



KICK-OFF MEETING

LEG-UNIGR: BLUEPRINT FOR A LEGAL ENTITY FOR CROSS-BORDER UNIVERSITY ALLIANCES

Web-based meeting via MS Teams, 10th May 2023





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0. Welcome words

The Project Coordinator from the University of Luxembourg opens the Leg-UniGR kick-off meeting and welcomes the representatives of the project partners (UniGR Officers of the partner universities and UniGR Coordinator from the Central Office) as well as the EACEA Project Officer. The Head of the International Office at Trier University joins the meeting as well in view of the importance of this project.

Overview of participants:

Institution	Participants
University of Luxembourg	Special Advisor to the Rector, UniGR Officer / Project Officer
University of the Greater Region – UniGR a.s.b.l.	UniGR Coordinator
Université de Lorraine	UniGR Officer
Trier University	UniGR Officer, Head of International Office
Saarland University	UniGR Officer
University of Kaiserslautern-Landau	UniGR Officer
European Education and Culture Executive Agency (EACEA)	Project Officer

Representatives from the Université of Liège and htw saar - University of Applied Sciences have excused themselves.

1. Round table & UniGR organisation

After a short introduction of all participants, the Project Coordinator explains the organisational and long-standing structure of the alliance. The University of the Greater Region (UniGR) was founded on November 24, 2015, as a non-profit association under Luxembourg law. UniGR consists of seven members of which six are founding universities: University of Kaiserslautern-Landau (formerly TU Kaiserslautern), the University of Liège, the Université de Lorraine, the University of Luxembourg, Saarland University and Trier University. Since June 2020, htw saar - University of Applied Sciences is associated partner of the alliance.





UniGR functions through the interplay of top-down and bottom-up processes. The governance and operational bodies are:

- **Council of presidents and rectors (Administrative Board of UniGR a.s.b.l.)**

The board is composed of the presidents and rectors of the seven partner universities and defines the strategic and political guiding principles of the alliance as well as the cooperation and joint development of the universities.

- **Coordination Board**

The Coordination Board consists of one representative from the administration of each partner university. They work together with the Central Office to advise the presidents and rectors in strategic decisions. Operational implementation is planned, monitored, and targeted by the Coordination Board and the Central Office.

- **Central Office**

The Central Office, assigned by the Board, is headed by the General Secretary, and currently employs a coordinator, a project officer, and an assistant. It works in close consultation with the members of the Coordination Board and the UniGR Officers of each of the partner universities and is directly involved in the implementation of the strategic objectives of the UniGR as agreed by the presidents and rectors.

- **UniGR Officers**

In their function as contact persons at the operational level in each institution, the UniGR Officers are the first contact point for students, doctoral candidates, researchers, administrative staff, and professors both for the implementation of the cooperation objectives and for forwarding initiatives and to facilitate cooperation and daily business.

- **Advisory Board of Students and Doctoral Candidates**

The Advisory Board for students and doctoral candidates consists of students or doctoral candidates from the partner universities, who contribute their perspectives to the relevant activities of the alliance to strengthen the integration of this target group.

- **Political Advisory Board**

The Political Advisory Board is made up of public bodies that are politically responsible for higher education and research within the Greater Region. The UniGR alliance considers it important to work in close contact with these institutions to ensure the consistency and dynamic of its activities and to benefit from the support of these institutions.





*Note: Graphic shows status of the UniGR alliance in 2019

2. Legacy

The Project Coordinator outlines the history of the University of the Greater Region. Located in the heart of Europe and encompassing four of the six founding members of the EU, the region has a longstanding history of cross-border cooperation.

The political region *Greater Region (GR)* was founded in 1980, comprising today the German federal states *Rhineland-Palatinate* and *Saarland*; the French region *Lorraine*; the Belgium regions *Wallonia*, the *Federation Wallonia-Brussels* and *Ostbelgien* as well as the *Grand Duchy of Luxembourg*. In 1984, the first Charta for higher education cooperation in the Greater Region was signed to advance cooperation in the areas of teaching and studies as well as research and innovation. Since 2021, the Charta is being replaced by the Annual Conference for Higher Education and Research in the Greater Region. At the European level, the Bologna Declaration was signed in 1999 which represents an essential milestone for the promotion of a common European higher education area. In 2005, the working group Higher



