluating Science like in the XIX century. We can define Open Science as a movement, a manner, an effort, a practice, a new approach/way, a system, an umbrella or a mushroom term... what we might agree on is that Open Science entails a lot of challenges to make Science immediately available to ALL, leading to a complex change of the entire scientific system. A systemic change to a more Open Research has been claimed several years ago.

YERUN has been represented in the **European Open Science Policy Platform** during the last four years, which this platform has been working to move forward the systemic change needed to make Open Knowledge a reality in Europe. Now is the moment that all the stakeholders take the decision of practically implement Open Science in an affordable way. Shifting from a "Recommendation Mode" into an "Implementation Mode" defining PCIs: Practical Commitments for Implementation.

A PCI is a realistic and affordable action that a stakeholder or a particular representative has the will and the jurisdiction to really implement a particular aspect or recommendation in Open Science. YERUN will keep its strategic action in Open Science looking for the implementation at network level, but also at individual member's level, sharing experiences and being more and more committed with the societal impact of our research.





# FOSTERING A CULTURE OF RESEARCH COLLABORATION



*YERUN Research Mobility Awardees 2019*

Since its foundation, one of YERUN's missions has been to encourage a culture of **research collaboration** among its members, with a particular focus on **early career researchers**. One concrete way to do so are the popular "**YERUN Research Mobility Awards**" (16): grants for early career researchers to establish new collaborations in different research fields.

The programme provides a platform to work with other YERUN academics on a research project, publication, or new collaborative activity; promote multi-disciplinary research across the YERUN network; and enrich the research and training opportunities for PhD students, early career and postdoctoral scholars within the YERUN network.

In 2019, **36 grants** have been awarded (17), with an overall high degree of appreciation of the programme by the researchers who took part in it. This has encouraged us to continue with the programme also throughout 2020 with an increased number of awards (18).



# PIONEERS IN THE USE OF NEW INDICATORS TO EVALUATE AND AWARD RESEARCH

by Julia Sievers (University of Bremen),  
co-chair of the YERUN Research Mobility Working Group



*Julia Sievers (University of Bremen)*

The **YERUN Research Mobility Awards** (YRMA) have entered their third round: By the end of 2020, more than 100 researchers will have visited YERUN partner universities to establish new lines of research collaboration. Since the second call, the YRMA focuses on researchers in an early stage of their career (R1 and R2). Early career researchers are still in the process of building their international research networks. They are especially curious to explore the YERUN partner universities and use the possibilities that YERUN offers to them to advance their research and expand their network. Thus, for the YRMA we are looking for promising talents with great research ideas who are excited to advance research, tackle societal challenges, and build bridges between our institutions. In each of the three calls, the number of applications clearly outnumbered the number of awards available. How do we evaluate them?

The **YERUN Research Mobility Working Group** developed an evaluation system which focuses on a set of mostly qualitative indicators. The different criteria are matched with a point system that two independent evaluators from different YERUN institutions use to rate each application. Given the early stage of the career, we do not only want to **measure** past merits, but also **the potential** of applicants to fulfil our criteria: to be highly motivated researchers in an early stage of their career, who are interested in thinking outside the box and initiating new research collaborations. Thus, in addition to the evaluation of the applicant itself, we also award points to the quality of the collaborative project and the degree to which the applicant is able to describe the relevance of his/her research and its potential impact on society. Moreover, the quality of the programme during the visit and the description of first ideas for more precise research collaboration are taken into account. We also evaluate the commitment and level of support by the host institution. For us it is very important that the collaboration will benefit both sides.

The YERUN Research Mobility Working Group is further advancing the system and make the qualitative criteria even more robust. We are sure that the qualitative approach we take is innovative and very well suited to evaluate the potential of early career researchers to advance excellent research and foster collaboration.



# WHAT DATA TELL US...

## Gender balance is in our DNA

The gender distribution of applications was reasonably uniform in all calls, with a slight increase in female applicants for the 2018 call followed by a more significant decrease in 2019. In terms of awards, gender distribution has been well balanced through the years with an ideal balanced result in 2017 and in 2019.

