



ARTEMIS

Alliance for Regional Transition, Equality,
Mobility, Inclusion and Sustainability

MISSION STATEMENT

2024 – 2034



ARTEMIS European University

“**T**hrough ARTEMIS, we envision a future where higher education serves as a powerful catalyst for sustainable regional development and fosters international collaboration. Our mission is to create a dynamic and inclusive European University that leverages the power of mobility to foster innovation, research, cultural exchange, and economic growth across regions.”

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Preamble

ARTEMIS

European University brings together eight universities across the North, West, East, and South of Europe, each facing shared regional challenges inherent to their rural, mountainous, or peripheral settings. These universities, with their diverse languages and cultures, are complementary and united by the common goals: **to tackle pressing global societal issues, especially related to mobility, and set an example through their infrastructure and operations of embodying the European identity and promoting European integration.**



*Our motto : Elevating Minds, Supporting Communities,
Empowering Regions*




8
EUROPEAN
COUNTRIES



4
UNIVERSITIES
OF APPLIED SCIENCES



4
MULTIDISCIPLINARY
UNIVERSITIES



167 687
STUDENTS



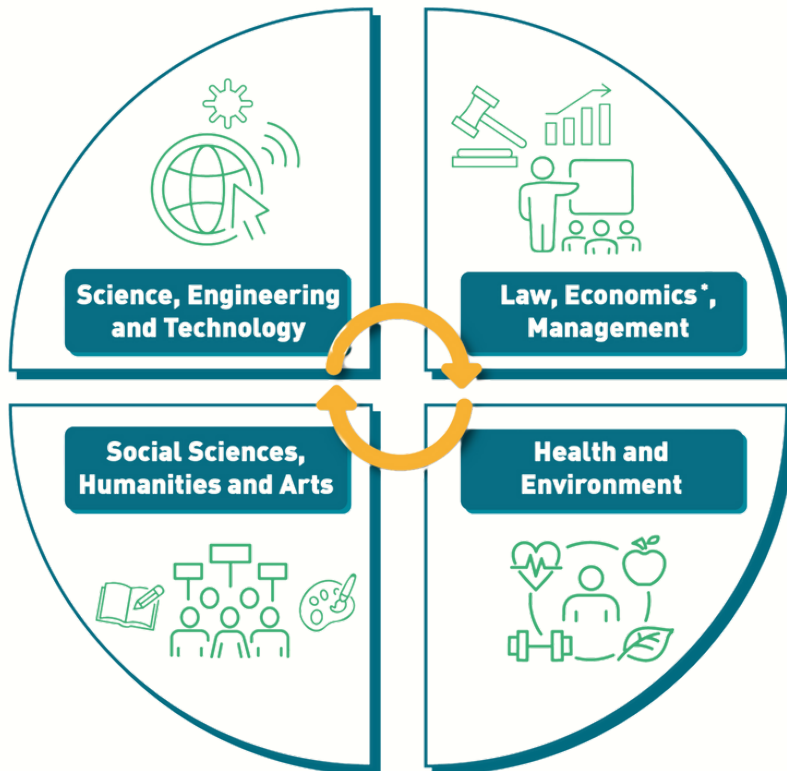
12 359
STAFF



83
FACULTIES



382
RESEARCH GROUPS



*OUC, UCA and Unipg only

I. *The background of ARTEMIS*

European University

The alliance's name, **ARTEMIS**, represents the ***Alliance for Regional Transition, Equality, Mobility, Inclusion, and Sustainability***. The reference to Greek mythology is not merely symbolic. While the Greek goddess Artemis is conventionally associated with hunting and wildlife, she is also thought to be a protectress of roads and harbours. The ARTEMIS Alliance defines itself as **a transnational and inclusive university, aspiring to play a pivotal role in the social and economic transformation of mobility in Europe, and contributing to the prosperity of regions.**

This transformation encompasses a **broad understanding of mobility, extending beyond the mere movement of individuals – including both voluntary and involuntary scenarios, like forced migrations – to also encompass the transit of goods, services, and the exchange of ideas.** Our Alliance is uniquely equipped to tackle the complex and multifaceted challenges that arise within this context, especially when framed against the backdrop of sustainable development. We are committed to addressing these challenges, mindful of the distinct attributes and needs of our diverse regions. The challenges faced by the ARTEMIS regions are diverse and intricately linked to mobility issues. Due to their peripheral location and unique geographical features such as mountainous or coastal terrains, certain cities and villages within our regions encounter significant access difficulties. This isolation is further exacerbated by the digital divide, particularly evident in areas not covered by mobile networks, known as “white zones” or dead zones. Furthermore, the mobility of people and goods within these territories faces various obstacles, including a reliance on automobiles and the need for the development of suitable transport infrastructures. Autonomous vehicles, in particular, must be reimagined to operate in areas where GPS dependency is not feasible. We are also acutely aware that mobility solutions must be environmentally sustainable, presenting significant technological challenges. Additionally, the demographic characteristic of an aging population introduces further complexities to mobility solutions. Lastly, forced

migrations resulting from global conflicts and climate change phenomena also significantly impact local territories and populations.