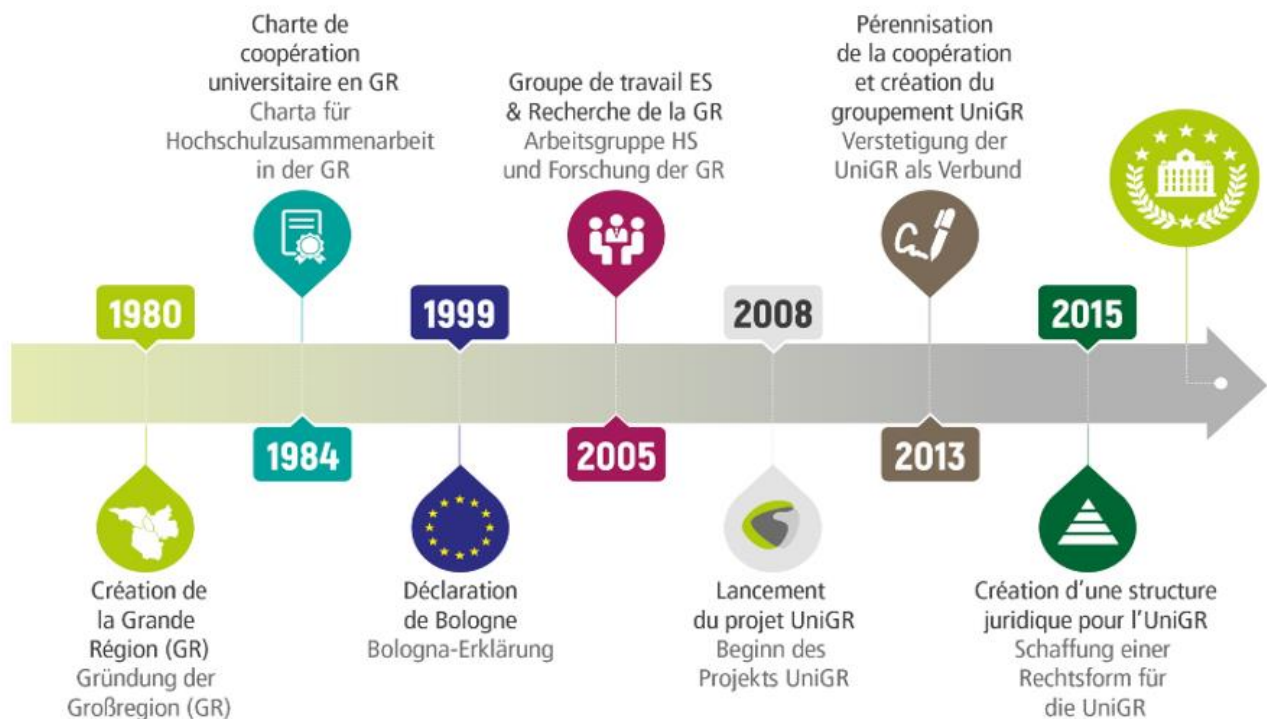
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Education and Research was founded - a platform for the exchange of experiences and best practices in the Greater Region, comprised by representatives of the competent regional authorities and institutions.

Within the framework of the Interreg IV A Greater Region programme, the UniGR project started in 2008 and continued after the end of the project phase in 2013. For a more stable cooperation, the six founding partners sought a legal structure, which was finally created in 2015 in the form of a Luxembourg a.s.b.l. As part of the UniGR's strategic plan to open up to new partnerships, the status of associated partner of UniGR a.s.b.l. was created in 2018. In June 2020, htw saar joined the alliance as associated partner. At the beginning of 2023, the Technische Universität Kaiserslautern merged with the Campus Landau, formerly the University of Koblenz-Landau, to form the new University of Kaiserslautern-Landau (German: *Rheinland-Pfälzische Technische Universität Kaiserslautern-Landau*, abbreviated: RPTU).

In view of the positive development, it should not be disregarded that the transformation of UniGR was and still is accompanied by many challenges related to the different national barriers in law and administration.



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3. Objectives

The Leg-UniGR project aims to test the feasibility of a new legal status for the cross-border university network (as a blueprint). The Project Coordinator highlights the three main objectives of Leg-UniGR:

- **1st objective:** document and share the experience of UniGR, which has a sustainable legal structure as a Luxembourgish association since 2015.
- **2nd objective:** support the development of UniGR as a transregional university alliance by identifying the most appropriate legal entity to progress.
- **3rd objective:** explore and analyse the terms and conditions of a legal status which will catalyse European and national UniGR development and funding according to its core missions.

3.1. Context

The transformation of the legal structure of UniGR has been part of the consortium's development plan and represents an optimisation process. The intended new legal status comes with certain limitations, such as the fact that it must be a non-profit structure and that complex administration should be circumvented. An efficient structure should be envisioned by establishing a simple decision-making process and limiting hierarchical levels.

The Project Coordinator highlights the importance of having the right legal status to be able to operate properly. The legal status should lead to greater visibility of the cross-border alliance and leverage fundings. It is also about finding the best solution in terms of a legal frame which corresponds to all partner regions and countries. Through a SWOT analysis, the potential disadvantages and advantages will be identified. The results should generate general acceptance among all seven partners.

In comparison to “European University Alliances”, the context for cross-border alliances such as the University of the Greater Region is distinctive, as the partners work more closely together due to their geographical location and common history.

3.2. Partners

It is essential to involve the partners of the Greater Region most effectively in this project. The main goals are to reinforce the cross-border collaboration, bring common and shared value to the structure. It is important to demonstrate a real development of an added value through a new legal status.

Further it is important to ensure an effective work cooperation between all involved partners and enhance cross-border and local communication. Decision-making bodies need to be made more aware of politics.

Throughout all of this, the partners should adhere to the principles of development.





3.3. Political authorities

Most regional and national political authorities expressed their full backing by signing a joint letter of support at the time of submitting the project proposal. Still, there is a mosaic of authorities that reflects the complexities within the Greater Region. Each partner region is structured differently and has a different level of capacity. Authorities at local, regional, and national levels need to be consulted.

Reaching the political decision-making bodies is a challenge, as each partner region operates differently, for example France is centrally organised, whereas Germany is decentralised. It is therefore necessary to know the people involved and to have a certain level of visibility to achieve the desired results.

The Project Coordinator underlines that it is thus important to intensify the communication and “impulse” some contacts to get answers; this might be a challenge in certain partner countries. It is expected that the local authorities are easier to reach than the national authorities.

Legal competencies are also distributed differently among the partner countries and regions and are allocated at different levels: local, regional, national, or European. Moreover, the legal and regulatory terms differ from each other.

This all results a cross-border “mille-feuille” which challenges the creation of a legal statute beyond the borders. European solutions are indeed desirable and should be envisaged but are currently not applicable everywhere given national limitations. The goal nevertheless remains to confront these different layers and create a less intense “mille-feuille”.

4. Timeline

4.1. Project timeline

In line with the EU Commissions agenda, the project has been launched quickly. The project started officially on 1st April 2023 and will run 12 months until 31st March 2024. It will be an intense mission in a short period of time. However, given the previous discussions of the topic, the consortium is already well prepared.