Gender distribution Awards 2017-2019						
Gender	2017		2018		2019	
Female	13	50,0 %	26	72,2 %	20	50,0 %
Male	13	50,0 %	10	27,8 %	20	50,0 %
Total	26		36		40	

## Strong demand from Social Sciences and Humanities

Over the years, we see a strong demand from applicants from the field of Social Sciences and Humanities (SSH). This proves that researchers in the field of SSH are particularly motivated to participate in this kind of exchanges, most probably, due to the lack of grant opportunities in their sector. In terms of awards, a majority of them is given to the SSH field but results are well balanced among disciplines according to the demand of applications.

Research area Applications/Awards 2019				
Discipline area	Applications		Awards	
SH – Social Sciences and Humanities	55	62,5 %	23	64,0 %
PE – Mathematics, physical sciences, information and communication, engineering, universe and earth science	22	25,0 %	9	25,0 %
LS - Life Sciences	11	12,5 %	4	11,0 %
Total	88		36	





*"The YERUN Research Mobility Award process was overall very meaningful, from the application stage to the stage of the final reporting. What I found extremely helpful was the flexibility in relation to the period of the stay, as this way, the YRMA recipients can plan and design their exchange with the host institutions to best match the availability of key researchers at the host institutions. In sum, I think the YRMA is excellent as it is".*

Cornelia Adriana Baci, PhD Candidate in Politics and International Relations at the School of Law and Government, Dublin City University (DCU) visited South Denmark University (SDU). (19)



Cornelia Adriana Baci with the recent publications by researchers of the Centre for War Studies, SDU, in the background.

*"YRMA is an excellent initiative. In the specific case of young researchers, establishing contact with foreign research teams is essential for our academic career, but sometimes we lack the necessary financial support. I found interesting the flexibility for defining the duration of the stay. This is very useful, because long stays are often not feasible while short stays may not be long enough. However, with this approach each researcher can apply for a duration that fits his/her needs".*

Eva de la Torre Garcia, PhD Assistant Professor at the Department of Economics and Public Finance at UAM visited University of Essex. (20)

*"My time spent at the Ulm University created a closer bond between two research groups. Being there in person definitely allowed to develop higher degree of bilateral understanding and trust which is much harder to achieve through a remote communication".*

Sergej Svorobej, postdoctoral researcher in the Irish Institute of Digital Business at Dublin City University visited Ulm University. (21)

*"I am extremely grateful for the YRMA. I think it is a great program that has really been key to my research career. I think that it is great to promote exchange and build more bridges among young European research universities, such as Universidad Autonoma de Madrid and Universidade Nova de Lisboa."*

Gloria Andrada, PhD candidate working on issues at the intersection between the philosophy of the cognitive sciences and epistemology at UAM visited Universidade Nova de Lisboa. (22)



Eva M. de la Torre (Universidad Autónoma de Madrid) and Dr. Marianna Marra (University of Essex)

## WHAT EARLY CAREER RESERACHERS SAY ABOUT THE YERUN RESEARCH MOBILITY AWARDS





*Ekaterina Mikhailova*

## Ekaterina Mikhailova: from UEF to UAB and UPF to deepen knowledge of Border Studies

With the support of the YERUN Research Mobility Award, I carried out a research mobility at three Barcelona-based academic institutions: UAB, UPF and IBEI (a think-tank founded by several public bodies, including YERUN members). In addition to expanding my professional network and disseminating findings of the project I am working on, the mobility brought three more results.

First, as an early career investigator specialized in Border Studies, I have been invited as a secondary proposer to the COST Action funding application "Border Regions as living spaces facing re-bordering trends in Europe", submitted in October 2019.

