WP3 – Piloting the proposed indicators in four countries 3.2. Two workshops with stakeholders and public institutions

Project: NEW BUILDING BLOCKS OF THE BOLOGNA PROCESS: FUNDAMENTAL VALUES (NEWFAV)

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New building blocks of the Bologna Process: fundamental values (NewFAV)

Contents

Intro	duction – A3.2. Two workshops	3
1.	Workshop – Promoting the Fundamental Values of Higher Education through Effective itoring, London, UK	
1.1.	Agenda	6
Pron	noting the Fundamental Values of Higher Education through Effective Monitoring	6
1.2.	Participants	8
1.3.	Communication & Dissemination	8
	Workshop – Protecting the fundamental values of higher education and research in the 21st ury: conceptualisation, codification, monitoring, practice, hybrid	
2.1.	Agenda	13
	ecting the fundamental values of higher education and research in the 21st century: eptualisation, codification, monitoring, practice	13
2.2.	Participants	14
2.3.	Communication	15









Introduction – A3.2. Two workshops

The main aim of the two workshops is to further an in-depth understanding of perceptions on the proposed indicators to assess fundamental values but also for promoting fundamental values in different national contexts (as an important Bologna commitment). The workshops target participants and representatives from at least: students, staff, universities, Ministry of Education, Quality Assurance Agencies and other relevant civil society organizations and public institutions. The representatives of Associated Partners will also involve their local members in the events. This activity is part of the Work Package 3: Piloting the proposed indicators in four countries.

1. Workshop – Promoting the Fundamental Values of Higher Education through Effective Monitoring, London, UK

The Executive Agency for Higher Education, Research, Development and Innovation Funding (UEFISCDI) in collaboration with King's College London organized a workshop titled - Promoting the Fundamental Values of Higher Education through Effective Monitoring. The workshop took place in London on the 8th of May, from 10:00 AM to 6:00 PM UK Time, and was organized under the WP 3-Piloting the proposed indicators in four countries, T3.2 Organising two workshops with stakeholders and public institutions.

This event was designed to bring together decision-makers along with representatives from various sectors—international, national, and local—who are dedicated to reinforcing fundamental values in higher education. The workshop activity specifically focused on the effective monitoring of these values, as outlined in the attached program summary.

This event offered a visionary outlook on the technical policy framework of indicators for measuring, monitoring, and evaluating the fundamental values in higher education, specifically highlighting the piloting exercise carried out under the #NewFAV project. Participants engaged in thorough discussions about the process, methodology, and content, including the preparations for and ambitions of the piloting phase, along with the lessons learned from the system-wide application of the monitoring mechanism. The event had participants from universities, Working Group on Fundamental Values, independent experts, public institution representatives, NGO members, academic and administrative staff, researchers, students keen on exploring the discussed themes. The list of participants can be seen in 1.2 Participants.

During the welcome session Cezar Haj, David Akrami Flores, co-chairs of the Fundamental Values Working Group and Liviu Matei, Head of Head of the King's School of Education, Communication & Society (ECS) shared their thoughts on the aim of the workshop, the piloting exercise and the process of monitoring fundamental values. Cezar Haj discussed updates about the project and the next steps mentioning that during the Ministerial conference the definitions of the fundamental values together with a reference to the monitoring process will be adopted in the Ministerial Communique. He added that the next BFUG will discuss how the commitments from the Tirana Ministerial Conference will happen in the next mandate and that the final proposed monitoring framework will be finalized. It was mentioned that it is not yet known who will be in charge of this process or how will this be implemented.