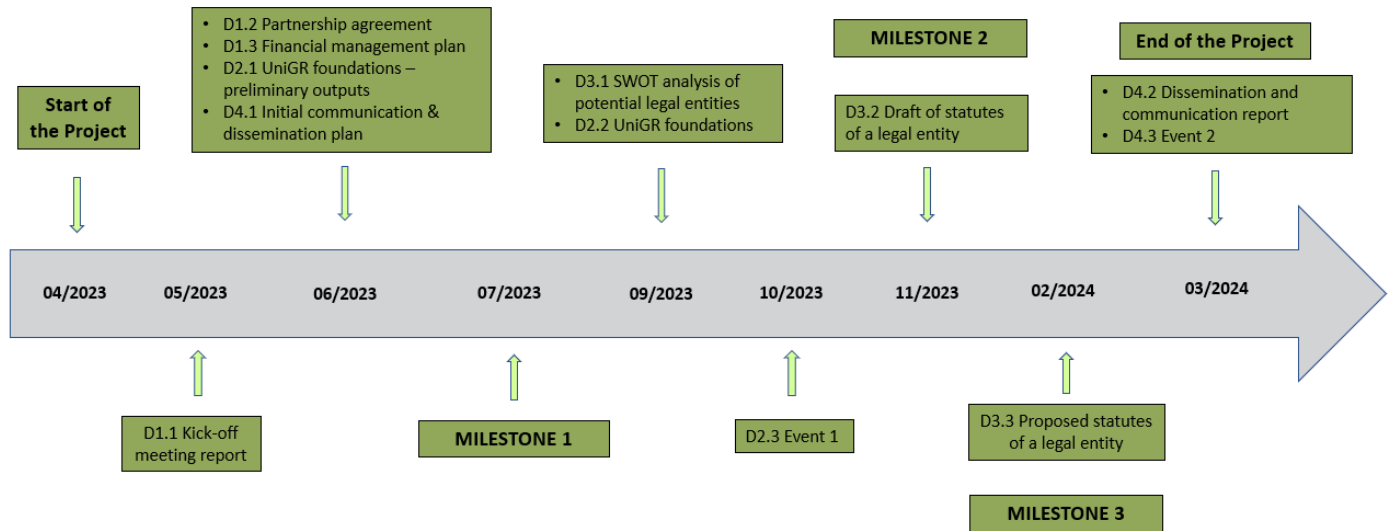
In the first quarter, mainly administrative and financial deliverables must be prepared, followed by a report on the foundations of UniGR. During the first public event in October 2023, the first project results will be presented. The focus will be on the presentation of the UniGR legacy.

The preparation of the statutes of a legal entity will be advised by the legal service of the Luxembourgish Ministry for Spatial Planning and Development, which has major expertise in the creation of cross-border structures. The registered office of the new entity is expected to be in Luxembourg.





The presidents and rectors of the partner universities will be present during the second dissemination event in March 2024, where the final statutes will be presented. The transformation of UniGR will start as of the end of the project.



4.2. Work packages & deliverables

The project consists of a total of four work packages with each three deliverables:

WP 1 Project Management

- D1.1 Kick-off meeting report
- D1.2 Partnership agreement
- D1.3 Financial management plan

WP 2 Legacy

- D2.1 UniGR foundations – preliminary outputs
- D2.2 UniGR foundations
- D2.3 Event "UniGR foundation event and progress towards a new legal entity"





WP 3 Missions Statutes

- D3.1 SWOT analysis of potential legal entities
- D3.2 Draft of statutes of a legal entity
- D3.3 Proposed statutes of a legal entity

WP 4 Dissemination and Communication

- D4.1 Initial dissemination and communication plan
- D4.2 Dissemination and communication report
- D4.3 Event "European alliances and their legal status - a proposal"

5. Comparative analysis

The SWOT analysis of potential legal entities is a key element (WP3 - D3.1) of the initiative. As part of the analysis, different types of statutes will be analysed with a focus on non-commercial rather than commercial options. It is expected that the commercial options will not fit as universities are per se non-commercial organisations. The EGTC (European Grouping of Territorial Cooperation) is currently considered to be the most appropriate in this European context, but the outcome of the analysis should be awaited.

The different types of possible statutes are the following:

Non-commercial:

- Foundations
- Aisbl (*legal Belgium framework)
- EGTC (*cross-border)

Commercial:

- Commercial legal entities
- European economic interest group
- European company
- European Cooperative Society





6. Statutes for a cross-border alliance of higher education institutions

The SWOT analysis of potential legal entities must demonstrate a gain of function, which is necessary to show tangible outcomes to the authorities. It should function as support for a convincing proposal for the UniGR board. This is part of a demonstrated regulatory compliance.

7. Submission to authorities

The final phase of the project faces a higher level of risk as there is little control over the process. Since the four partner countries are organised at different levels of authority and operate on different procedures, a number of challenges exist as it was mentioned earlier. Experience shows that it is thus important to identify the relevant people to reach the goal and to progress efficiently.

Ultimately, it is also a question of the relevant decision-making bodies reflecting a certain power play.

8. Functional organisation

The implementation of the project will work through a 3-level organisation:

- **University of Luxembourg & UniGR Central Office:** coordination of the project
- **UniGR Officers at partner universities:** catalysator between universities and coordination
- **Departments of partner universities:** when needed as “service providers”, e.g., legal departments.

As the project was agreed upon and signed by all presidents and rectors of the partner universities, the relevant university services are expected to collaborate when needed.