Second, my participation in the international seminar "Borders and Cross-Border Cooperation in Europe: Local and Regional Governance of Internal and External EU Borders" organised by the RECOT team (European Network of Territorial Cooperation stationed at UAB) during the mobility assisted me in preparation of the book proposal of "Twin Cities: Urban Communities, Border and Relationships over Time. Volume 2" (submitted to Routledge for a book proposal review in February 2020). As an editor of the volume, I made an arrangement with seminar participants for producing a chapter and for acting as a book reviewer.

Finally, being interviewed by urbanNext, an online educational platform maintained by the Catalan office of the Actar Publishers, has allowed me to present my first book in a video format and reach out to the audience beyond the academia – architects, designers and popular public interested in contemporary urban milieu. In addition to the interview, a book excerpt – a chapter "Indian Twin Cities" co-authored by J.Garrard and E.Mikhailova – has been published at urbanNext, arranging new traffic for the website and new readers for the book.

In conclusion, this was one of the best academic mobility experiences I have ever had. All three host institutions were enthusiastic about my visit and easy to deal with. My lectures were quite full, the students attending them were curious and eager to engage in a conversation. I particularly enjoyed presenting my findings to a new audience and debating with prominent researchers in the field, it has boosted my motivation to continue the project work.

(Ekaterina Mikhailova, March 2019)



## Ronan McCarthy: from Brunel University London to University of Linköping to broaden insights on burns care



*Ronan McCarthy in the Laboratory of Regenerative  
Medicine of Linköping University*

I applied for the YERUN travel award in 2018, hoping to visit Prof Folke Sjöberg in the Burn Centre in Linköping University Hospital. My research focuses on understanding bacterial pathogens that can infect immunocompromised individuals such as burns patients.

The purpose of this research visit was to bring together expertise in clinical burn treatment and molecular microbiology to develop novel therapeutic strategies to treat multidrug resistant bacterial pathogens.

Over the course of the research visit I was embedded within the burns care team. Every morning I joined the surgical team to go on rounds for the patients currently in the Burn ICU. This gave me insights into the extraordinarily high level of care that the patients receive in this unit. By observing the daily treatment regime of these patients, I was able to identify potential intervention points whereby novel anti-infective strategies could be implemented. I was also given the opportunity to present my groups research at two separate seminars, one for the burns plastic surgery team and the other for the infectious disease department.

These seminars were a great way for me to engage with these clinicians about my research and for me to gain key clinical insights on burn wound care, infection prevention and treatment.

This visit has had a significant impact on my research, guiding the development of novel assays to study burn wound healing and infection. A joint publication is currently under peer review and we have already submitted a joint funding proposal to build on the links establishing through this YERUN funded research visit.

(Ronan McCarthy, March 2019)





# BOOSTING GRADUATE EMPLOYABILITY

As a network of young, dynamic and research-driven universities, YERUN members share a strong commitment to strengthen the employability of their students and researchers who are the employees, knowledge workers, entrepreneurs and citizens of tomorrow. By equipping students with the necessary skills to succeed in their careers and to become the authors of their own story, employability supports the mission of YERUN members and speaks to the values of liberal learning, individual autonomy, personal growth and social responsibility.