In the first session led by Liviu Matei, the monitoring framework for fundamental values in the EHEA was thoroughly examined. He presented an extensive policy context, delving into theoretical and methodological specifics. The framework aims to monitor commitments rather than the values themselves, facilitating effective policy dialogue. He recognized that existing global tools do not match the EHEA's needs, and that is why a new monitoring process was developed. For the monitoring process, values are divided into rights/freedoms (e.g., academic freedom) and dutie/obligations (e.g., academic integrity), both requiring protection and promotion. Indicators developed include de jure which includes protection and promotion and outlook, as well as de facto which includes infringements or fulfillment, threats and positive developments. Due to new definitions, legislative gaps exist in some countries. Participants emphasized the novel distinction between rights and duties and the significance of including outlooks in the framework. Data collection from diverse sources is critical, and future discussions will refine the framework, tool, and mechanism, and propose scenarios. Feedback from HEIs leaders has been overwhelmingly supportive, indicating thorough coverage of concerns.

In the session titled "The Monitoring Mechanism for the Fundamental Values of Higher Education in the EHEA: Piloting Phase - Preparation and Ambitions," Elizaveta Potapova, a Senior Researcher at the Public Policy Management Institute (PPMI), led the discussion on the monitoring framework for fundamental values in the EHEA. Moderated by David John Lock, Secretary General of the Magna Charta Universitatum Observatory, the session deepened into the aims of monitoring, which included providing a comprehensive picture of the implementation of commitments to promoting and protecting shared fundamental values, as outlined in the Rome Communique (2020). The session highlighted the development of a framework designed to foster self-reflection, constructive dialogue, and peer learning among national authorities, higher education institutions, and organizations, and to evaluate how well these values were integrated and upheld within the system. Monitoring involved both de jure and de facto implementation of explicit commitments, relying heavily on EHEA statements and integrating both existing and new data. During the presentation the piloting countries (the Czech Republic, Turkey, Finland, and Belgium French community), question generation, data processing, and interpretation methods, including the use of online questionnaires and qualitative data analysis were discussed.

At the end of the session lessons learned about the piloting exercise were discussed. The piloting exercise aimed to assess the clarity and inclusiveness of the proposed questions and the feasibility of involving national operators as an alternative to pre-filling forms by public authorities (PA). It was discovered that national operators generally found the questions comprehensive, though some ambiguities were noted. It remains uncertain if the questions were straight-forward for stakeholders, particularly for public authorities (Pas). Minor issues were identified regarding the applicability of questions to various national contexts. Involving national operators enhanced data accuracy and reliability through cross-checking but shifted the focus from an accountability exercise to expert assessment. Procedurally, it was learned the importance of training national operators and providing short definitions to PA representatives and stakeholders. A strategic approach to disseminating the online public consultation (OPC), ideally keeping it open for more than two weeks, was recommended. Methodologically, during the discussions it was recognized the need for more definitions (e.g., academic fraud, stable conditions), reconsideration of single- and multiple-answer formats in closed questions, and an internal evaluation of sufficient evidence, particularly for questions related to the public responsibility of and for higher education.

During the last sessions of the workshop lessons from piloting the monitoring mechanism at system level were discussed for the study cases of Finland, Czechia, Flemish speaking Community in Belgium and Turkey. During the presentations and discussions lessons learned and suggestion for improving the monitoring mechanism were mentioned. The workshop presentations can be accessed here.







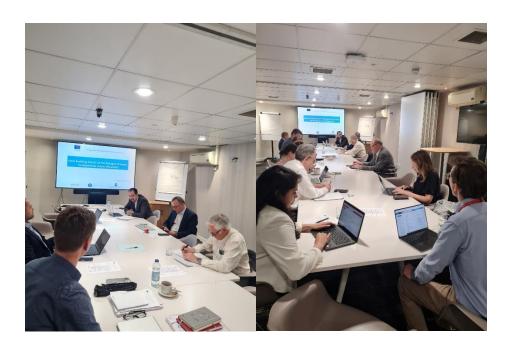


In the final session of the workshop, speakers Liviu Matei and Daniela Craciun, moderated by Sjur Bergan from the Fundamental Values Working Group, summarized the discussions and conclusions.

