



The European University of Post-Industrial Cities

# MISSION STATEMENT

We are UNIC, an established European alliance of eight universities based in post-industrial cities with a clear mission to boost mobility and inclusion for societal impact:

✓	<b>Universidad de Deusto</b>	<b>University of Deusto</b>	<b>Bilbao</b>	<b>Spain</b>
✓	<b>Ruhr-Universität Bochum</b>	<b>Ruhr University Bochum</b>	<b>Bochum</b>	<b>Germany</b>
✓	<b>Coláiste na hOllscoile Corcaigh</b>	<b>University College Cork</b>	<b>Cork</b>	<b>Ireland</b>
✓	<b>Koç Üniversitesi</b>	<b>Koç University</b>	<b>Istanbul</b>	<b>Turkey</b>
✓	<b>Université de Liège</b>	<b>University of Liège</b>	<b>Liège</b>	<b>Belgium</b>
✓	<b>Oulun yliopisto</b>	<b>University of Oulu</b>	<b>Oulu</b>	<b>Finland</b>
✓	<b>Erasmus Universiteit Rotterdam</b>	<b>Erasmus University Rotterdam</b>	<b>Rotterdam</b>	<b>The Netherlands</b>
✓	<b>Sveučilište u Zagrebu</b>	<b>University of Zagreb</b>	<b>Zagreb</b>	<b>Croatia</b>

Connected by our participation in IMISCOE, Europe's largest network of excellence on migration, integration and social cohesion, UNIC fosters transformative modes of teaching, research and learning that respond to the specific challenges and characteristics of post-industrial cities and their increasingly superdiverse populations. Superdiversity demands that we develop ever more innovative, accessible and inclusive modes of research, teaching and learning which articulate and respond to the needs of diverse populations. Drawing on UNIC members' diverse and complementary

knowledge and expertise, we aim to build an educational experience which recognizes and responds critically to issues of superdiversity by: (i) placing inclusion and mobility at the core of a new European University and developing models of best practice for teaching and learning in superdiverse settings; (ii) equipping the next generation of citizens with the 21st century skills and knowledge to address the challenges of superdiverse societies; (iii) fostering learning-in-practice by engaging students with the real-world urban challenges facing Europe's cities.

## UNIC's joint long-term vision

Ten years from now, our students and university staff, including teachers/researchers and administrative staff, shall enjoy a truly **European learning, teaching and working experience**. Being united as eight universities and members of IMISCOE, we have a unique basis from which to achieve this ambition together, addressing our shared challenges and opportunities. We will take inclusion to the next level by using the superdiverse settings of our post-industrial cities to unlock new European opportunities for all our students. In particular, UNIC will broaden educational opportunities for many non-traditional students, including members of new migrant communities and people living in socio-economically disadvantaged areas.

Our students and staff will study, teach and work throughout Europe to learn from, and become **change agents** who will play a role in the transformation of our post-industrial urban regions of the future. By engaging students in real-world urban challenges with our city partners through initiatives such as CityLabs, we aim to bring 'science to the city' and contribute to the resilience and renaissance of Europe's post-industrial urban centres. In so doing, we will foster a new generation of students with the knowledge, skills and societal consciousness to act as change-leaders, active citizens and builders of our common European future, shaping the European Education Area.

## UNIC's identity

The uniqueness of our UNIC alliance resides in our locations, our histories and traditions, our experience and the superdiverse nature of our student bodies. Each partner is a member of IMISCOE, and six out of the eight partners have already been forging research collaborations on issues of migration, diversity and inclusion for many years. The differentiated vision of our alliance is that the cities are vital partners and our universities will work hand-in-hand with city institutions to ensure that urban issues feed into teaching and research in a manner that will be accessible and inclusive for all learners.

- Within UNIC we identify with and are united by:
- **Common values** inspired by our founders' aims of empowering and bringing higher learning to industrial areas that are having to deal with the effects of industrial transitions from heavy industry and manual labour to a post-industrialist service and knowledge economy. This can be exemplified by the closing of the Opel factory in Bochum and the mining industry in Liège, the end of the Ford Manufacturing Plant in Cork, the cutbacks in the Nokia industry in Oulu, the rapid digitalization of the harbour in the world port city of Rotterdam, the economic and cultural revival of Bilbao, the post-transition development of Zagreb and the rapid economic transitions of Istanbul, which have all led to a broad range of social, economic, cultural and demographic transformations. Our post-industrial cities are hotspots of wide-ranging transformations in Europe's social landscape, related to employment, in particular youth employment, migration-related diversities, the impact of new technologies and new health-related and environmental challenges. From this shared ambition we aim to shape post-industrial transformations in our labour markets and supply the forward-looking skills and