By deliberately choosing to incorporate the strength and collaboration with the socio-economic world, ARTEMIS positions its initiative to emerge as a leading example in Europe. This strategy aligns seamlessly with the European Commission's objectives, supporting targeted actions in research and innovation that address major societal challenges and foster collaboration with all relevant stakeholders, including citizens.

By leveraging the expertise of our academic and research staff, along with our associated partners, we are well-equipped to address the existing challenges effectively, bringing forward substantial and sustainable changes. Our methodology, which is founded on the principles of collaborative knowledge creation and innovation, places a high premium on inclusivity and diversity, thereby acknowledging and valuing a wide array of perspectives and experiences. Our proactive engagement with regional ecosystems, which encompasses local enterprises, industries, and social groups, amplifies our impact beyond academia. This contributes not only to socio-economic development but also strengthens our bonds with the communities we serve. Such an approach does not merely align with the European Commission's vision but also serves to magnify its focus on stakeholder engagement and society-oriented initiatives, as follows:

1. The Consortium's primary strength lies in the complementary diversity of its members. The ARTEMIS alliance is a consortium of partner universities that encompass a broad spectrum of academic disciplines and educational levels, reflecting the rich linguistic, cultural, and geographical diversity of Europe. The formation of the alliance was initially facilitated by bilateral Erasmus agreements, culminating in the formal establishment of the consortium by six partners in 2019. The expansion continued with the University of Ovidius in Constanta, Romania, joining in 2020, and the University of Perugia, Italy, in 2023. The inclusion of the Ovidius University of Constanta and the Università degli Studi di Perugia not only enhances the geographical balance within the alliance but also signifies a commitment to academic excellence and the broadening of disciplinary perspectives. Furthermore, these universities are recognised for their significant contributions to the development of their respective regions, underlining the

strategic importance of their integration into the ARTEMIS consortium.

Our partner universities and associated partners operate in different ecosystems: small and large countries, coastal and landlocked regions, urban and rural areas, making ARTEMIS European University highly representative of European diversity in terms of landscape and population structure. Simultaneously, they all share a deep regional engagement in medium-sized cities.

The Consortium is composed of *4 comprehensive universities* :

- Université Clermont Auvergne (UCA), Project coordinator, [France](#)
- Panepistimio Ioanninon (Uoi), [Greece](#)
- Università degli Studi di Perugia (Unipg), [Italy](#)
- Universitatea Ovidius din Constanța (UOC), [Romania](#)

and *4 universities of applied sciences* :

- Hogeschool VIVES (VIVES), [Belgium](#)
- Tallinna Tehnikakõrgkool (TTK), [Estonia](#)
- Ostbayerische Technische Hochschule Regensburg (OTH), [Germany](#)
- Høgskulen på Vestlandet (HVL), [Norway](#)

Offering courses in English and in eight other languages, the ARTEMIS project offers its students the opportunity to acquire new linguistic skills and embrace multiculturalism. The Consortium's strength is further enhanced by shared European values and common academic objectives focused on inclusivity and excellence in education.

Our Consortium also relies on an extensive network of more than 80 associated partners. These represent key stakeholders in our regions who are poised to address mobility-related challenges, including local authorities (as per the specificities of each country), businesses, and non-governmental organisations. Among the associates there are two Ukrainian higher education institutions :

- Taras Shevchenko National University of Kyiv, which is already a long-term partner involved in the Horizon Europe EIT HEI Initiative project called "INTREPID-HEI" (International Capacity Building in InNovation, Transfer and Entrepreneurship with focus on ShaRed Expertise in Higher Education Institution) led by the Consortium; and

- Kremenchuk Mykhailo Ostrohradskyi National University, which has recently become a partner, whose expertise in areas such as the scientific foundations of creating structural elements of aircraft and space vehicles from composite materials, and the investigation of mechanical inclusions in carbon raw materials and technical carbon, is a valuable asset for our Consortium.

Their participation also serves as a catalyst for gradual integration of Ukraine into the European Education Area.