The moderator highlighted the challenge of gaining ministerial acceptance for the monitoring process and stressed the need for effective follow-up. He suggested having a framework by 2026 and discussed the necessity of an arbitration methodology for potential disagreements between national authorities (NAs) and stakeholders. It was emphasized the importance of having concrete, measurable plans to ensure the monitoring exercise is taken seriously by public authorities (PAs). During the discussions it was suggested that, while not obligatory, developing a tool would be beneficial and recommended online meetings with all NAs to gather feedback and discuss necessary changes or additions. Minor adjustments, such as creating a theoretical index with definitions and addressing any lack of clarity were proposed.

Recommendations included focusing on finalizing the monitoring tool and frameworks together with the BFUG and WG. The report should resemble the Bologna Process implementation report, including traffic lights and item adjustments. Developing a coding book for NAs, country participants, and PAs was advised, along with ensuring data analysis and presentation are comparable across systems. The next phase should analyze cross-country and specific country issues, considering the inter-relations between fundamental values. The report structure could incorporate maps and footnotes, inspired by the Bologna Process implementation report model. Participants concluded by expressing hope that the EHEA would continue to prioritize fundamental values in the next mandate.

The lessons learned during this workshop will provide valuable support to the co-chairs of the FV WG and AB members, assist content experts in refining the proposed monitoring mechanism, and help national representatives in promoting and implementing Bologna reforms aligned with fundamental values through knowledge transfer.











1.1. Agenda

Promoting the Fundamental Values of Higher Education through Effective Monitoring

Day and Date: Wednesday, 8th May 2024

Time: 10.00-18:00

Venue: Glass Suites, Franklin-Wilkins Building, Waterloo campus, King's College London, UK

10.00 – 12.00	Coordination meeting – Knowledge exchange
	Cezar Haj, co-chair of the Fundamental Values Working Group, Project Manager NewFAV, The Executive Agency for Higher Education, Research, Development and Innovation Funding (UEFISCDI) Liviu Matei, Head of Head of the King's School of Education, Communication & Society (ECS) Cristina Fit, Project Assistant NewFAV, The Executive Agency for Higher Education, Research, Development and Innovation Funding (UEFISCDI)
12.00 – 14.00	Health break - Lunch
14.00 – 14.20	Welcome session: The fundamental values of higher education in the EHEA -before and after the Tirana Ministerial Conference Cezar Haj, co-chair of the Fundamental Values Working Group, Project Manager NewFAV, The Executive Agency for Higher Education, Research, Development and Innovation Funding (UEFISCDI) David Akrami Flores, co-chair of the Fundamental Values Working Group, Head of Section Erasmus+ Key Action 3, German Academic Exchange Service (DAAD) Liviu Matei, Head of Head of the King's School of Education, Communication & Society (ECS)
14.20 – 14.30	NewFAV project presentation & setting the scene. Cezar Haj, Project Manager New FAV
14.30 -15.00	The monitoring framework for the fundamental values of higher education in the EHEA: process, methodology, content. Speaker: Liviu Matei Head of the King's School of Education, Communication & Society (ECS) Moderator: Cezar Haj, co-chair of the Fundamental Values Working Group Q&A