- entrepreneurial competences required to deal with the transition towards knowledge and service production areas.
- **Shared experience and expertise** in working with university populations that are 'superdiverse' in terms of their socio-economic and socio-cultural composition. We have experience with and teach a high number of non-traditional students from different backgrounds (culture, class, ethnicity, religion, age, etc.). Many are first-generation students, descended from families of industrial, manual or agricultural workers. Many belong to migrant communities, reflecting the migratory past and present of our post-industrial cities. The superdiverse composition of our student populations offers a unique opportunity to explore and create the most sustainable pathways to boost European student mobility - pathways which are educational and efficient, which ensure equality and inclusion and which serve as models for inclusive universities that are well-prepared for the superdiverse future of our European Education Area.
- **Joint urban responsibility and vision:** UNIC is building an alliance with the eight post-industrial cities in which our universities are situated, which are valuable associated partners in this project. Never before has the destiny of our universities been so closely entwined with that of our cities and their ecosystems. Our academic educational ambition to boost mobility and inclusion for our students is closely linked to our shared ambition to create societal impact with and within our city, while also learning from it. Our students are the change agents of our cities' futures and our teaching and research contributes towards urban resilience. As European Universities and cities, together we will strengthen our mutual roles in the urban renaissance by learning from each other, working together and creating innovative models of practice for the European Universities of the future.

## UNIC's fundamental purpose

Our fundamental aim is to empower students to shape Europe's future. We believe that universities in post-industrial cities are uniquely positioned to deal with the complex challenges and opportunities Europe is facing. Highly-skilled graduates and new scientific disciplines that respond to the needs of the changing economy are in great demand, while deep technological and structural changes are affecting both how we teach and how we learn. We believe that universities in post-industrial cities are ideally placed to rethink and redesign the universities of the European Education Area of the future. The UNIC alliance aims to take learning and teaching to the next level by establishing deep institutional cooperation in order to raise effectiveness and excellence and to stimulate innovation and inclusion. We believe that working together on the basis of our shared UNIC identity provides a unique opportunity not only to learn from each other but also to shape new structures and models of practice that are tailored to the needs of our students, research, staff, cities, civil society and urban companies. The UNIC consortium is

paving the way and welcomes the future participation of universities from other post-industrial cities.

UNIC's aim is to unlock a truly European experience for a new generation of students who will advance the post-industrial transformations of our cities. UNIC is strategically positioned for jointly contributing to achieving key **European values** in some of Europe's most rapidly changing areas and universities. This includes contributing to equality by providing excellent higher education in the European Education Area, embedded in post-industrial settings that are often marked by socio-economic inequalities and youth unemployment. This involves contributing to human dignity and freedom by preparing universities and cities for the superdiverse societies to which they belong. Moreover, this includes the setting-up of a model of good practice for all universities that are dealing with the superdiverse realities of Europe's future.

## UNIC's ambitions

- 1. Co-creating a European collaborative structure for UNIC**  
Our ambition is for UNIC to become the driver of an ever-closer union of our eight universities. The UNIC institution building will be a **co-creation** between students and university staff, who will identify and remove obstacles and barriers in order to improve inter-university collaboration and to actively and creatively pursue new opportunities for collaborations in research, learning and teaching and university-wide policies and administrative issues.
- 2. Enabling seamless mobility within UNIC to study, train, teach, do research, work or share services**  
Our ambition is for students and university staff to be able to move seamlessly within and outside UNIC. We will tailor this mobility to the superdiverse population of our universities. We will develop a **differentiated approach to mobility** to enable different mobility forms (physical, virtual or blended) and different types of mobility (modular collaboration, individual exchange, joint/double degree programmes). This also includes a multi-lingual approach in which we will provide language courses to expand the mobility of our students and staff and enable them to take part in daily life practices. We will make European mobility accessible for a much broader and more diverse group of students than is currently the case.
- 3. Ensuring social inclusion in university life as well as in the broader context of superdiverse post-industrial cities**  
Superdiversity is a great asset in today's world, but it is only a first step towards inclusion. **Fair inclusion** means making everyone feel welcome and appreciated. It means understanding differences and using them to everyone's advantage. UNIC will take inclusion to a higher level at our universities, based on the pooling of research and the education excellence of the partner universities in this area. This includes, but is not limited to, developing social and community engagement skills and learning about inclusion and diversity challenges through researching and working with excellent teachers and researchers in the fields of inclusion, diversity, social cohesion, social justice, equality and civil society through real-life urban case studies.
- 4. Contributing to the urban resilience of post-industrial cities by providing excellent education and research with a clear ambition to achieve societal impact**  
Within UNIC we will work together to impact post-industrial transformations by developing a core methodology for university-wide education and research. This includes bringing students to the city as well as bringing the challenges of post-industrial cities to our learning pedagogies through a **challenge-based learning methodology**. By excellent research on challenges and possibilities linked to urban transformations we will create impact-by-design.

## UNIC's approach

We will develop and implement UNIC in **co-creation** with students and university staff from the eight universities. We believe that this co-creation approach is the only way to deal with the complexities of inter-university collaboration and the best way to make sure that UNIC's activities are feasible, practical and considered relevant by the universities and their cities, citizens and stakeholders.