In view of the tight schedule, the Project Coordinator is in favour of a direct management style to ensure efficient project outcomes. A short, clear, and rapid communication is required to achieve fast decisions and a successful project advancement. Should there be any blocking points and urgent questions, the UniGR Officers are asked to directly contact the project coordinator (University of Luxembourg) and avoid too many formal meetings. Meetings will be only organised punctually and not on a regular basis.





9. Public dissemination

9.1. Website & social networks

Given the relevance of the project to the EU Commission and the DG EAC, it was decided to set up a small project website. The website is a satellite site of uni.lu (University of Luxembourg) and is managed by the project coordinator. All public project outcomes will be comprehensively reported and disseminated through the project website: [Leg-UniGR Website](#).

Additional communication will take place at regular intervals via the UniGR LinkedIn account: [UniGR LinkedIn](#).

9.2. Events calendar

During the project phase, two public events will be organised in Luxembourg:

- **EVENT 1: "UniGR foundation event and progress towards a new legal entity" (D2.3)**

The first event will focus on the legacy of UniGR and share the experience as a sustainable legal structure as a Luxembourgish not-for-profit association since 2015. It will take place in October 2023 in a hybrid form.

- **EVENT 2: "European alliances and their legal status - a proposal" (D4.3)**

The second event is dedicated to disseminating the final proposal of a legal statute and will take place in March 2024. All UniGR presidents and rectors will be present.

9.3. Final report with statutes

The expected result is the proposal of a legal status, approved by the national authorities, and its launch phase to be implemented at project end. As all national authorities will need to approve, there cannot be a formal opposition.





10. Timeline of early deliverables

The first deliverables in the first quarter of the project are due on **31st May and 30th June 2023**. University of Luxembourg will coordinate the preparation. Most of the early outcomes are of a more technical character. In preparation of D2.1 the project partners will be asked to collect relevant documentation.

The Project Coordinator plans to arrange a meeting with all Legal Departments at the end of May to ensure that all partners are aligned for the process going forward. If not done so, the project partners are asked to identify the right person for it.

11. Q & A

The Project Coordinator opens the discussion.

Trier University asks if there is a coordination with the European University alliances as some partners are part of other consortia, and what the approach with them will be.

The Project Coordinator emphasises that there is a different status in each country - not everything is possible, and it also strongly depends on the cultural perspective. This is currently a big discussion within European universities in terms of improving operations and fundraising.

The European alliances face similar problems with the common European diploma, where it will be difficult to transfer competences to other authorities.

The envisaged EGTC is a stable legislation form with a good operating experience, and which does not only work across borders. The outcome should be formulated as neutral as possible. The gain of information and knowledge should function as well for other university alliances. The Project Coordinator is already in contact with UniGR partners involved in European University alliances in this regard.

The Project Coordinator thanks the participants and closes the meeting.