2. The ARTEMIS Consortium's territorial roots are both its strength, *raison d'être*, and its unique feature. Indeed, within the global context of sustainable development, the various regions of partner universities face specific challenges :

- Access and distribution of resources (people and goods) over diverse territories (coastal or mountainous, urban, or rural regions with dispersed settlements and all with water resources of inestimable value encompassing rivers, lakes, coastal and other waters);
- Addressing the needs of traditionally underserved learners and marginalised communities, including forced migrants;
- All types of future-oriented transportation, CO2 neutral transport, smart logistics driven by artificial intelligence, capable of overcoming the physical obstacles associated with diverse territories.

We are convinced that through joint efforts and co-creation with our local ecosystems, we can contribute to the green transition and development of our respective regions also through large-scale international initiatives. The Puy-de-Dôme department, Clermont Auvergne Métropole in France and Ioannina in Greece are members of the EU mission “Adaptation to Climate Change” whose objectives are to support the members towards climate resilience by 2030; to build a community of practice on adaptation to climate change; to support delivering the European Green Deal and the climate adaptation strategy. Moreover, Ioannina has been selected by the European Commission among EU 377 cities to participate in the EU Mission for 100 climate-neutral and smart cities by 2030 in the domains of energy, transportation, and urban planning. In 2023 Tallinn has been awarded European Green Capital due to its ambitious development strategy addressing carbon neutrality, climate

adaptation, innovation, health, mobility, biodiversity, circular economy. The University of Perugia is participating in the VITALITY research and innovation project alongside other Italian universities and three regions of Central Italy. The project's aim is to develop and transfer innovation to enhance the competitiveness of regional production systems, thereby improving sustainability and quality of life in both urban and rural areas. The cities of Bruges and Constanta are partners in the EU-funded Re-Value project. This project demonstrates how climate neutrality and urban quality can be aligned by re-valuing cities' connection to their waterfronts, strengthening co-benefits and mitigating potential adverse impacts. The sharing of these high-level Europe-focused experiences and expertise will be highly profitable for the alliance, whose joint work will enable ARTEMIS to position itself internationally in these fields.

All University partners align their application-oriented focus with regional needs. UCA, situated in a mountainous and rural region in France, has signed a framework convention with the Puy-de-Dôme Department in order to define its research plan according to the local challenges including topics such as environmental protection, decarbonation, tourism, archaeology, mobility and handicap. OTH Regensburg addresses challenges related to climate change, depleting resources, and health, and actively contributes to tackling regional challenges, such as the establishment of a new city railway system, the re-organisation of public transport, and the increased use of zero-emission vehicles. The goal to achieve climate neutrality and equal opportunities by 2027 reflects its commitment to sustainable development within the local community. In Belgium VIVES contributes to the local region by engaging in research and education in co-creation, aimed at addressing wicked problems and challenges. These include climate change, social inequality, the pursuit of affordable healthcare, city logistics, and the upskilling and reskilling of employees. UoI develops actions for the “Green Campus” initiative. HVL is involved in the development of alternative renewable energy sources such as Hydrogen and Ammonia in ferries and large vessels together with regional associate partners. In collaboration with the regional partner, Vestland County Council, HVL just received funding to develop a Centre of Vocational Excellence in Hydrogen. A focus area for HVL is responsible innovation and regional development and the results of the research project “UnisS4Vest – The role of universities for sustainable smart specialisation in Vestland will

feed into the alliance development of arenas for co-creation.

As regards responding to transportation and environmental challenges, UOC in Romania, HVL in Bergen and TTK in Estonia are located along coasts, with similar issues regarding maritime transportation and pollution. In Romania port authorities are striving to transition from gas to hydrogen. UoI, situated at the cross-border area between Greece, Albania, and Italy and on the Via Egnatia (a Roman route that connects Europe with Asia), has recently become a strategic intersection of combined transportation nodes and a hub for migrant relocation. The historical Università degli Studi di Perugia (est.1308) is located in the capital of Umbria, also referred to as “the Green Heart of Italy”, whose territory is characterised by green hills and small historical towns scattered around the region that also host branch offices for the Unipg. Umbria stands out for the attention dedicated to environmental sustainability as it is the only region in Italy to make available to the student community a discount on transport, activated for three academic years, that makes the entire territory like a large university campus.

These various approaches and specialisations of the partners and the respective regions yield synergistic effects and create numerous opportunities for interaction. Each university brings different skills, different capabilities, different backgrounds and different ways of working. Academia is a power that will push forward exchange of good practices and ways of thinking and ensure dissemination to all relevant stakeholders. ARTEMIS will contribute to conveying European values and Europe to the most remote territories.