We will use a step-by-step approach of **begin-belong-become** to move our universities towards an ever-closer union. UNIC **begins** with a strong shared identity and a clear focus on our common challenges and opportunities. By shaping a structure of collaboration we will also shape a sense of **belonging** to the UNIC community. Subsequently, as soon as the structural foundation and sense of belonging are in place, we will **become** UNIC - a solid, systemic and sustainable university that will make a direct and clear contribution to mobility, inclusion and societal impact.

To achieve our ambitions, we are creating structures and institutions that form the basis for our innovative models of practice. Firstly, we engage in **university building**. This involves creating the **UNIC Institution** and collaborative structures for the ever-closer union of the eight universities in UNIC and for achieving our vision of seamless mobility, fair inclusion and effective societal impact. We will enable a systemic and sustainable collaboration between the universities by setting up sub-groups and taskforces to deal with the many financial, legal, administrative, strategic and practical complexities. We believe that commitment, entrepreneurship and creativity are drivers of institutional convergence. The **UNIC Institution** will consist of:

- **UNIC Governance Structure**, which provides a truly European collaborative structure of governance with the structural involvement of students and all relevant stakeholders.
- **UNIC Inter-University Campus**, which will enable virtual, real and blended mobility for students and university staff, through an

innovative, differentiated approach that also includes Mobility Hubs for practical advice, European digital learning opportunities, an open mobility agreement, a multi-lingual approach and a mutual recognition of courses to stimulate both staff and student mobility.

- **UNIC Superdiversity Academy**, which will be our centre of excellence on how to build inclusive universities in the context of superdiverse cities. The Academy will develop models of practice within and between UNIC university teams to address superdiversity through research, educational and outreach programmes, executive training, and the provision of lifelong learning programmes.
- **UNIC CityLabs**, which are pop-up locations of UNIC in post-industrial cities to bring science to our cities to confront the challenges of post-industrial cities in a challenge-based learning methodology.

Secondly, we will develop, try out and implement a set of **UNIC Models of Practice**. As well as transforming our universities, this set will also establish a model that other universities can use to promote mobility, inclusion and societal impact. This includes a:

- **Differentiated approach to mobility**, combining different forms and types of mobility, in an effort to unlock the prospects of the European Education Area, especially with regard to the learning, teaching and working experiences of the superdiverse populations of our cities and universities
- **Superdiverse classroom**, where we take the goal of inclusion in superdiverse contexts to the next level by integrating it in our teaching, research and administration, in order to be truly and fairly inclusive
- **Challenge-based learning approach** in which we co-create with local communities, stakeholders and experts, working on topical cases to create **impact-by-design**. By doing so, our ambition of societal impact will be integrated university-wide in our teaching, research and administration.

**Erasmus University Rotterdam**  
Professor Dr. Rutger Engels  
Rector Magnificus

**Koç University**  
Professor Umran S. Inan  
Rector

**Ruhr University Bochum**  
Professor Dr. Axel Schölmerich  
Rector

**University College Cork**  
Professor Patrick O'Shea  
President

**University of Deusto**  
Dr. José María Guibert  
Rector

**University of Liège**  
Professor Pierre Wolper  
Rector

**University of Oulu**  
Dr. Arto Maaninen  
Vice Rector

**University of Zagreb**  
Professor Dr. Damir Boras  
Rector

**Ms. Rabia Minhas**  
UNIC Student

**Mr Robert Queckenberg**  
UNIC Student





The European University of Post-Industrial Cities

# JOINT STUDENT DECLARATION

In the European University of Post-Industrial Cities (UNIC) we are not developing education, we are revolutionizing it. We, the students, are truly at the heart of this European University. From its inception, UNIC is being co-developed by students and university staff working hand in hand. Together we have the clear aim of building an institution that fosters student-centred learning and teaching, that creates societal impact in the local community and beyond and which enables international mobility for students regardless of their different backgrounds. UNIC brings together eight universities that have all had to find a way to strive in, by European standards, uniquely challenging post-industrial environments. Building a common European University based on these foundations offers the opportunity to turn a disadvantage into an advantage and truly harness the transformative potential of diversity. Therefore we, as the representatives of the eight Student Bodies involved in UNIC, wholeheartedly support the creation of The European University of Post-Industrial Cities.

## Beginning

The world around us has become more complex not only because of the technological advances of our time but also because of the socio-cultural developments that Europe has gone through as a result of years of migration to and between the European Member States. These changes bring about new questions about navigating diverse environments and generating opportunities for innovation, so that these environments may grow to their optimal potential. To profit from these opportunities it is more important than ever for us to acquire a deeper understanding of the superdiverse milieu we live and study in and how different social issues relate to each other in order to find effective solutions.