15.15 – 15.30	Health break
15.30 – 15.45	The monitoring mechanism for the fundamental values of higher education in the EHEA. Piloting phase: preparation and ambitions
	Speaker: Elizaveta Potapova – Senior Researcher, Public Policy Management Institute (PPMI)
	Moderator: David John Lock, Secretary General, Magna Charta Universitatum Observatory
15.45 – 16.00	Q&A Lessons from piloting the monitoring mechanism at system
15.45 - 16.00	level:
	Finland – Sirkku Kupiainen, Coordinator of educational assessment, University of Helsinki
	Moderator: David Akrami Flores, co-chair of the Fundamental Values Working Group Q&A
16.00 – 16.15	Health Break
16.15 – 16.30	Lessons from piloting the monitoring mechanism at system level:
	2. Czech Republic – Ales VIk, Vice Dean for external
	relations and development, Charles University in Prague
	Moderator: David Akrami Flores, co-chair of the Fundamental Values Working Group
16.30 – 16.45	Q&A Lessons from piloting the monitoring mechanism at system
10.30 - 10.43	level:
	3. Flemish Speaking Community, Belgium – (TBC)
	Moderator: Rob Copeland, University and College Union, UK;
	Education International; member of the of the Fundamental
	Values Working Group
16.45 – 17.00	Q&A Lessons from piloting the monitoring mechanism at system
10.43 - 17.00	level:
	4. Turkey – (TBC)
	Moderator: Rob Copeland, University and College Union, UK;
	Education International; member of the of the Fundamental
	Values Working Group
17.00 – 17.15	Q&A Health Break
17.15 -18.00	Conclusions and next steps
17.13 10.00	Speaker: Liviu Matei and Daniela Craciun
	Moderator: Sjur Bergan, Fundamental Values Working Group Q&A









1.2. Participants

Institution		
Ankara Yıldırım Beyazıt University		
Center for Higher Education Policy Studies, Twente, The Nederlands		
Charles University in Prague		
Council of Europe		
Coventry University, UK		
DAAD		
European Trade Union Committee for Education (ETUCE), UK		
Independent expert on Higher Education		
King's College London, UK		
Magna Charta Universitatum Observatory		
Public Policy Management Institute (PPMI), Lithuania		
The Executive Agency for Higher Education, Research, Development and		
Innovation Funding (UEFISCDI), Romania		
University of Helsinki		

1.3. Communication & Dissemination

The workshop was promoted on The Executive Agency for Higher Education, Research and Innovation (UEFISCDI) website (https://uefiscdi.gov.ro/news-workshop-activity-promoting-thefundamental-values-of-higher-education-through-effective-monitoring), integrated also in the (https://uefiscdi.gov.ro/new-building-blocks-of-the-bologna-processproject's webpage fundamental-values).

The event was also promoted on social media on the official accounts of UEFISCDI. Please see below.

- **UEFISCDI LinkedIn** https://www.linkedin.com/posts/executive-agency-for-highereducation-research-development-and-innovation-funding uefiscdi-workshop-valuesactivity-7193973820687368192-zwe4/?utm_source=share&utm_medium=member_desktop
- **UEFISCDI Facebook page**https://www.facebook.com/uefiscdi/posts/pfbid0fkMps1RA6JcxWr9HBgDuJBpv2S2v1gffDw 6aKRHnVABMtNBS8mM6XeDeXXURq5U1l









2. Workshop – Protecting the fundamental values of higher education and research in the 21st century: conceptualisation, codification, monitoring, practice, hybrid

On 9th of May, 2024 the The School of Education, Communication and Society of King's College together with the Executive Agency for Higher Education, Research, Development and Innovation Funding (UEFISCDI) organized the event "Protecting the fundamental values of higher education and research in the 21st century: conceptualisation, codification, monitoring, practice". The workshop was organized under the WP 3- Piloting the proposed indicators in four countries, T3.2 Organising two workshops with stakeholders and public institutions. The event was in a hybrid format, and participants attended both in-person in London at King's College and also online.

The event gathered key organizations and agencies from around the world that are actively involved in academic freedom and related values and principles, along with representatives from universities and central and local structures.

The first two decades of the 21st century brought about significant challenges to the fundamental values of higher education in all parts of the world. At the same time, in particular after 2015, a series of powerful efforts to address these challenges has emerged as well at the national, regional, and global level, mostly independently, in developing, updating, or refining frameworks of reference for academic freedom, freedom of research, institutional autonomy, academic integrity, and related concepts, values and principles. These frameworks include new or updated (shared) conceptual references for these values and principles (more than just simple definitions), norms (sometimes including legislation), guidelines for implementation, protection and promotion, and monitoring tools and mechanisms. This event convened those currently engaged in such transformative endeavors, in an effort to facilitate mutual information about their work.