3. Since 2018, the ARTEMIS Consortium has also demonstrated its efficiency and ability to effectively execute joint projects and initiatives. Through the development of those projects, teachers, researchers, and managers have learned to collaborate and discovered new areas of shared expertise. The members of the consortium have met regularly so far: in Clermont-Ferrand (France, 2021, 2022, 2023), Metsovo (Greece, 2023), and Constanta (Romania, 2023). The Rectors of the partner universities also convened on several occasions (2021, 2023) and will re-affirm their collective commitment to the Alliance in spring 2024 during a new meeting. This gathering, initiated by the city of Clermont-Ferrand, will also include the

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mayors of the cities hosting the universities. Their city representatives will have an opportunity to discuss the possibility of joining the international network coordinated by Clermont-Ferrand, known as the International Network of Michelin Cities (INMC). This network provides a dedicated space for exchanging views on the major issues of sustainable urban development: transport and mobility, air quality, renewable energies, circular economy, higher education, innovation, culture, sports, youth, and citizen participation. This 2024 event confirms the deep regional roots of ARTEMIS.

During the past five years, several partners have jointly designed new Collaborative Online International Learnings (COILs) related to sustainable mobility challenges. In 2021, the Consortium was awarded a Horizon Europe EIT HEI Initiative project called “INTREPID-HEI” (for International Capacity Building in InNovation, Transfer and Entrepreneurship with focus on ShaRed Expertise in Higher Education Institution). Coordinated by OTH Regensburg, this project aims to further develop the promotion of open innovation and the stimulation of innovation through knowledge transfer and obstacle removal as well as capacity building. In 2023, a doctoral programme was launched with ARTEMIS-labelled theses, involving supervision by faculty researchers from two universities within the Consortium and benefiting from funding provided by the involved universities.

In 2023 on the initiative of ARTEMIS partner universities, took place the first Europavox Campus, the first European student musical springboard, that creates unprecedented synergies between the academic world and cultural and civic actors in the respective regions. During the 2023-2024 academic year, three summer schools are planned to take place in the form of Blended Intensive Programs (BIPs). They will be open to ARTEMIS students and involve staff from all partner universities. These summer schools are planned to be established as a long-term initiative and be held regularly on the annual basis with rotation of hosting universities.

II. *Our joint objectives*

We pursue three main objectives that will lead to a systemic and profound transformation of the eight involved higher education institutions toward a single European university, significantly impacting their regions and communities.



At the European level, ARTEMIS aims to provide all its students with a European experience, be it physical, virtual, or hybrid. The first goal is to promote inclusion, ensuring that our students who do not yet have access to Erasmus+ exchanges are exposed to European values. ARTEMIS European University will act **as a driving force for change and will boost the creation of European citizens through higher education.**

The transformation of European higher education will be facilitated by accentuating the mobility of the most disadvantaged students and will also entail the mobility of staff from higher education institutions. ARTEMIS intends to incorporate the mobility of its academic, managerial, and technical staff into a staff training plan. ARTEMIS aims to provide learning mobility opportunities for everyone and contribute to the “Europe on the move” EU strategy.

Within ARTEMIS we are steadfastly committed to addressing critical challenges associated with the integration of AI in higher education. Our mission is to create a dynamic and engaging educational environment by leveraging AI to personalise learning, thereby ensuring students’ enthusiasm and motivation. We also aim to support educators by automating routine tasks through AI systems, enabling effective resource management and increased productivity while preserving the quality of individualised teaching. AI occupies a pivotal role within ARTEMIS's scientific endeavours, especially in areas such as sustainable transportation and healthcare technologies. Our teachers are committed to fostering a deep understanding of AI’s broader societal and ethical implications among students, while our researchers leverage AI as a vital tool for advancing these key sectors. By joining forces, we are determined to shape an educational future where AI enhances the learning experience while overcoming obstacles to ensure excellence in higher education within our European alliance.

At the regional level, ARTEMIS intends to leverage the regional ecosystems and co-create with local partners, including public authorities, private companies, NGOs, and society. The second primary goal is to **facilitate regional transition by “bringing Europe and its values” to isolated rural areas or peripheral territories through addressing the challenges of sustainable development and mobility**. ARTEMIS partners share the conviction that the transformation of mobility can proceed much faster in Europe, driven not only by environmental considerations to achieve climate neutrality by 2050 or reduce pollution, but also to meet pressing societal and economical needs. Providing better access to transportation for European citizens and businesses, enhancing territorial equity, and boosting European competitiveness through new technological advancements and skill development are part of the current challenges. Moreover, recent international developments have renewed concerns related to forced migrations, with the implementation of temporary protection for certain categories of refugees. The regions of partner institutions are directly affected by this “new” form of human mobility, which does not fall under the principle of free movement of people. ARTEMIS European University will serve as a catalyst for raising awareness among stakeholders and society about the various facets of mobility challenges. It will act as **a driver for green and digital transitions while serving the entire European society, by tackling human rights and migration challenges**.