*Group workshop exercises are completed in class. Copyright: DCU*

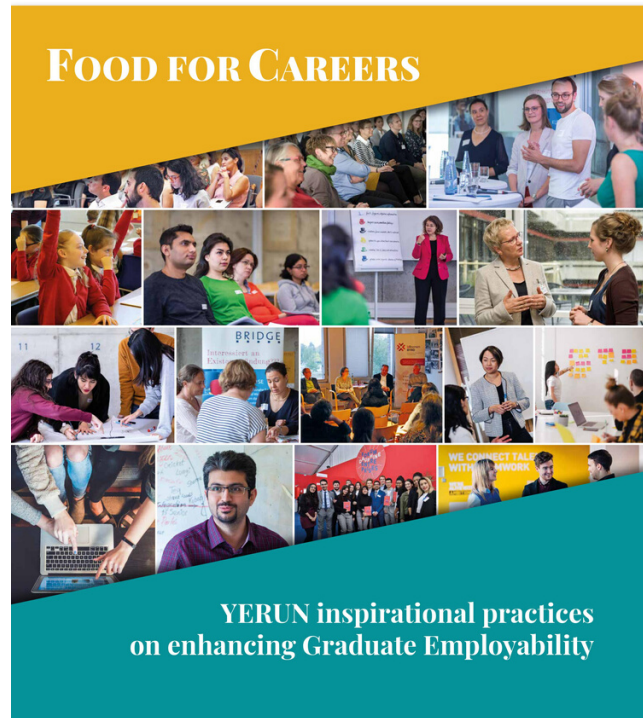


*Copyright: Harald Rehling/ Universität Bremen*



Students' and graduates' wellbeing is at the core of our priorities. Therefore, YERUN members have been implementing a series of good practices meant to navigate students in nowadays' challenging job market, mentoring them, helping them identifying their skills and talents and preparing them for the application and interview process.

This collection has taken the form of a Guide of Inspirational Practices on enhancing Graduate Employability: a collection of 26 good practices implemented by YERUN members to foster the employability of their students across all education levels: Bachelor, Master and PhD. The practices presented are both curricular and extracurricular and span from mentorship programmes, job fairs, internships, talent discovery trainings and much more. (23)



*Cover of the YERUN Employability Guide (March 2019)*

The foundation of this work lies in the **YERUN Statement on Graduate Employability**, published in November 2019. (24) YERUN's vision on employability goes beyond promoting employment. Rather than responding to immediate and changing labour market demands, universities promote employability over a longer period that is shaped through interactions with a wide range of stakeholders - including students themselves. In order to enhance such employability, YERUN members make a deliberate investment in the future careers of their graduates at Bachelors, Masters, PhD and postdoc level through curricular and extracurricular activities. They do so by deepening academic skills and knowledge in every cycle of education, by fostering a mindset of life-long learning and by promoting the awareness and the transferability of skills from the lecture hall, the lab or the student society into a wide range of employment sectors. In this way, YERUN members prepare their students and graduates to become confident, agile and innovative global citizens.

# CONTINUED JOINT WORK IN TEACHING & LEARNING

by Ann De Schepper (University of Antwerp),  
Chair of the YERUN Teaching and Learning  
Working Group



*Ann De Schepper (University of Antwerp)*

In the first period, the WG focused on joint programmes across the network. This resulted among others in the publication of YERUN Guidelines for Developing and Running Joint Programmes at Bachelor and Master Level, which was the merit of Amaya Mendikoetxea (Universidad Autónoma de Madrid), first chair of the WG. An earlier KA2 proposal was successfully resubmitted in 2019 under the coordination of the University of Antwerp. This project, named YERUN's LINK EDU-RES [\(25\)](#), focuses on Joint Programmes at Doctorate Level. In the spring of 2019, Ann De Schepper (University of Antwerp) joined as co-chair of the WG, and the decision was made to move forward to promoting education collaboration in a number of new areas.

Together with 7 YERUN partners, the group agreed on working on 6 new topics: (1) **Innovation in Teaching and Learning**; (2) **Research and Teaching**; (3) **Collaboration with community outside academia**; (4) **Inter and transdisciplinary**; (5) **Staff development**; (6) **Evaluation of teaching and how to reward excellence**. For all six topics, the 3 key objectives are sharing good practises, knowledge creation and transformation, and policy influencing on EU priorities. For each topic, a lead and co-lead was appointed in the group, and these colleagues took the responsibility for the further development, in close collaboration with the whole WG. A few meetings were organized, first to refine the six topics, and afterwards to start with a mapping of (a) how these themes are used and integrated in the daily work of the partners involved, and (b) where the different partners see opportunities and want to make progress. With this information, the WG wants to set up a number of activities in the coming period, including a survey and a staff week, in order to share practices and to elaborate knowledge. A next step will be the exploration of a possible new Erasmus+ project.