ANNEX I

POWERPOINT PRESENTATION OF THE KICK-OFF MEETING



Leg-UniGR: Blueprint for a legal entity for cross-border university alliances

Kick-Off Meeting

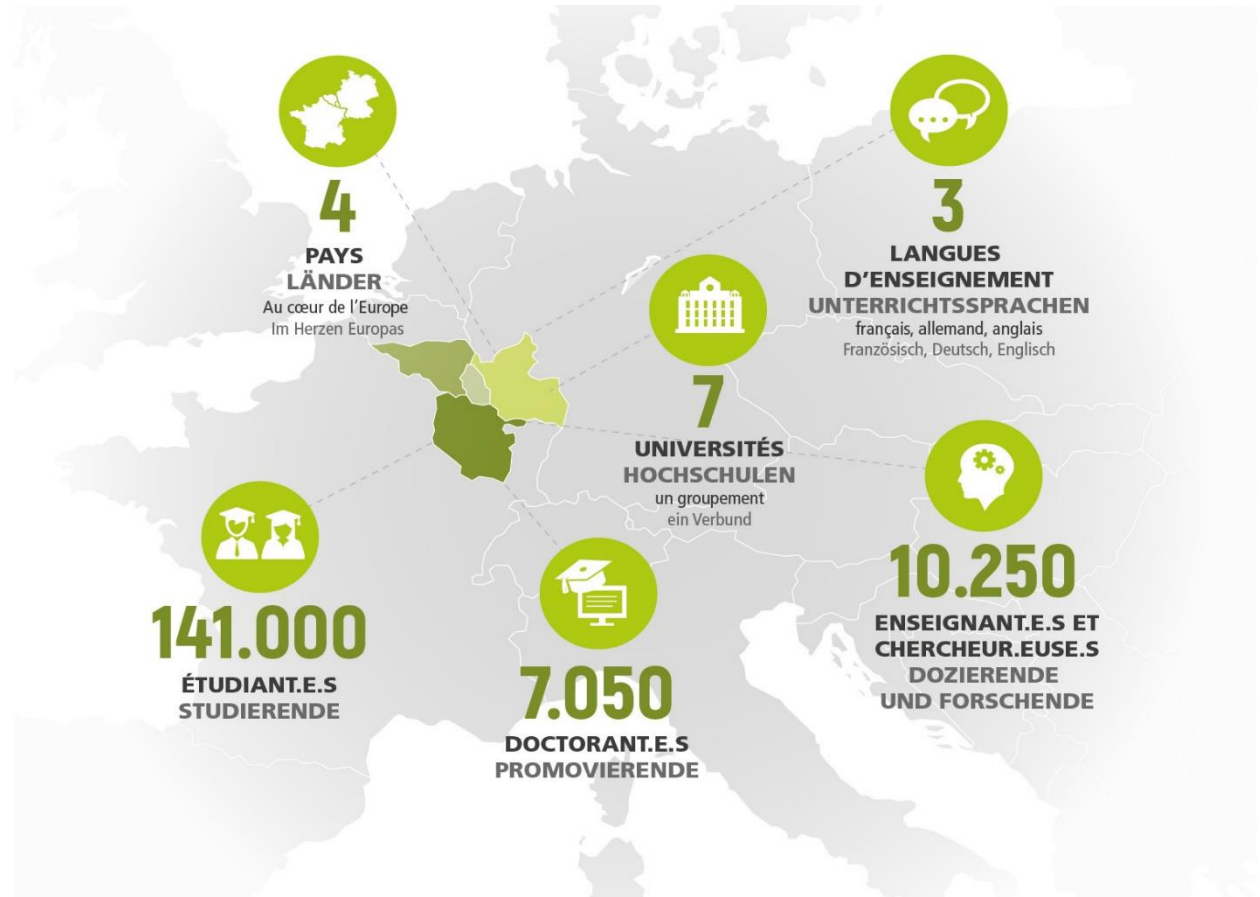
10 May 2023, 09h30-11h30



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1. Round Table & UniGR Organisation



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1. Round Table & UniGR Organisation

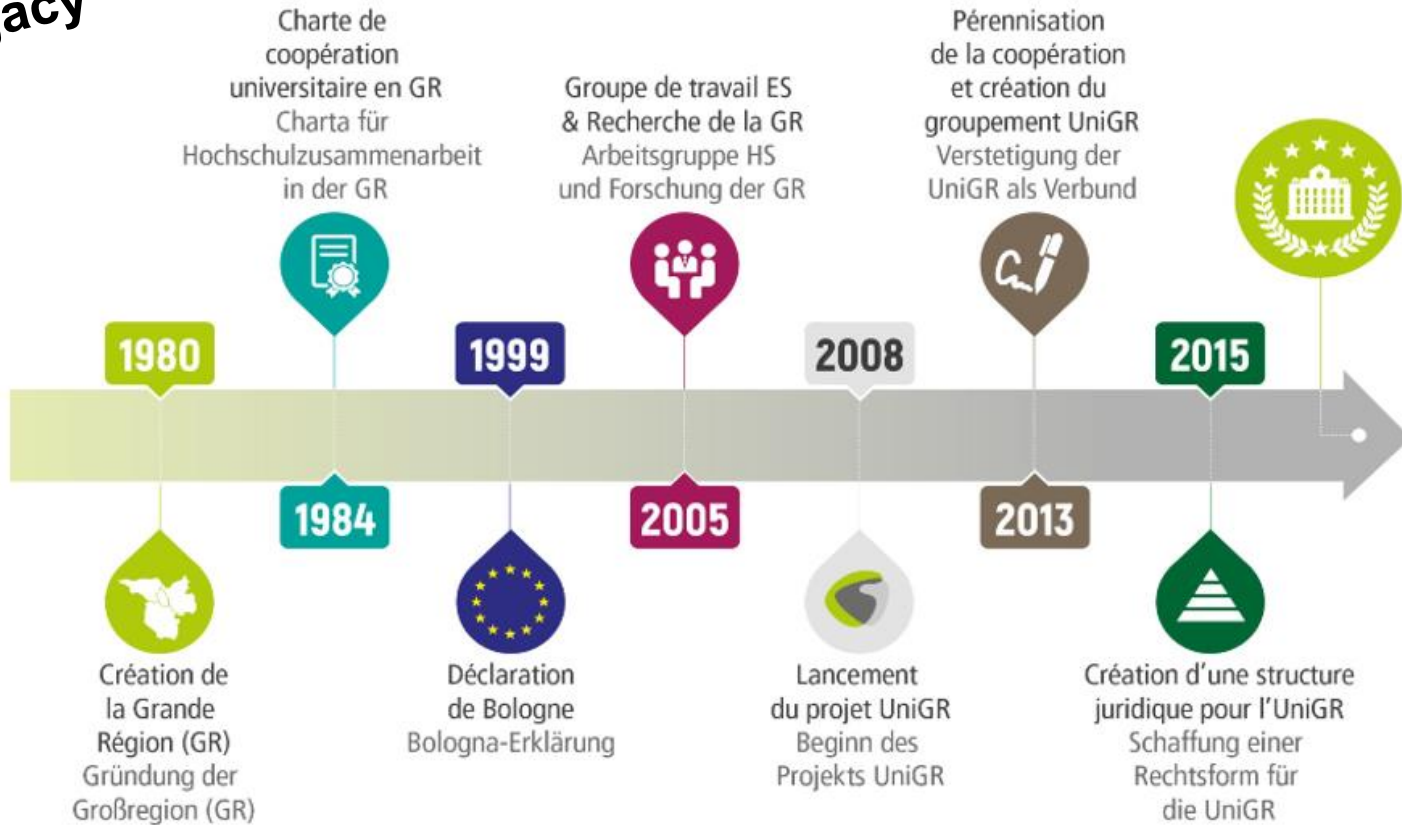


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2. Legacy



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3. Objectives

- **1st objective:**

document and share the experience of UniGR, which has a sustainable legal structure as a Luxembourgish association since 2015

- **2nd objective:**

support the development of UniGR as a transregional university alliance by identifying the most appropriate legal entity to progress.

- **3rd objective:**

explore and analyse the terms and conditions of a legal status which will catalyse European and national UniGR development and funding according to its core missions.