At the global level, ARTEMIS aspires to be **a lasting and reliable model, enhancing the quality and attractiveness of the European Higher Education landscape while disseminating European values beyond Europe**. We aim to create a sustainable and lasting framework that all consortium members are eager to implement and disseminate within their networks. UCA and UOC are part of the Francophone University Agency, UoI and Unipg are part of UniAdriion (the transnational association of Universities and Research centres from the Adriatic-Ionian basin), while both UOC and UoI are members of the Balkan Universities Network and the Black Sea Universities Network.

This positions ARTEMIS to actively promote the European University model beyond the EU borders. Its mission extends to sharing expertise in various mobility domains (including transport, environment, and health) and disseminating new knowledge and technologies, reinforcing its commitment to a global educational and research impact.

III. *Our joint vision and common strategy*

Our vision is a **transnational and inclusive University that will contribute to the development of the full potential of its regions** in providing highly skilled Europeans with excellent potential for employment and engaged citizens aware of United Nations Sustainable Development Goals as implemented in all EU Policies.

One of the challenges with the most significant impact on the development of our regions is mobility. Addressing these mobility challenges requires tailored solutions that consider the specific needs and characteristics of the regions.

Based on an interdisciplinary approach and individual educational partners' specialisations complementing each other, as well as on a strong transnational constituent, ARTEMIS European University seeks to support regional development by :

- Empowering its students to fulfil their academic and professional passions at a European University that is diverse, welcoming, and inclusive for all students and staff;
- Advancing towards international leadership in promoting the development of a Holistic Sustainable Mobility (encompassing technological, economic, social, and human aspects) in academic and social life;
- Creating innovative connections among education, research, innovation, and interaction with society and local ecosystems.

ARTEMIS also serves **the European policies across multiple sectors, including industry, higher education, labour, and migration**. Research and industry alliances will feature tight linkages among partners, due to common interests. As a result, the competitiveness and technological sovereignty of Europe will benefit from socially relevant skill development, research, innovation, and entrepreneurship. Collaborations already exist among the ARTEMIS consortium partners. For instance, the Michelin tyre manufacturing company, based in Clermont-Ferrand, has established a joint R&D laboratory with UCA's

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Research Centre on Innovative Mobility, Smart and Sustainable Solutions (IMobS3), a joint R&D laboratory “FACTOLAB” which is focusing on man-machine cooperation, in the fields of robotics and new digital technologies. Similarly, OTH’s close cooperation with the Mobility & Logistics Cluster, managed by a subsidiary of the city of Regensburg, aims to discover innovative solutions to the emerging social and technological challenges in the era of electromobility and IT logistics. TTK’s partnership with the Estonian Digital Construction Cluster seeks to deliver innovative, knowledge-based construction solutions across the entire construction lifecycle, aiming to reduce production costs and carbon emissions. HVL works with the Sustainable Energy Catapult Centre to test new and sustainable energy solutions. Additionally, UoI has founded a University Research Centre with institutes that focus on Human and Social Sciences, Bioscience, Material Science and Applications, Environmental and Sustainable Development. Industries that were already involved with the Universities have now become associated partners of ARTEMIS consortium, further strengthening the network.

Ultimately, the collaboration among the eight partner universities, and 80 associated partners, within the ARTEMIS project exemplifies the pivotal role of transnational cooperation in enhancing the European Higher Education Institutions (HEI) ecosystem and its interconnected socio-economic environments. This synergy is instrumental in bolstering the European Education and Research Areas, thereby elevating their global competitiveness and appeal. Furthermore, by drawing talent and skills from outside the EU, ARTEMIS directly addresses the immediate and prospective labour and skill deficits, particularly those emerging from the green and digital transition. This strategic engagement not only fills critical gaps in the European labour market but also presents an attractive proposition for potential economic migrants, encouraging their legal entry into the EU. Such a mechanism indirectly contributes to alleviating the pressures of irregular migration, showcasing a comprehensive approach to regional development and integration.

Thus, our joint strategy will drive systemic, structural, and sustainable impacts both on the partner’s higher education institutions and on their regional ecosystems.