# YERUN & THE EUROPEAN UNIVERSITIES ALLIANCES



**ECIU** University



**YUFE**

One of the main novelties in 2019 for the European higher education sector has been, by far, the creation of the **European Universities Alliances**. This new initiative, officially launched by a DG EAC pilot call in October 2018, was co-created by the European Commission, Member States and European Stakeholders, including YERUN. The European Universities have quickly catalysed the attention of universities, higher education practitioners and EU and national policy makers, as it conveniently came in a crucial moment of re-thinking Europe, on a wider scale, and the role of education and research in this re-definition, on a more sectoral scale.

YERUN is most proud to have 11 out of its 17 members currently represented across 4 different alliances. Not only this is a clear proof of the great level of excellence and ambition of its members. It is also a sign that YERUN is successfully succeeding in its mission to provide its member universities with the best opportunities for building durable bridges with other institutions (within and outside the network), sharing strategic information and participating in revolutionary projects. YERUN members are currently collaborating in the alliances **CIVIS** (26), **ECIU** (27), **EUTOPIA** (28) and **YUFE** (29), and we wish them all great success. We are confident that this wide representation will greatly benefit both the network and the alliances from a continued, reciprocal dialogue.





# LOOKING FORWARD

Being a young university nowadays is not easy: the challenges that our fast-paced world brings about are many, and more and more often universities are called to provide answers to societal problems and be actors of change. In a higher education environment dominated by long-established institutions, it is therefore a challenge in itself to prove added value, societal impact and positive change.

But being a young university these days is also inspiring: we see our members embracing the challenges they face, seeing in them nothing but opportunities to grow and improve, thanks to their agile structures and non-hierarchical approaches. In a collaborative relationship with their students, our members grow together with them, and make their challenges their own.

This is our present and will continue to be our future. To this purpose, we will continue to foster collaborations among our members, learning and growing together, and increasing our members' involvement within the EU policy making process.

Three year after our foundation as a network, we now feel the pulse of what we are able to achieve by working together, in an environment of collaboration and mutual respect. As all youngsters, we have gone through a process of self-discovery and identification. But finally we have realised that exactly in our being young lies our strength: we have had to learn to be trail-blazers, in the way we manage our organisations, in the way we communicate research, in the way we take care of our community, in the way we intend our working culture. In the way we nurture our talents and enable them to grow.

We therefore fully embrace 2020, which has brought us already unprecedented challenges, but confident that, together, we will bring our potential to the next level.



# Useful Links

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**(1) A dedicated action for the EIT to promote innovation capacity development in European Higher Education? Yes, please!** (November 21, 2019)

<https://www.yerun.eu/publications/a-dedicated-action-for-the-eit-to-promote-innovation-capacity-development-in-european-higher-education-yes-please/>

**(2) YERUN's input to umbrella organisations consultation on the Orientations towards the first Strategic Plan for Horizon Europe** (18 November 2019)

<https://www.yerun.eu/publications/yeruns-input-to-umbrella-organisations-consultation-on-the-orientations-towards-the-first-strategic-plan-for-horizon-europe/>

**(3) YERUN's additional feedback to the public consultation on the implementation of Horizon Europe** (10 October 2019)

<https://www.yerun.eu/publications/yeruns-additional-feedback-to-the-public-consultation-on-the-implementation-of-horizon-europe/>

**(4) Inclusive and open: this is how the EIT could support innovative higher education all over Europe** (9 September 2019)

<https://www.yerun.eu/publications/inclusive-and-open-this-is-how-the-eit-could-support-innovative-higher-education-all-over-europe>

**(5) YERUN Statement on Employability** (May 2019)

<https://www.yerun.eu/publications/yerun-statement-on-employability/>

**(6) YERUN Annual Report 2018**

[https://www.yerun.eu/wp-content/uploads/2019/04/FINAL\\_YERUN\\_AnnualReport2018.pdf](https://www.yerun.eu/wp-content/uploads/2019/04/FINAL_YERUN_AnnualReport2018.pdf)

**(7) YERUN Response to the Guidance on Implementation of Plan S** (8 February 2019)

<https://www.yerun.eu/publications/yerun-response-to-the-guidance-on-implementation-of-plan-s/>