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3.1 Context

- **Limitations**
 - Not-for-profit structure
 - “Complex” governance (general assembly, board, coordination board)
- **Efficiency**
 - Simple decision-making processes
 - Limit hierarchical levels
 - Ideally (to be challenged):
 - Correspondents
 - Coordination
 - Board
- **Simplified, more effective governance**
 - SWOT analysis
 - Gains vs. Pains
 - General acceptance





3.2 Partners

Main Goals

- Reinforcement of cross-border collaboration
- Involve partners more effectively
- Effective work cooperation
- Bring common and shared value to the structure
- Adhesion to principles of development(s)
- Cross-border and local communication
- Political penetration within decision-making groups



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3.3 Political Authorities



- **Mosaic**
 - Local
 - Regional
 - National
- **Legal competence**
 - Local
 - Regional
 - National
 - European
- **Cross-border “mille-feuille”**
 - Legal & regulatory terms
 - Challenge

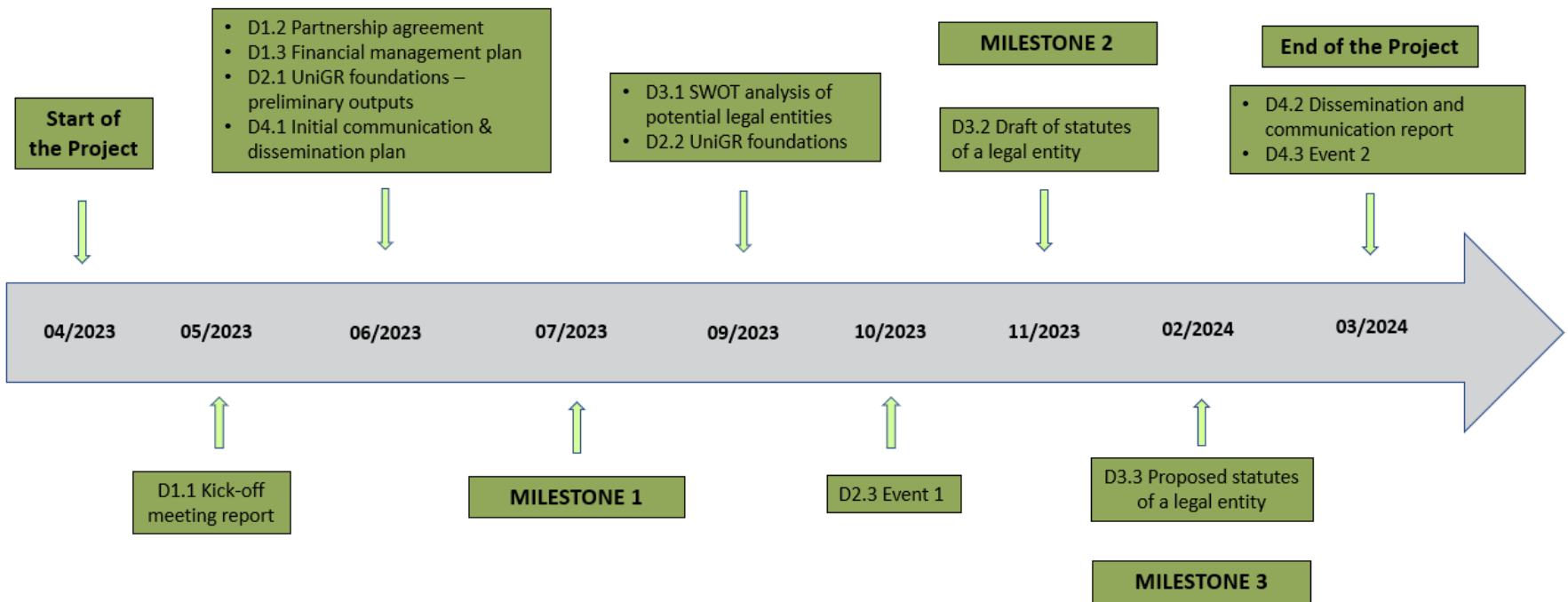


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4.1 Project Timeline



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4.2 Work Packages and Deliverables



WP 1 Project Management

D1.1 Kick-off meeting report

D1.2 Partnership agreement

D1.3 Financial management plan

WP 2 Legacy

D2.1 UniGR foundations – preliminary outputs

D2.2 UniGR foundations

D2.3 Event "UniGR foundation event and progress towards a new legal entity"

WP 3 Missions Statutes

D3.1 SWOT analysis of potential legal entities

D3.2 Draft of statutes of a legal entity

D3.3 Proposed statutes of a legal entity

WP 4 Dissemination and Communication

D4.1 Initial dissemination and communication plan

D4.2 Dissemination and communication report

D4.3 Event "European alliances and their legal status - a proposal"



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5. Comparative Analysis



Types of statutes

Non-commercial:

- Foundations
- Aisbl (*legal Belgium framework)
- EGTC (*cross-border)

Commercial:

- Commercial legal entities
- European economic interest group
- European company
- European Cooperative Society
- tbc...



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6. Statutes for a Cross-border Higher Education Alliance

Questions SWOT analysis

- Demonstrated gain of function
- Tangible outcomes for the alliance
- Convincing proposal for the boards
- Demonstrated regulatory compliance



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7. Submission to Authorities



Challenges

- Four countries
 - National
 - Regional
 - Local
- Level of authority?
- Decision-making body/authority?
- Process?
- Control?
- Blank check?



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8. Functional Organisation



Three levels of organisation

- Coordination (uni.lu / central office)
- UniGR officers
- Institutions' Boards

[& university services when needed, as “service providers”]

Direct management & communication

- Follow logic, not rules, and be clear
- Communicate directly, irrespective of hierarchy
- Communicate rapidly, it makes fast decisions
- Ditch frequent meetings



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9.1 Website & Social Networks



Leg-UniGR:
Blueprint for a legal entity for cross-border university alliances

The Leg-UniGR project was selected by the European Commission in a call for proposals for pilot projects of the "European Universities" initiative. Its goal: to test the feasibility of a new legal status for the cross-border university network.