1. In the short-term perspective, ARTEMIS supports an integrated interdisciplinary strategy covering education, transnational academic exchange, research, innovation, co-creation, and societal engagement. To meet our objectives, we will tackle regional mobility challenges across key areas: technology and traffic, environment and energy, medicine, and health, agri-food, circular economy, law, business, humanities, and creative arts, with a focused approach on :

a) **Technology and Transport** : Prioritizing green and soft mobility, addressing both industrial and technological challenges (Expertise provided by all full partners and the two Ukrainian HEI Associated partners);

b) **Health and Environment** : Ensuring mobility access for all, with special attention to the needs of an aging society (Expertise from UCA, OTH, UoI, Unipg, HVL, UOC);

c) **Migration and Human Rights** : Understanding and mitigating the impacts of forced migrations on community social fabrics and addressing humanitarian aspects (Expertise from UCA, OTH, UoI, Unipg, UOC).

During the first four years of the project, ARTEMIS will experiment with new forms of academic cooperation through the implementation of innovative pedagogical approaches (such as a challenge-based approach), new flexible and personalised European curriculum, the establishment of a pool of resources, and the creation of joint research structures (including ARTEMIS Research Centres, Research Beacon Groups, and Research Leagues).

ARTEMIS will work towards the establishment of a connected and interconnected campus, enabling its structures to operate collaboratively. It will integrate the concept of artificial intelligence into its educational programmes and utilise it as a tool to support both educators and administrative staff.

ARTEMIS European University will invest in further developing the European Education Area (EEA) and the European Research Area (ERA), in synergy with the European Higher Education Area (EHEA), with the aim of making Europe and its education not only globally attractive but also socially and globally

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responsible. It will develop an “Atypie-Friendly” strategy within the consortium and also provide students not only with a voice in the decision-making process but also with skills tailored to market needs, as well as opportunities for social and cultural events (such as the Europavox Campus musical springboard).

The various components, encompassing education, research, and support tools for student and staff mobility, will give rise to an ARTEMIS community of shared values, fostering the development of conscious European citizens.

ARTEMIS’s connections with its associate partners and its regional ecosystem will foster the emergence of a European workplace community. The ARTEMIS European University will promote cross-sectoral cooperation in all its training, research, and innovation activities. In doing so, ARTEMIS aims to facilitate seamless mobility for 50% of students and staff by 2029 and enhance students’ employability, as well as their environmental and socio-cultural awareness.

The consortium will jointly establish and manage an association of universities that share a connected, inclusive, sustainable, multilingual, and multicultural campus through common governance and decision-making structures. Within the first two years of the project, the consortium will define the most suitable form of cooperation, choosing from existing options such as the European Grouping of Territorial Cooperation (EGTC) or European Economic Interest Grouping (EEIG). The ARTEMIS task force will be dedicated to overcoming administrative and legal barriers by leveraging a community of practices with other European universities at the national and European levels.

As a result, through its operations and infrastructures, ARTEMIS European University will act as a role model, fulfilling all the missions of a truly European University of the 21st century.

2. In the long-term perspective, ARTEMIS will significantly contribute to the sustainable social and economic development of regions including transformation of mobility and transporting of people and goods that Europe must achieve within the next 30 years.

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a) The partners will update the existing and create new educational curricula in the three cycles (Bachelor, Master and Doctoral) as well as lifelong learning based on multi-disciplinary and cross-sectoral approaches, integrating **student-centred learning approaches** and **challenge-based education** with a focus on mobility in the broad sense and regional development.

b) The Alliance will **foster interdisciplinary research and co-creation frameworks closely linked to socio-economic issues** by developing several joint interdisciplinary research and innovation labs involving all relevant stakeholders: transport and mobility users, public authorities, policy makers, industry and business, transport and mobility infrastructure, service providers, and non-governmental organisations. ARTEMIS will generate data and publications that will be open science to maximise impact and reuse.

c) ARTEMIS is set to **enhance innovation capacity and regional development across its network** of higher education institutions by establishing and upgrading dedicated support structures. It will achieve this through key tools: EURECA, ADA, and KIC-ART. EURECA will integrate diverse local innovation systems into a powerful meta-cluster, ADA will provide a full spectrum of DeepTech entrepreneurship from inception to acceleration, and KIC-ART will unify R&D resources to elevate high-TRL projects. These initiatives collectively will advance mobility innovations and regional growth, aligning with EU objectives for comprehensive, cross-sectoral innovation.

d) **Societal engagement stands as a key issue in ARTEMIS's approach to fostering a truly European solution-sharing model.** By 2026, the initiative will establish eight living labs across the consortium, expanding to a Europe-wide network by 2029. These hubs will be arenas for co-creation among citizens, industry and business, NGOs, academics, and other stakeholders. This collaborative framework across the eight partners ensures that the solutions derived are not only locally beneficial but also resonate throughout Europe, embodying a collective approach to shared challenges with the following results :

- Conducting research to tackle environmental and climate challenges, with goals of achieving climate neutrality, reversing biodiversity loss, and stopping pollution ;
- Developing climate and environmental literacy across all education levels

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and disciplines, while also reaching out to the public through community engagement.