UNIC offers us an excellent setting in which we can investigate, develop, learn and comprehend complex issues. Universities need to focus on the needs of students when it comes to developing such an environment and nobody is better placed to identify these needs than students themselves. From our perspective UNIC has always been remarkably open to critical

student input, and by co-creating the Erasmus+ proposal with students, it has gone much further even, thus ensuring that the student perspective is included in every step. We are confident that this will lead to a co-creative institution-building process that ultimately delivers a truly student-centred European University.

By putting students at the heart of the university, UNIC will bridge the divisions between research and teaching which have bothered higher education institutions for many years. Rethinking research, teaching and learning holistically again and considering students not as passive consumers but as emerging scholars and active co-creators in all areas of the university and its surroundings, will allow UNIC universities to be in touch with the zeitgeist and actively engage with emerging global trends in knowledge creation and transmission and thus remain relevant in the fast-changing global information economy.

## Belonging

At universities in post-industrial cities, the possibilities to learn from different perspectives on how to tackle contemporary challenges are endless. The UNIC post-industrial campuses will be places where students are taken out of their academic bubble into everyday life in the city. We will be given the opportunity to actively participate in the transformation of society by investigating, discussing and developing an understanding of local environments and, finally, by creating research-based solutions to its problems and challenges.

At the heart of UNIC is the importance of experiencing and interacting with other cultures. UNIC will further this through mobility by the creation

of increased exchange opportunities, particularly for students from disadvantaged backgrounds. On our campuses, mobility is a massive challenge for many students, because they are tied down by work, family and other social obligations or disabilities. UNIC aims to overcome these obstacles and create equal opportunities for all students, staff and researchers, regardless of their backgrounds and/or personal limitations. This will be done by rethinking mobility as integrating physical as well as virtual mobility and by creating virtual learning environments that become an integral part of studying, researching and working at any of the UNIC campuses.

## Becoming

By working together at every level with the other universities and their local communities, students develop their intercultural knowledge and are empowered to create societal impact. Not just within their own university and their local community, but on a European level. UNIC embodies European Citizenship. When students start their academic career within UNIC, they will feel part of UNIC and European civil society from the very first day.

The value of studying at the UNIC European University for us, as students, will be that we are actively contributing to the renaissance of post-industrial

cities and at the same time developing a skill set that is uniquely useful in a future full of complex, diverse and rapidly changing new challenges. Being confronted with multiple super-diverse environments and discovering many different approaches to creating social impact in a diverse yet similar set of local communities will give us the knowledge and skills that allow us to engage with similar problems much more easily in the future. This way, UNIC students will become leading representatives of inclusive universities as well as active members of European society. Their accomplishments will be an inspiration for the rest of Europe and the world.

Creating inclusion, mobility and impact  
for ourselves and for the students  
of the future

# Memorandum of Understanding

Between:

**Erasmus University Rotterdam and the City of Rotterdam**

Related to:

**European University of Post-Industrial Cities (UNIC)**

## **Preface**

Universities and municipalities in post-industrial cities face unique challenges and opportunities. These are related to their post-industrial character and issues around migration related diversity and social inclusion. It is especially the municipalities and universities in such post-industrial cities which have a crucial and significant role to work towards more inclusive urban societies. Furthermore, they have a common responsibility to collaborate and facilitate students, practitioners, research and educational staff to create societal impact.

Especially within post-industrial cities, it is highly important that universities and cities work closely together on innovative research and education to face challenges related to diversity and social inclusion. Only in that way, the descendants of generations of workers that have contributed to these post-industrial cities, such as the children of workers in the steel mines, automobile and petrochemical industries, trade harbours and port cities can be empowered.

By this ambition, the eight universities of Bilbao, Bochum, Cork, Istanbul, Liege, Oulu, Rotterdam and Zagreb will work together within the European University of Post-Industrial Cities (UNIC) initiative. And within that initiative, it is of the uttermost importance that these universities can build on a close cooperative relationship with the municipalities and City Boards in which they are embedded.

Therefore, this Memorandum of Understanding (MoU) articulates the common interests of the eight universities and their post-industrial cities, and highlights their intentions to collaborate on joint opportunities and challenges, acknowledged within the UNIC mission statement.

- 
- The European University of Post-industrial Cities (UNIC) establishes a pact within and between the universities and cities of Bilbao, Bochum, Cork, Istanbul, Liege, Oulu, Rotterdam and Zagreb;
  - This pact strengthens the cooperation between universities and City Boards based in post-industrial cities that face common challenges and opportunities related to ethnic, cultural, economic and religious diversities;
  - The European University of Post-Industrial Cities (UNIC) shows a convergence of positives that will accommodate and serve the superdiverse and mobile populations of these cities. This creates the opportunity to stimulate more inclusive urban societies and enhances the societal impact of UNIC education and research.
- 

## **Joint ambition**

This Memorandum of Understanding (MoU) is a follow-up and specification on the signed collaborative agreement between the city of Rotterdam and Erasmus University Rotterdam (*Samenwerkingsovereenkomst 2017-2021*) and develops the already articulated collaborations to a next level, specified by the ambition, mission and strategy of the UNIC consortium. This MoU