The University of the Greater Region (UniGR) is an innovative, cross-border university network founded within the framework of an Interreg IMA Greater Region project. Located in the heart of Europe, the UniGR brings together seven universities from the Region Grand Est, the Grand Duchy of Luxembourg, the Région Wallonne and the federal states of Saarland and Rheinland-Pfalz, with a total of 143,000 students.

Since its foundation in 2008, it has pursued the goal of acting as a model in Europe and internationally by actively participating in the creation of a common higher education and research area in the political space "Greater Region".

Now another milestone has been reached: UniGR has been selected by the European Commission in a pilot project call of the "European Universities" initiative. The Leg-UniGR project (funded with € 175,728,000 from the ERASMUS+ programme) will test the feasibility of a legal status for European university alliances. The University of Luxembourg will coordinate the Leg-UniGR project for one year in close partnership with the partner universities and UniGR as a.o.U. As part of having a unique and promising university alliance in their field, the competent authorities of the Greater Region have expressed their support for Leg-UniGR in a joint Letter of Intent.

The special characteristic of this call for pilot projects was that it was open to European universities and "similar alliances". In this regard, Univ. Prof. Dr. Dr. h.c. Jöckel, President of the University of Trier and the UniGR, emphasised that: "This strengthens the UniGR in its efforts to become an exemplary cross-border university for Europe."



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[Leg-UniGR Website](#)



UniGR - University of the Greater Region
Higher Education - Saarbrücken - 451 followers

[UniGR LinkedIn](#)



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9.2 Events Calendar



❖ OCTOBER 2023

"UniGR foundation event and progress towards a new legal entity"

❖ MARCH 2024

"European alliances and their legal status - a proposal"



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9.3 Final Report with Statutes



Final alignment

- All institutions on board
- File went at least once through the respective boards
- Authorities have had access to the provisional statutes and marked them
- No formal opposition from decision-making authorities



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10. Timeline Early Deliverables



- **End of May:** Meeting with legal services of each partner university
- **31st May:** D1.1 Kick-off meeting report
- **30th June:**
 - D1.2 Financial Management Plan
 - D1.3 Partnership Agreement
 - D2.1 UniGR Foundations – preliminary outputs
 - D4.1 Initial Dissemination and Communication Plan
- **31st July:** Milestone 1 achieved

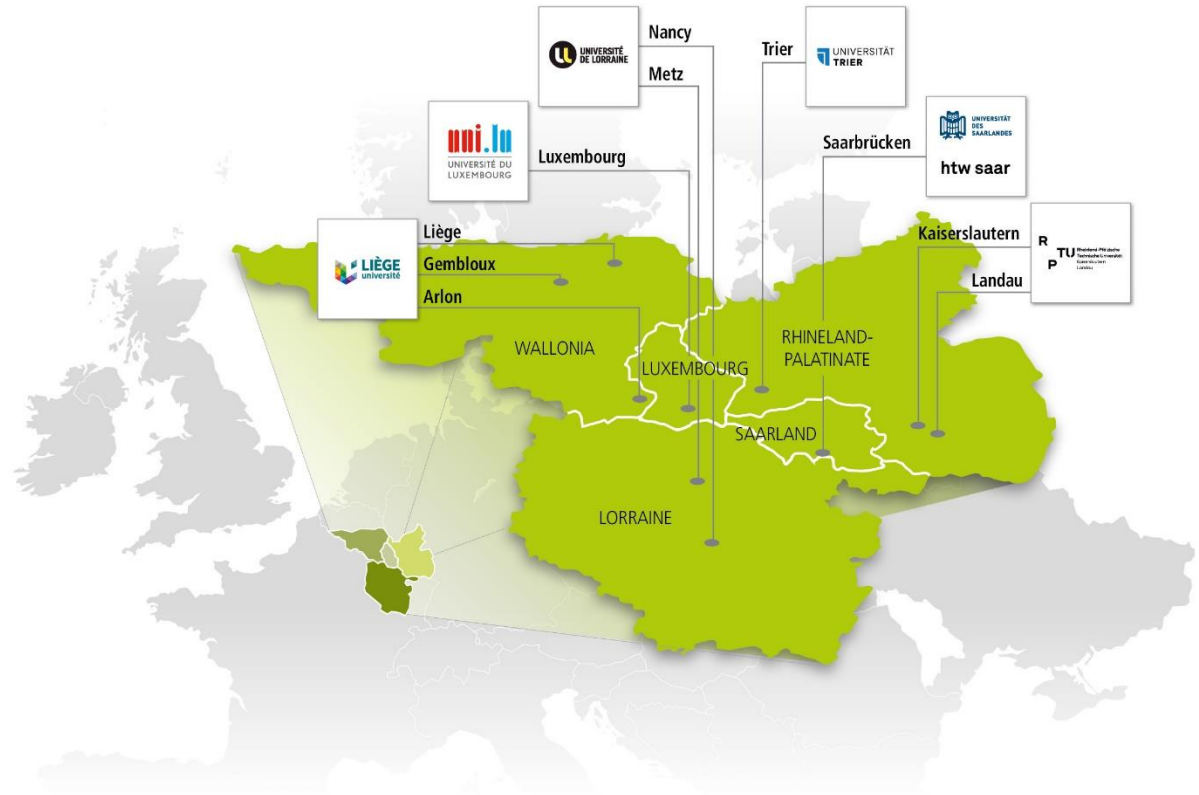


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11. Q & A



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ANNEX II

LINKEDIN POST: KICK-OFF MEETING

UniGR - University of the Greater Region
474 followers
1w • Edited

Yesterday, the kick-off meeting of the #Erasmusplus project #Leg_UniGR took place!
Co-funded by the **European Union**, Leg-UniGR intends to propose an innovative and optimized legal solution for cross-border alliance of universities in #Europe. The project operates in the framework of the #Erasmus+ call for policy experimentation in #highereducation for #europeanuniversities.