Additionally, the innovative Travelling University initiative will extend the university's reach to areas without university presence. This effort will facilitate dialogues with local entities to tackle challenges like ageing population mobility and refugee integration, common to several partner regions. These collaborative efforts, sharing analyses and best practices, aim to develop adaptable solutions relevant across different European contexts, thereby amplifying ARTEMIS's impact through shared knowledge and experience.

Ultimately, the results of research and innovation activities will constitute a solid ground for environmental-related policies, innovation, and measures as well as new courses and study programmes.

IV. *Our shared values*

We promote and act in defence of the **common European values** which are human dignity, freedom, democracy, equality, rule of law, and respect of human rights. This is achieved through seamless mobility and immersion in different cultural and societal contexts to create empathy and understanding for participating institutions, learners, researchers, and industry partners. ARTEMIS tools are short-term Scientific Mission activities, internal grants, and Collaborative Online International Learning projects.

Beyond their valuable expertise, the consortium included two Ukrainian Universities as associated partners in order to express its strong commitment to peace and democracy in Europe, through solidarity.

We also promote **our specific values** that are as follows :

- **Acceleration** of decarbonisation as promoted by the European Green Deal and related policies and regulatory frameworks. ARTEMIS addresses in particular wind and energy for green hydrogen production and clean transportation, with associated partners involved in the project such as SMTC and GCK (France), Busworld Foundation (Belgium), ITS Estonia (Estonia) and Mobility Lab Vitoria-Gasteiz (Spain); sustainable maritime transportation through more efficient port management and more environmentally friendly ships and ship manufacturing/repair with different stakeholders involved (such as Constanta Port Authority, Constanta Shipyard, and, potentially, Naval Group in France); sustainable coastal tourism and tourism in protected areas (such as the Danube Delta, Northern Pindos Park, Lake Pamvotis or the UNESCO world heritage sites of the old town of Regensburg, old town of Tallinn, the Zagori Cultural Landscape, and Chaîne des Puys-Limagne fault tectonic arena) through clean transportation, green energy generation in isolated areas and efficient exploitation of resources.

- **Regional Transition** : We believe in the transformative potential of higher education to drive regional development and in ARTEMIS to combat territorial

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disparities and promote territorial cohesion in Europe. By facilitating cross-border mobility, we seek to empower local communities, stimulate economic growth, and enhance the cultural richness of diverse regions. This objective will be pursued through different joint research programmes, through the involvement of diverse academic and non-academic associated partners, all of this based on already existing initiatives, notably on transportation. Indeed, in Constanta, an efficient public mobility is enabled by digitalising the metropolitan transportation (the CT Bus example); Estonia is also known for smart logistics and virtualisation with for example autonomous green buses tested in city smart office areas; in Regensburg a pilot project is currently running very successfully with two fully electric buses that drive autonomously through the city industrial park; in Flanders logistical companies are experimenting with multimodal transport supported by AI based decision models; in Clermont-Ferrand, the University is conducting experiments with smart vehicles capable of autonomous driving in rural areas, without relying on GPS. The other social challenges (linked to health and environment, migrations) will be gradually addressed by the consortium.

- **Equality and Engagement** : The partner Universities are committed to promoting equality through already existing non-discrimination & gender equity measures and in staff recruitment and career advancement, and student education. Additionally, ARTEMIS aims to enlighten students about the complexities of sustainable development and mobility, while cultivating an inclusive mindset towards non-discrimination. This approach is designed to nurture the emergence of civically engaged European citizens, well-equipped to navigate and contribute positively to contemporary societal challenges.

- **Multilingualism and Multiculturalism** : The ARTEMIS alliance, with its partner universities spanning eight unique countries, each rich in its own culture and language, embodies the essence of diversity. Our commitment extends beyond representation; Research on the subject is also being conducted by members of the consortium. ARTEMIS will also offer training (doctoral modules, intercultural training for individuals), alongside engaging events like ARTEMIS Coffees to enhance awareness of these issues. Moreover, our collaboration with partners like Michelin, who have embraced diversity and inclusion as foundational values, further cements our dedication to these principles. This synergy between academic learning, practical mobility

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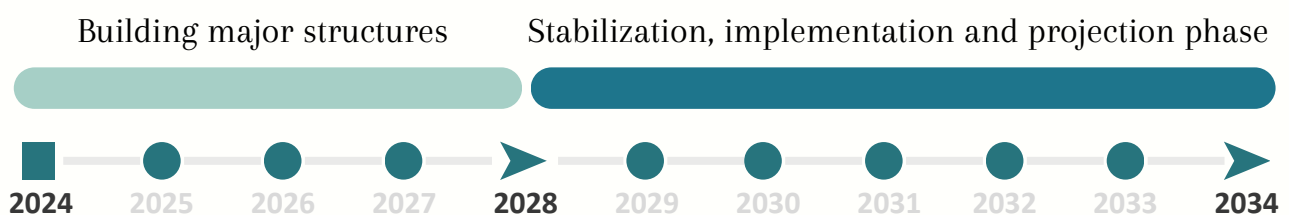
experiences, and industry partnerships forms the cornerstone of our strategy to develop well-rounded, globally conscious individuals, ready to thrive in and contribute to a diversely interconnected world.