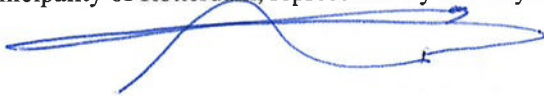
highlights the intention of both the city and the university to make use of and further invest in the potentialities that evolve from the collaborative agreement within UNIC, by these joint ambitions:

1. **Increasing innovation in research and education**
  - By implementing a *step-by-step approach* towards the establishment of a close cooperative link between the city and the university in generating research and teaching cases on inclusion and diversity related issues
  - By exchanging networks and relevant stakeholders to connect with societal challenges to develop innovative challenge-based cases
2. **Serving the needs of a superdiverse city**
  - By exploring the institutional obstacles to make city organizations fit with social inclusion and diversity
  - By facilitating CityLabs *within* urban neighborhoods and local communities with specific issues in terms of migration related diversity
3. **Co-creating impact-by-design**
  - By co-creating Pop-Up CityLabs in neighborhoods where local communities benefit the most of the UNIC knowledge infrastructure
  - By co-creating opportunities towards a model of co-financing of Pop-up CityLabs
4. **Supporting student and staff mobility**
  - By stimulating an infrastructure of meetings *between* cities and universities by student peer groups, staff and urban practitioners
  - By reducing any administrative, legal or institutional obstacles and barriers to students, staff and practitioner mobility
5. **Accumulating knowledge exchange**
  - By facilitating an infrastructure on evidence-informed learning and build towards an Open Access UNIC Case-Database with practice-oriented cases and challenges
  - By increasing the accessibility to databases *within and between* European cities and universities
6. **Creating international visibility**
  - By sharing communication expertise in designing a strategy that serves the city, the municipality and the university
  - By communicating internally and externally about cooperative efforts within and beyond the UNIC consortium

The above ambitions are positioned within and therefore a continuation of current collaborative agreements such as articulated within the *Sustainable Delta* and *Samenwerkingsovereenkomst 2017-2021*. Based on that, the City of Rotterdam and Erasmus University Rotterdam have understood and acknowledged the above, confirm their intentions and jointly agree to collaborate on the formulated ambitions.

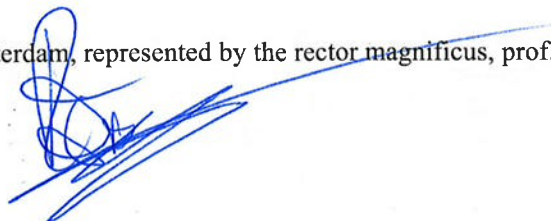
**Signed by**

1. The municipality of Rotterdam, represented by the mayor, ing. A. Aboutaleb,



and

2. Erasmus University Rotterdam, represented by the rector magnificus, prof. dr. R. Engels



17 FEB 2020



# Memorandum of Understanding

Between:

**Koç University and İstanbul Metropolitan Municipality**

Related to:

**European University of Post-Industrial Cities (UNIC)**

## **Preface**

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Especially within post-industrial cities, it is highly important that universities and cities work closely together on innovative research and education to face challenges related to diversity and social inclusion. Only in that way, the descendants of generations of workers that have contributed to these post-industrial cities, such as the children of workers in the steel mines, automobile and petrochemical industries, trade harbours and port cities can be empowered.

By this ambition, the eight universities of Bilbao, Bochum, Cork, Istanbul, Liege, Oulu, Rotterdam and Zagreb will work together within the European University of Post-Industrial Cities (UNIC) initiative. And within that initiative, it is of the uttermost importance that these universities can build on a close cooperative relationship with the municipalities and City Boards in which they are embedded.

Therefore, this Memorandum of Understanding (MoU) articulates the common interests of the eight universities and their post-industrial cities, and highlights their intentions to collaborate on joint opportunities and challenges, acknowledged within the UNIC mission statement.

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- The European University of Post-industrial Cities (UNIC) establishes a pact within and between the universities and cities of Bilbao, Bochum, Cork, Istanbul, Liege, Oulu, Rotterdam and Zagreb;
  - This pact strengthens the cooperation between universities and City Boards based in post-industrial cities that face common challenges and opportunities related to ethnic, cultural, economic and religious diversities;
  - The European University of Post-Industrial Cities (UNIC) shows a convergence of positives that will accommodate and serve the superdiverse and mobile populations of these cities. This creates the opportunity to stimulate more inclusive urban societies and enhances the societal impact of UNIC education and research.
- 

## **Joint ambition**

This Memorandum of Understanding (MoU) is a follow-up and specification on the signed collaborative agreement between the İstanbul Metropolitan Municipality and Koç University and develops the already articulated collaborations to a next level, specified by the ambition, mission and strategy of the UNIC consortium. This MoU highlights the intention of both the city and the university to make use of and

further invest in the potentialities that evolve from the collaborative agreement within UNIC, by these joint ambitions:

1. **Increasing innovation in research and education**
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6. **Creating international visibility**
  - By sharing communication expertise in designing a strategy that serves the city, the municipality and the university
  - By communicating internally and externally about cooperative efforts within and beyond the UNIC consortium

Istanbul Metropolitan Municipality and Koç University have understood and acknowledged the above, confirm their intentions and jointly agree to collaborate on the formulated ambitions.