The introduction and welcome address were made by Professor Liviu Matei, King's College London from the Global Observatory on Academic Freedom and Professor Michael Mainelli, Lord Mayor of the City of London. The Lord Mayor delivered a compelling address on the essential role of academic freedom, grounded in the rich historical context of the City of London. The Lord Mayor stressed the necessity of international collaboration in safeguarding academic freedom and wished the participants a productive and insightful discussion.

Liviu Matei thanked the Lord Mayor for his inspirational address and provided an in-depth overview of the event's goals. He highlighted the significant challenges to academic freedom in recent years and the robust efforts by various organizations to counter these threats. The primary aim of the event is to unite major organizations to discuss and establish comprehensive frameworks for protecting critical values such as academic freedom and institutional autonomy. Professor Matei emphasized the importance of shared conceptual references and normative standards to ensure the effective practice and preservation of these values.

First panel of the workshop covered global perspectives, and began with David John Lock, Secretary General, Magna Charta Universitatum Observatory, who briefly introduced the organization's significance in higher education. He discussed the origins and principles of the Magna Carta for universities, emphasizing academic freedom and institutional autonomy. He highlighted the evolution of the Magna Carta Observatory's role from proclamation to providing practical support for









implementing these values and introduced a present project as a tool for universities to confirm and practice their values sustainably.

Dr Whitfield Green, Chief Executive Officer, Council on Higher Education of South Africa presented the South African context of academic freedom post-apartheid, emphasizing institutional autonomy and public accountability. He discussed the interplay of these concepts through examples like the "Fees Must Fall" movement, a controversial research project, and executive remuneration debates. He also raised concerns about increasing state interference and the weakening of university senates in South Africa.

Dr Vivi Stavrou, Executive Secretary of the Committee for Freedom and Responsibility in Science, International Science Council described the ISC's commitment to scientific freedom and responsibility, emphasizing science as a global public good. She introduced new principles for the freedom and responsibility of science, reflecting contemporary global challenges. She also discussed the right to science, advocating for it as a universal human right and stressing the need for effective governance in the scientific community. During her presentation she emphasized the need for a comprehensive understanding of the right to science, splitting it into two clusters: the right to participate in science and the right to enjoy the benefits of science. She also discussed the elements of this human right: availability, accessibility, quality, and acceptability. During her presentation she highlighted the ISC's initiatives, including monitoring cases where scientists' freedoms are restricted and providing assistance, collaborating with organizations like Scholars at Risk. She stressed the importance of translating principles into practical guidance for scientists, particularly in ethics, research integrity, and responsible research assessment.

Denise Roche, Advocacy Manager, Scholars at Risk Europe presented the need for authoritative international guidance on implementing the right to academic freedom, leading to the development of the "Principles for Implementing the Right to Academic Freedom." She highlighted the context in which these principles were developed, noting the increase in reports and statements on academic freedom from various international bodies. During her presentation she emphasized that academic freedom is a human right grounded in existing human rights laws and norms, and not limited to a select group of academics but inclusive of students. She also discussed the necessity of practical tools and guidelines for implementing academic freedom, providing a series of questions and practical guidance for stakeholders. She also mentioned ongoing international engagement campaigns to promote the right to science.

The panel concluded that the workshop underscored the importance of academic freedom and the necessity for international collaboration to protect it. Emphasis was placed on the crucial role of institutions in upholding academic freedom and the responsibility of states to create enabling environments for scientific and academic work. The session concluded with a call for continued dialogue, collaboration, and practical action among international educational and scientific institutions to ensure the meaningful practice of academic freedom globally. The panel also addressed questions on the values and focus of their respective organizations, the significance of their work, and the challenges faced, highlighting the need for global cooperation and effective governance to uphold academic and scientific freedoms.

At the end of the panel it was emphasized the importance of preparing council members and student leaders for their governance roles by making them aware of their responsibilities for academic







freedom and maintaining autonomy. The improvement in the induction of council members was noted but highlighted that more needs to be done.