- **Inclusion** : ARTEMIS approach to inclusion is deeply rooted in values such as tolerance, justice, solidarity, and non-discrimination, and is fostered through a lifelong learning approach within a multicultural environment. Key aspects of our inclusive approach include being the “Atypie friendly” strategy, offering high-level services for students and staff. We also actively engage in refugee welcome projects like the UCA initiative, providing support through university corridors. Furthermore, our dedication to inclusive research is anchored by the partners adherence to the HRS4R charter, ensuring our research practices are inclusive, fair, and transparent. This comprehensive approach underscores our dedication to creating an environment where everyone, regardless of background or circumstance, is valued and supported.

- **Sustainability** : is central to ARTEMIS, targeting eco-friendly mobility and regional development through specialised research and education. Additionally, the strong, collaborative commitment of partner universities bolsters the Alliance’s longevity and efficacy.

V. Our long-term vision

ARTEMIS is already an active consortium with its members engaging in close collaboration and forward planning for the next fifteen years. The initiatives undertaken will be continued and developed beyond the four years of potential funding. Our long-term plan includes:



- **Diverse and Stable Funding Sources for research, innovation, and staff & student mobility** : The partner universities have already committed to launching internal project calls to specifically fund initiatives carried out within the scope of ARTEMIS. They have already thought about securing a mix of funding sources, including EU funding programmes (like Horizon Europe, Erasmus+), national and regional government grants, private sector partnerships, and philanthropic contributions. The consortium's close ties with the socio-economic sector not only reflect a strategic choice for local ecosystem development but also aim to maximise funding sources and ensure optimal student employability, supporting ARTEMIS's sustainability.

- **Future Enlargement of ARTEMIS** : Discussions have already been initiated with potential partners regarding their future inclusion, notably with EUNEIZ, a recently established university in Spain currently in the process of obtaining its ECHE (Erasmus Charter for Higher Education). Our academic convergence is driven by shared focuses on sustainable mobility and artificial intelligence. This shared interest also underlies our partnership with the Living Lab on Sustainable Mobility, situated in Vitoria-Gasteiz, the same city as EUNEIZ. As the capital city of the Basque Country, Vitoria-Gasteiz has gained renown for its advancements in sustainability. Notably acclaimed for its "Green Ring", it has been internationally recognised as a destination for

III. OUR LONG-TERM VISION

sustainable tourism, having received the *Biosphere Responsible Tourism* certification.

Additionally, through the INMC led by the city of Clermont-Ferrand, we are developing cooperation with Clemson University, USA, due to its expertise in sustainable mobility. Conversations are also ongoing with universities in the Balkans, particularly in Albania, Montenegro, and Serbia, where the city of Pirot, a key part of INMC, plays a significant role.

- **Innovative Educational Programmes** : ARTEMIS is committed to developing curricula and programmes related to mobility issues, equipping students to address contemporary challenges effectively. The emphasis on lifelong learning and flexible learning pathways is designed to appeal to a wide array of students and professionals from across Europe and beyond. Additionally, ARTEMIS intends to play a pivotal role in the collective reflection on the establishment of a European diploma, focusing on solutions to overcome administrative and legal barriers by exploring the potential for labelling European academic tracks.

- **Sustainable Campus Operations** : The members of the Consortium have already initiated eco-friendly practices, but ARTEMIS European University will further develop and implement sustainable operations, like energy-efficient buildings, waste reduction, and sustainable transportation, as a key institutional priority and research focus.

- **Sustainable Governance and Management of ARTEMIS European University** : the Consortium has already planned for transforming its transitional governance structures, which currently support the project for its initial four years. Further ongoing work will determine the decision-making processes for establishing ARTEMIS's governance beyond this period.

ARTEMIS aims to establish a sustainable association of universities deeply rooted in its network of regional socio-economic ecosystems, positioning itself internationally, particularly in the field of mobility of people and goods. In this way, ARTEMIS will become a flagship European university that will serve as a role model that will be attractive to other universities in Europe and around the world.