**Signed by**

1. İstanbul Metropolitan Municipality, represented by the Secretary General, **Yavuz ERKUT**

Date: .../02/2020

Place: İstanbul



And

2. Koç University, represented by the rector, **Umran S. İNAN**

Date:

Place:





# Memorandum of Understanding

Between:

**Ruhr-Universität Bochum and Stadt Bochum**

Related to:

**European University of Post-Industrial Cities (UNIC)**

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## **Joint ambition**

This Memorandum of Understanding (MoU) stands within the long-lasting tradition of collaboration between Stadt Bochum and Ruhr-Universität Bochum, not least in the context of the local UniverCity Bochum network, and develops it to a next level, specified by the ambition, mission and strategy of the UNIC consortium. This MoU highlights the intention of both the city and the university to make use of

and further invest in the potentialities that evolve from the collaborative agreement within UNIC, by these joint ambitions:

**1. Increasing innovation in research and education**

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- By exchanging networks and relevant stakeholders to connect with societal challenges to develop innovative challenge-based cases

**2. Serving the needs of a superdiverse city**

- By exploring the institutional obstacles to make city organizations fit with social inclusion and diversity
- By facilitating CityLabs *within* urban neighborhoods and local communities with specific issues in terms of migration related diversity

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- By co-creating Pop-Up CityLabs in neighborhoods where local communities benefit the most of the UNIC knowledge infrastructure
- By co-creating opportunities towards a model of co-financing of Pop-up CityLabs

**4. Supporting student and staff mobility**

- By stimulating an infrastructure of meetings *between* cities and universities by student peer groups, staff and urban practitioners
- By reducing any administrative, legal or institutional obstacles and barriers to students, staff and practitioner mobility

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- By sharing communication expertise in designing a strategy that serves the city, the municipality and the university
- By communicating internally and externally about cooperative efforts within and beyond the UNIC consortium

Ruhr-Universität Bochum and Stadt Bochum have understood and acknowledged the above, confirm their intentions and jointly agree to collaborate on the formulated ambitions.

Signed by



1. Ruhr-Universität Bochum, represented by the rector, Prof. Dr. Axel Schölmerich.

And

30.01.2020 

2. Stadt Bochum, represented by the lord mayor, Thomas Eiskirch





Comhairle Cathrach Chorcaí  
Cork City Council

## Memorandum of Understanding

Between:

**University College Cork – National University of Ireland, Cork  
and Cork City Council (Ireland)**

Related to:

**Erasmus+ *European University of Post-Industrial Cities (UNIC)***

### **Preface**

Europe's post-industrial cities face notable challenges and opportunities associated with social inclusion. In particular, municipalities and universities in such settings have crucial and significant roles to work towards creating more inclusive urban societies, including by reference to migration-related diversity and integration.

In this context, it is vital that these two sectors recognise their mutual interest in jointly facing localised challenges by collaborating on innovative research and education actions in order to bring about targeted societal impact.

Based on this ambition, the eight universities of Bilbao, Bochum, Cork, Istanbul, Liege, Oulu, Rotterdam and Zagreb will work together within the *European University of Post-Industrial Cities (UNIC)* initiative. As a core element within this network, it is of the utmost importance that each university cultivates a strategic cooperative relationship with its respective municipality on this topic.

The project proposal therefore provides the overarching framework for this Memorandum of Understanding (MoU) uniting University College Cork – National University of Ireland, Cork (UCC) and Cork City Council (CCC) in a commitment to work closely together in response to local challenges and opportunities corresponding with the ambition, mission and strategy of the UNIC consortium.

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### **Joint ambition**

In particular, this bilateral agreement highlights the intention of both organisations to use UNIC as a vehicle by which to foster enhanced collaboration on the topic of 'education for all' - thereby further bringing the tangible benefits of Cork's designation as a *UNESCO Learning City* to its citizens as part of a process of developing a culture of engagement in learning activities, regardless of socio-economic circumstances.

In pursuing both a widening of educational access to marginalised communities and enhancing student learning experience through capacity-building and direct exposure to real-life civic and community issues, this builds on the platform provided by the ongoing '*Cork Learning City*' MoU (2015) committing both of these, and other, bodies active in the local educational sphere, to advancing aspirations to continually improve skills and human capital through learning and inclusion.





Comhairle Cathrach Chorcaí  
Cork City Council

Accordingly, this will build purposefully on existing cooperative activities which underpin the *Learning Neighbourhoods* initiative, and seek to bring this to a next level by maximising the beneficial deployment of lessons associated with areas of recognised strength as well as investigating how to further develop such areas of potential as may emerge from the project experience.