The UniGR-Officers from all seven partner universities met virtually to launch the pilot project which runs from April 2023 to March 2024. The Leg-UniGR website was presented, where all project outcomes will be publicly accessible:
<https://legunigr.uni.lu/>

Lu **University of Luxembourg** will coordinate the project in close collaboration with University of the Greater Region and the partner universities:
DE **Rheinland-Pfälzische Technische Universität Kaiserslautern-Landau (RPTU)**
BE **Université de Liège**
FR **Université de Lorraine**
DE **Universität des Saarlandes**
DE **Universität Trier**
DE **htw saar (Campus Alt-Saarbrücken)**

We look forward to a fruitful cooperation over the next 12 months!

with You and 8 others
You and 37 others
2 comments • 4 reposts





ANNEX III

COMPLEMENTARY MEETING WITH LEGAL DEPARTMENTS OF THE RESPECTIVE PARTNER UNIVERSITIES

On 22 May 2023, an introductory meeting was held with the legal departments of the seven partner universities of the University of the Greater Region. Each partner has appointed a contact person who will support the implementation of the Leg-UniGR project. The agenda is provided below for reference.



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the European Union**



Leg-UniGR: Meeting with the Legal Departments

22.05.2023 / 10h00-11h00

ONLINE – Microsoft Teams

AGENDA

1. Welcome & round table
2. Political foundations of European Universities and Alliances
3. Legal entity for alliances of higher education institutions - What for?
4. Project Timeline
5. Work organisation
6. Mission of the Legal Departments
7. Q&A

LINK: [Click here to join the meeting](#)

Meeting ID: 367 264 311 876

Passcode: 7KfaHk

[Download Teams](#) | [Join on the web](#)





ANNEX IV

PROJECT PRESENTATION AT THE ANNUAL UNIGR GENERAL ASSEMBLY

On 23 May 2023, the status of the Leg-UniGR project was presented at the annual UniGR General Assembly in Metz (France). The agenda is provided below for reference (see point 3.1).





UniGR – Universität der Großregion *UniGR – Université de la Grande Région*

Ort / *Lieu* : Université de Lorraine – Campus du Saulcy

Gebäude und Raum Ferrari / *Bâtiment et Salle Ferrari*

Datum / *Date* : 23.05.2023

11:00 – ca. 19:00

Sprache/ *Langue* : Deutsch und Französisch (Simultanübersetzung) / *allemand et français (interprétation simultanée)*

Mitgliederversammlung / *Assemblée Générale*

11.00 – 13.00

Teilnehmer*innen / *Participant.e.s* :

- Präsidenten, Rektoren, Mitglieder des Koordinationsausschusses / *Présidents, recteurs, membres du comité de coordination.*
- Vertreter*innen des Politischen Beirates der UniGR und Vertreter*innen des UniGR-Studierenden- und Promovierendenbeirats / *En présence des représentant.e.s du Conseil Politique de l'UniGR et des représentant.e.s du Conseil Etudiant et Doctorant de l'UniGR*

TOP

1. Begrüßung und Einführung in die Tagesordnung / *Accueil et introduction à l'ordre du jour*
2. Die UniGR und die Großregion / *L'UniGR et la Grande Région*
 - Zukunftsaussichten der Entwicklung der grenzüberschreitenden Kooperation in den Bereichen Hochschulwesen und Forschung: Stellungnahme der UniGR zum Interreg-Programm VIA Großregion / *Les perspectives d'évolution de la coopération transfrontalière dans les domaines de l'enseignement supérieur et de la recherche en Grand Région : Prise de position de l'UniGR sur le programme Interreg VIA Großregion*



- | |
|---|
| <p>3. Strategische Entwicklung der UniGR / <i>Evolution stratégique de l'UniGR</i></p> <p>3.1. Die UniGR und die Initiative „Europäische Hochschule“: das Projekt „Leg-UniGR“ / <i>L'UniGR et l'initiative "Université Européenne": le Projet "Leg-UniGR"</i></p> <p>3.2. Verstetigung des Projektes „EurIdentity Certificate“ / <i>Pérennisation du projet "EurIdentity Certificate"</i></p> |
| <p>4. Interdisziplinäre Kompetenzzentren / <i>Centres de compétences interdisciplinaires</i></p> <ul style="list-style-type: none"> Schaffung des zweiten interdisziplinären Kompetenzzentrums der UniGR im Bereich Metallen und Materialien in einer Kreislaufwirtschaft: das Interreg Projekt „UniGR-CIRKLA“ / <i>Création du 2ème centre d'expertise interdisciplinaire de l'UniGR dans le domaine des métaux et des matériaux dans une économie circulaire : le projet Interreg "UniGR-CIRKLA"</i> |
| <p>5. Jahresbericht 2021-2023 / <i>Rapport d'activité 2021-2023</i></p> |
| <p>6. UniGR Aktivitäten der Partnerhochschulen / <i>Activités UniGR des universités partenaires</i></p> <ul style="list-style-type: none"> UniGR Mobilitätsstipendien der RPTU / <i>Bourses de mobilité UniGR de la RPTU</i> |
| <p>7. Jährliche Konferenz für Hochschulwesen und Forschung in der Großregion / <i>Conférence annuelle de l'enseignement supérieur et de la recherche en Grande Région</i></p> |
| <p>8. Divers / <i>Verschiedenes</i></p> |

**Im Anschluss: Mittagessen (13h15), Runder Tisch (15h00)
und Medaillenverleihung bei der Sportveranstaltung (17h30)
(siehe Anhang)**

***Suivi par le déjeuner (13.15), la table ronde (15.00)
et la remise des médailles de la manifestation sportive (17.30)
(voir annexe)***