The second panel focused on European viewpoints. Dr Cezar Haj, Co-Chair, Working Group on the Fundamental Values, welcomed participants and introduced the panel focused on European perspectives. He provided a brief overview of the European Higher Education Area (EHEA) and the work done to address fundamental values such as academic freedom, integrity, institutional autonomy, student and staff participation in governance, and public responsibility for and of higher education. Cezar highlighted the process of defining and monitoring these values through various ministerial communiques and the upcoming Tirana Communique.

Dr Valentina Musso, Consultant – Public Policy Consultant at ICF discussed a project commissioned by the European Commission on fundamental academic values. The project aims to develop guiding principles to help national authorities and higher education institutions protect these values, building on the Rome Communique and the European Research Area. She emphasized the need to consider fundamental academic values as cross-cutting issues and ensure they are integrated into the European Education Area and legislation. She suggested measures for the European Commission, national public authorities, and higher education institutions to protect and promote academic values, such as establishing national arrangements to report violations, creating forums for debate, and reviewing quality assurance practices.

Prof Liviu Matei, from the Global Observatory on Academic Freedom addressed the role of universities in safeguarding academic values. He noted the recent years' significant changes and challenges to academic freedom, leading to new efforts to reconceptualize these values and adopt norms and guidelines. He emphasized that universities and their communities need to be more involved in these efforts and suggested that universities should develop their own policies and guidelines, conduct research on academic freedom, and use this research to influence policy development and implementation.

Mr. Matei also mentioned the importance of ensuring fundamental values are upheld and integrated across European higher education institutions. He also highlighted the need for collaboration among various stakeholders, including universities, governments, and international bodies, to create a robust framework for protecting academic values. He also acknowledged of the efforts made by different organizations and the need for continued dialogue and cooperation to address the challenges faced by academic institutions.

During his presentation Mr. Matei explained that The Observatory is a project initiated at Central European University and now hosted at King's College. The Observatory focuses on rigorous and innovative research to rethink academic freedom and stimulate debates among stakeholders to preserve it in democratic societies. The Observatory conducts research on changing understandings of academic freedom globally, documenting new frameworks and conceptual references due to societal, economic, and political changes. Dr. Matei highlighted how these factors have shifted the landscape of academic freedom from a purely national concern to involving supranational entities like the European Union. He mentioned that the Observatory has contributed to the development of a PAN-European mechanism to monitor fundamental values in higher education across Europe. He also recognized the need for better coordination among various efforts to protect academic freedom and stressed the importance of platforms for dialogue and learning among different stakeholders.

The panel discussions highlighted significant issues regarding academic freedom and its protection at various levels. It was noted a disconnect between national/regional efforts and institutional/academic staff levels, to which Professor Liviu Matei emphasized that academic freedom is often taken for







granted in democratic countries until it is threatened. He pointed out that political influences and media coverage drive the discourse and stressed the need for more academic engagement. Concerns about internal threats from administrative bodies and students were raised, with examples of academics being silenced for controversial views. It was underlined the importance of academic standards and the role of academic freedom in knowledge production, noting that internal regulations can sometimes be counterproductive.

During the panel, protecting academic freedom from internal sabotage by university policies and human rights organizations was also discussed, with Professor Matei stressing the importance of balancing academic standards with the need to protect freedom. The discussion concluded with an emphasis on ongoing research, dialogue, and collaboration to safeguard academic freedom in a changing global landscape. During the discussions universities and academic communities were encouraged to actively participate in these efforts and shape relevant policies. The complexity of viewing academic freedom as a human right versus an academic value, student involvement in developing fundamental values, and the debate over including students within the scope of academic freedom were also addressed. The importance of a common understanding through definitions and statements on academic freedom was highlighted, despite their limitations in addressing all implementation issues. The workshop presentations can be accessed <a href="https://example.com/here-common understanding-common und

The insights acquired during this workshop will enable content experts to enhance the project's deliverables and assist national experts in effectively promoting and implementing Bologna reforms in line with fundamental values.