As part of the wider UNIC initiative, these ambitions also align with UNESCO'S *'Cork Call to Action for Learning Cities'* (2017) in seeking to establish education and lifelong learning as the guiding principle for unlocking societal potential, building more sustainable and inclusive cities and achieving the goals of the *2030 Agenda for Sustainable Development* (SDGs).

This agreement further enhances Cork's unique local collaborative educational infrastructure and both recognises and adds value to the attractiveness of the city's educational offering as a cornerstone of its future development alongside the other post-industrial pillars of what is a port city, a pharma city and a technological city.

More broadly, the project will use the lens of social inclusion as a means to examine suitable models and approaches for the city and its university to generally partner together in the future with greater socio-economic impact.

UCC and CCC will base their collaboration on the following shared set of ambitions:

- **Increasing innovation in research and education**
  - By implementing a *step-by-step approach* towards the establishment of an enhanced cooperative link between the city and the university in facilitating the generation of research and teaching approaches and tools on inclusion and diversity-related issues.
  - By contributing to UNIC's development of innovative challenge-based cases through exchange and networking of relevant stakeholders.
- **Serving the needs of a 'superdiverse' city**
  - By exploring the obstacles that present policy and delivery challenges in responding to the complex needs of a combination of socio-economic, demographic and ethnic diversities.
  - By facilitating the formulation and delivery of an infrastructure of *Pop-Up CityLabs* within identified urban neighborhoods and local communities with specific issues in this regard.
- **Co-creating impact-by-design**
  - By co-creating *Pop-Up CityLabs* with and among neighborhoods and local communities most liable to benefit from the UNIC knowledge infrastructure.
  - By co-creating opportunities to inform UNIC's development of a model of co-financing of *Pop-up CityLabs*.
- **Supporting student and staff interaction with the city.**
  - By facilitating an infrastructure of meetings *between* the city and the university to bring students and academic staff into focused contact with community representatives and urban social inclusion practitioners and the issues that they live and work on.
  - By strengthening existing relationships to reduce any administrative, legal or institutional obstacles and barriers to achieving impactful interaction.
- **Accumulating knowledge exchange**
  - By facilitating, through the provision of documented examples etc., the development of a project-level infrastructure on evidence-informed learning and building towards an Open Access UNIC Case-Database of practice-oriented cases and challenges.
  - By contributing to increased accessibility to related data exchange within and between European cities and universities.



- **Creating international visibility**
  - By contributing input towards the design of an overall UNIC strategy that reflects and serves not only the needs of the City Council and of the university but the city of Cork at large.
  - By communicating on cooperatively, as appropriate, within and beyond the broader UNIC consortium of universities and cities.

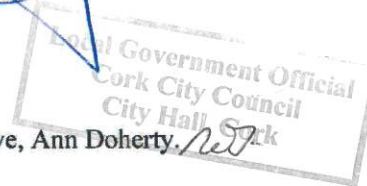
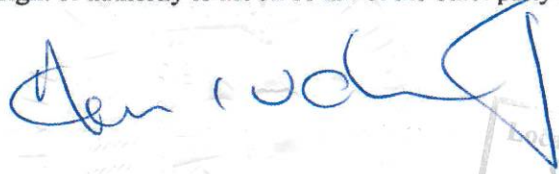
In fulfilling these aims, Cork City Council, as an Associated Partner to UNIC, without access to additional revenue streams by which to ensure the project's delivery in Cork, places a full reliance on the financial resources as provided by the Erasmus+ programme to University College Cork as a funded Project Partner to meet the expenditure associated with the Cork CityLab as well as any further project-related costs arising from CCC staff involvement, notably those relating to overseas travel arrangements. UCC in turn recognises and accepts this commitment.

Cork City Council and University College Cork understand and acknowledge the above, and confirm their intention to collaborate accordingly to realise these ambitions.

The terms of this MOU represent the current intentions of the parties as at the time of signing and the terms are not legally binding on the parties.

Nothing in this MOU gives rise to a relationship of agency or partnership between the parties and neither party has the right or authority to act on behalf of the other party or to bind the other party in any way.

Signed by:



1. Cork City Council, represented by the Chief Executive, Ann Doherty.

And



2. University College Cork represented by the President, Professor Patrick O'Shea.

# Memorandum of Understanding

Between

**University of Deusto and Municipality of Bilbao**

Related to:

**European University of Post-industrial Cities (UNIC)**

## **Preface**

Universities and municipalities in post-industrial cities face unique challenges and opportunities. These are related to their post-industrial character and issues around migration related diversity and social inclusion. It is especially the municipalities and universities in such post-industrial cities which have a crucial and significant role to work towards more inclusive urban societies. Furthermore, they have a common responsibility to collaborate and facilitate students, practitioners, research and educational staff to create societal impact.