**(8) YERUN Staff Week on Quality Culture – Let's define the future!** (27–28 March 2019)

<https://www.yerun.eu/2019/05/yerun-staff-week-on-quality-culture-lets-define-the-future/>

**(9) Welcome to YERUN Staff Meeting at the University of Eastern Finland, Joensuu campus, on 19–20 September 2019!**

<http://www.uef.fi/en/web/yerun>

**(10) Summer School Management Consulting in the Digital Age** (30 June – 6 July 2019)

<https://www.yerun.eu/events/summer-school-management-consulting-in-the-digital-age-u-rome-tor-vergata/>

**(11) YERUN Working Group on Open Science**

<https://www.yerun.eu/strategic-actions/yerun-working-group-on-open-science/>



(12) **YERUN response to the Guidance on the Implementation of Plan S** (8 February 2019)  
<https://www.yerun.eu/wp-content/uploads/2019/02/YERUN-Response-to-the-Guidance-on-implementation-of-PlanS.pdf>

(13) **YERUN Seminar on Open Science** (28 March 2019)  
<https://www.yerun.eu/strategic-actions/yerun-seminar-on-open-science/>

(14) **YERUN Webinar on Plan S with Neil Jacobs – what role for universities** (25 November 2019)  
<https://www.yerun.eu/strategic-actions/yerun-webinar-on-plan-s-with-neil-jacobs-what-role-for-universities/>

(15) **Open Science Policy Platform**  
<https://ec.europa.eu/research/openscience/index.cfm?pg=open-science-policy-platform>

(16) **YERUN Research Mobility Fund**  
<https://www.yerun.eu/strategic-actions/yerun-research-mobility-fund/>

(17) **Xmas is coming! -> The results of the YERUN Research Mobility Awards 2018-2019 are out!**  
<https://www.yerun.eu/2018/12/xmas-is-coming-published-results-of-the-yerun-research-mobility-awards-2018-2019/>

(18) **Ho ho ho!!! The results of the YERUN Research Mobility Awards 2019-2020 are out!!!**  
<https://www.yerun.eu/2019/12/ho-ho-ho-the-results-of-the-yerun-research-mobility-awards-2019-2020-are-out/>

(19) **YERUN RMA 2019 – Meet Cornelia Adriana Baciu**  
<https://www.yerun.eu/2019/10/yerun-rma-2019-meet-cornelia-adriana-baciu/>

(20) **YERUN RMA 2019 – Meet Eva de la Torre Garcia**  
<https://www.yerun.eu/2019/11/yerun-rma-2019-meet-eva-de-la-torre-garcia/>

(21) **YERUN RMA 2019 – Meet Sergej Svorobej**  
<https://www.yerun.eu/2019/11/yerun-rma-2019-meet-sergej-svorobej/>

(22) **YERUN RMA 2019 – Meet Gloria Andrada de Gregorio**  
<https://www.yerun.eu/2019/10/yerun-rma-2019-meet-gloria-andrada/>

(23) **Food for Careers: YERUN inspirational practices on enhancing Graduate Employability**  
<https://www.yerun.eu/publications/food-for-careers-yerun-inspirational-practices-on-enhancing-graduate-employability/>

(24) **YERUN Statement on Employability**  
<https://www.yerun.eu/publications/yerun-statement-on-employability/>



# Useful Links

(25) **Linking Education and Research towards the European Education Area (Link EDU-RES)**

<https://www.yerun.eu/strategic-actions/linking-education-and-research-towards-the-european-education-area-link-edu-res/>

(26) **CIVIS – A European Civic University**

<https://civis.eu/en>

(27) **ECIU – The European Consortium of Innovative Universities**

<https://www.eciu.org>

(28) **EUTOPIA – European Universities Transforming to an Open Inclusive Academy**

<https://eutopia-university.eu>

(29) **YUFE – Young Universities for the Future of Europe**

<https://www.yufe.eu>

