EMU European Military University

Concept Note[1]
(version 9 March 2021)

1. Introduction

European Universities are a **new type of cooperation** after an idea of French President **Macron**, launched in his Sorbonne speech and accepted by the European Council of Heads of State and Government at their 2017 Gothenburg summit.

A European University Alliance typically consists of **7-10 higher education institutions** that agree to **benchmark and integrate** important aspects of their missions, fostering excellence, inclusion and competitiveness. Partners cooperate to **upgrade and upscale** their performances and **position** themselves at regional, European and global level. Other universities-academies and organisations may join as **Associate Members**.[2] 41 alliances were selected in the 2019 and 2020 pilot competitions. An evaluation is planned, and a **new Call** is expected in **2022.**

European Universities are not projects, they are **transformational** undertakings set out in a 10-15 year's perspective. Erasmus+ and Horizon Europe provide **seed money** (up to €7M) for an initial **three-year pilot** (to be continued in case of success). Partners **co-fund** a similar amount, but mainly in kind, through their regular activities. Several member states provide **top-up money** and **other sponsors** are likely to join in.[3] The Military Academies of Europe are **well placed** to launch a successful European University bid in 2022, building on their strong competence-based education cooperation track record.

The present note draws on the good work of **ESDC**, **in particular through the 2020 GAREA Recommendations and the work of the Implementation Group for Military Erasmus, and supported by the EUMACS**, and the **IMAF conferences**, all in sync with the latest EU lifelong learning policy in the **Council Conclusions and Recommendations** of 17 May 2021.

2. Possible activities of an EMU European Military University

Partners in a European University Alliance seek to enhance their performances by **aligning, pooling and sharing** parts of their **missions** in education, research & innovation and societal outreach as well as aspects of their governance, human resources, library, data management, incubators etc. EMU would, for instance, build a **common virtual campus** (covering all departments) in support of cadets and lifelong learners locally and across the alliance, building further on the achievements of the Implementation Group (IG) for Military Erasmus.

An alliance proposal consists of **Work Packages**. Each Work Package has a **Lead Partner**, but the actual work is carried out in **Task Teams**, composed of academic and support staff from the partner institutions. These colleagues, professional peers, create **Task Results** by

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[1] Status: Non-paper under the sole responsibility of Peter van der Hijden, independent advisor on higher education strategy, living in Brussels. Former EC official (Head of Section Higher Education Policy), Peter successfully guided 8 European University bids selected for funding under the 2019 and 2020 EC competitions

[2] Associated partners share ideas and contacts. They do not receive direct EC grant support for their contribution.

[3] Such as the EU Recovery and Resilience Facility, the European Structural and Investment Funds (ESIF) and InvestEU.

working together during **three consecutive years**: exploring, piloting and implementing their ideas. A tentative overview of Work Packages and Tasks is presented in **Annex**.

The active engagements of the members of the **Implementation Group** should be envisaged. The EMU could build its academic and professional education activities around the descriptors developed in the **SQF-MILOF project**, thereby actively contributing to its implementation and further promotion.

3. Potential risks and benefits

Potential risks
A potential risk of joining a European University Alliance are the **transaction costs** i.e., resources spent on co-operation efforts instead of dedicating them to core tasks in education, research and innovation. This risk can be mitigated by **aligning** the activities of the Alliance with the ambitions and needs of the individual partners, as is done in the example given above of the common virtual campus, serving the needs of both local and international users.

Another risk could be that a 'EMU European Military University' would **create a divide** between those academies that become full partner of the Alliance (around 10), those that become associate partners (maybe 20 initially) and those that decide to wait and see (another 30). This risk could be mitigated by pro-actively involving **'outer-circle'** members in Alliance activities, using them as a sounding board, allowing them access to certain Alliance facilities.

Potential benefits
Higher education is changing fast, due to demographic, technological and geo-political factors. Alliance building can **accelerate transformation processes** already underway at partner level by providing **platforms** for exchange. **Pooling and sharing** of facilities will save resources. **More cadets and lifelong learners** will be able to access a wider range of challenge based, transdisciplinary courses. Academic and support **staff** will be able to access infrastructures and pursue **career paths** across the Alliance consortium with more diversity and gender equality and more mobility options.[4] A European Military University will help Europe's armed forces **unite bottom-up**.

4. Tentative road map

<u>2021</u>
May: Presentation of Concept Note to Rectors Commandants in Lisbon
July: Meeting of Core Group (up to 10 Rectors Commandants' 'Sherpas')
Sept: Writing team launched (Coordinating Academy, 2-3 Volunteers, Consultant)
Oct-Dec: Brainstorming by Task Teams (resulting in one-pagers full of ideas)

<u>2022</u>
Jan-April: First draft of proposal done (work packages, open questions, tables, budget)
May: Rectors Commandants decide on focus (mission statement), proposal overall, final composition (full partners, associated partners), task division and budget
June-Sept: Draft proposal adapted to wording Call text (depending on publication date)
Oct-Dec: Submission to EC (depending on submission date)

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[4] In line with European Charter for Researchers and the Code for the Recruitment of Researchers.

2023
First half   Selection by EC. Grant Agreement. Launch of activities (EC calendar depending)

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Work Packages and Tasks
(tentative overview)

WP1 EMU Governance and Management

Task 1 Install the EMU Governance and Management Bodies
Task 2 Set up the EMU Data Management System
Task 3 Support the EMU Task Communities

WP2 EMU Initial and Continuing Education

Task 1 Map and analyse security and defence training models in Europe and beyond
Task 2 Build the EMU Virtual Campus (course catalogue, interaction, tests, certificates)
Task 3 Roll out the EMU International Semesters Programme (mainly on campus)
Task 4 Renew and expand EMU Modules as Micro-credentials (mainly online)

WP3 EMU Research and Innovation

Task 1 Define a Common EMU Research and Innovation Agenda
Task 2 Pilot the shared use of EMU R&I Infrastructures
Task 3 Set up the EMU Doctoral School

WP4 EMU Staff Development

Task 1 Design the EMU Human Resources Strategy
Task 2 Test the EMU Staff Mobility Scheme (shorter and longer stays)
Task 3 Organise EMU Staff Training
Task 4 Explore multiple career options (academic/administrative/military/civilian)

WP5 EMU Societal Outreach

Task 1 Define the EMU Citizen Engagement Strategy
Task 2 Set up the EMU Incubators Network (fostering entrepreneurship and start-ups)
Task 3 Explore cooperation options between military and civilian higher education

WP6 EMU Sustainability and Dissemination

Task 1 Pilot an EMU Outer Circle Strategy (involving all 65 academies)
Task 2 Analyse the EMU internal and external funding options

Task 3 Support EMU Dissemination activities (task- and stakeholder related)
Task 4 Pilot the EMU Global Dimension (working with academies worldwide)