2.1. Agenda

Fundamental values in the European Higher Education Area

Protecting the fundamental values of higher education and research in the 21st century: conceptualisation, codification, monitoring, practice

09 May 2024 12:30 to 16:00, UK time

Bush House, Strand Campus, London

Hybrid

9th of May 2024

01 Way 2024	
12.30-13.00	12.30-13.00 Arrival of participants
13.00-13.30	13.00-13.30 Introduction and Welcome address Introduction: Prof Liviu Matei, King's College London; Global Observatory on Academic Freedom Welcome address: Prof Michael Mainelli, Lord Mayor of the City of London
13.30-14.45	 Panel 1: Global perspectives Mr David John Lock, Secretary General, Magna Charta Universitatum Observatory (moderator) Dr Whitfield Green, Chief Executive Officer, Council on Higher Education of South Africa Dr Gabriela Ramos, Assistant Director-General for Social and Human Sciences, UNESCO Dr Vivi Stavrou, Executive Secretary of the Committee for Freedom and Responsibility in Science, International Science Council Denise Roche, Advocacy Manager, Scholars at Risk Europe
14.45-15.00	Health break (refreshments served for in person participants)
15.00-16.00	 Panel 2: European perspectives Dr Cezar Haj, Co-Chair, Working Group on the Fundamental Values of Higher education, European Higher Education Area (moderator) Dr Valentina Musso, Consultant – Public Policy Consultant at ICF S.A., Protecting Fundamental Academic Values Project of the Directorate-General for Education, Youth, Sports and Culture; European Commission Prof Liviu Matei, Global Observatory on Academic Freedom; King's College London, School of Education, Communication and Society









2.2. Participants

Institution
Babeș-Bolyai University
Beykoz University
Central European University
Charles University in Prague
Coventry University
Directorate-General for Education, Youth, Sports and Culture; European Commission
European Students' Union
European Trade Union Committee for Education (ETUCE)
European University Association (EUA)
German National Union of Students
Humboldt-Universität zu Berlin
Ilie Murgulescu Institute of Physical Chemistry
Independent expert for global higher education
King's College London
Lund University
Magna Charta Universitatum Observatory
Members of the BFUG Working Group on Fundamental Values
North-West University
Oxford University
Public Policy Management Institute (PPMI), Lithuania
Scholar at Risk
The Executive Agency for Higher Education, Research, Development and Innovation Funding
(UEFISCDI), Romania
The University and College Union (UCU), UK
Universitat Pompeu Fabra
University for Continuing Education Krems
University of Alberta
University of Bologna
University of Cambridge
University of Campinas - Unicamp
University of Helsinki
University of Kent and Council for the Defence of British Universities
University of South Wales
University of Toronto
University of Toronto
University of Warsaw



Utrecht University





2.3. Communication

The workshop was promoted on The Executive Agency for Higher Education, Research and Innovation Funding (UEFISCDI) website (https://uefiscdi.gov.ro/news-protecting-the-fundamental-values-ofhigher-education-and-research-in-the-21st-century-conceptualisation-codification-monit), integrated also in the project's webpage (https://uefiscdi.gov.ro/new-building-blocks-of-the-bolognaprocess-fundamental-values).

As well, King's College promoted the event on their website:

https://www.kcl.ac.uk/events/protecting-the-fundamental-values-of-higher-education-andresearch-in-the-21st-century-conceptualisation-codification-monitoring-practice-1

The workshop was also promoted on social media on the official accounts of UEFISCDI. Please see below.

- **UEFISCDI Facebook** https://www.facebook.com/photo/?fbid=751250543852046&set=a.189015673408872
- LinkedIn UEFISCDI: https://www.linkedin.com/feed/update/urn:li:activity:7193506134140301316
- X: https://twitter.com/uefiscdi/status/1787740851382178018/photo/1