Especially within post-industrial cities, it is highly important that universities and cities work closely together on innovative research and education to face challenges related to diversity and social inclusion. Only in that way, the descendants of generations of workers that have contributed to these post-industrial cities, such as the children of workers in the steel mines, automobile and petrochemical industries, trade harbours and port cities can be empowered.

By this ambition, the eight universities of Bilbao, Bochum, Cork, Istanbul, Liege, Oulu, Rotterdam and Zagreb will work together within the European University of Post-Industrial Cities (UNIC) initiative. And within that initiative, it is of the uttermost importance that these universities can build on a close cooperative relationship with the municipalities and City Boards in which they are embedded.

Therefore, this Memorandum of Understanding (MoU) articulates the common interests of the eight universities and their post-industrial cities, and highlights their intentions to collaborate on joint opportunities and challenges, acknowledged within the UNIC mission statement.

- 
- The European University of Post-industrial Cities (UNIC) establishes a pact within and between the universities and cities of Bilbao, Bochum, Cork, Istanbul, Liege, Oulu, Rotterdam and Zagreb;
  - This pact strengthens the cooperation between universities and City Boards based in post-industrial cities that face common challenges and opportunities related to ethnic, cultural, economic and religious diversities;
  - The European University of Post-Industrial Cities (UNIC) shows a convergence of positives that will accommodate and serve the superdiverse and mobile populations of these cities. This creates the opportunity to stimulate more inclusive urban societies and enhances the societal impact of UNIC education and research.
- 

## **Joint ambition**

This Memorandum of Understanding (MoU) is a collaborative agreement between the city of Bilbao and University of Deusto and develops the already developed collaborations to a next level, specified by the ambition, mission and strategy of the UNIC consortium. This MoU highlights the intention of both the city and the university to make use of and further invest in the potentialities that evolve from the collaborative agreement within UNIC, by these joint ambitions:

1. **Increasing innovation in research and education**
  - By implementing a *step-by-step approach* towards the establishment of a close cooperative



link between the city and the university in generating research and teaching cases on inclusion and diversity related issues

- By exchanging networks and relevant stakeholders to connect with societal challenges to develop innovative challenge-based cases
2. **Serving the needs of a superdiverse city**
    - By exploring the institutional obstacles to make city organizations fit with social inclusion and diversity
    - By facilitating CityLabs *within* urban neighborhoods and local communities with specific issues in terms of migration related diversity
  3. **Co-creating impact-by-design**
    - By co-creating Pop-Up CityLabs in neighborhoods where local communities benefit the most of the UNIC knowledge infrastructure
    - By co-creating opportunities towards a model of co-financing of Pop-up CityLabs
  4. **Supporting student and staff mobility**
    - By stimulating an infrastructure of meetings *between* cities and universities by student peer groups, staff and urban practitioners
    - By reducing any administrative, legal or institutional obstacles and barriers to students, staff and practitioner mobility
  5. **Accumulating knowledge exchange**
    - By facilitating an infrastructure on evidence-informed learning and build towards an Open Access UNIC Case-Database with practice-oriented cases and challenges
    - By increasing the accessibility to databases *within and between* European cities and universities
  6. **Creating international visibility**
    - By sharing communication expertise in designing a strategy that serves the city, the municipality and the university
    - By communicating internally and externally about cooperative efforts within and beyond the UNIC consortium

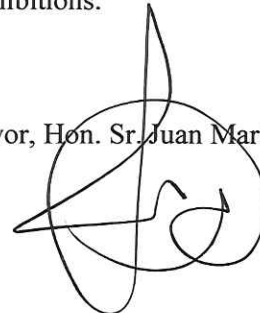
The City of Bilbao and University of Deusto have understood and acknowledged the above, confirm their intentions and jointly agree to collaborate on the formulated ambitions.

**Signed by**

1. The municipality of Bilbao, represented by the mayor by the mayor, Hon. Sr. Juan María Aburto

And

2. University of Deusto, represented by the rector magnificus, Sr. José María Guibert





# Memorandum of Understanding

Between:

**University of Liège and City of Liège**

Related to:

**European University of Post-Industrial Cities (UNIC)**

## **Preface**

Universities and municipalities in post-industrial cities face unique challenges and opportunities. These are related to their post-industrial character and issues around migration related diversity and social inclusion. It is especially the municipalities and universities in such post-industrial cities which have a crucial and significant role to work towards more inclusive urban societies. Furthermore, they have a common responsibility to collaborate and facilitate students, practitioners, research and educational staff to create societal impact.

Especially within post-industrial cities, it is highly important that universities and cities work closely together on innovative research and education to face challenges related to diversity and social inclusion. Only in that way, the descendants of generations of workers that have contributed to these post-industrial cities, such as the children of workers in the steel mines, automobile and petrochemical industries, trade harbours and port cities can be empowered.

By this ambition, the eight universities of Bilbao, Bochum, Cork, Istanbul, Liege, Oulu, Rotterdam and Zagreb will work together within the European University of Post-Industrial Cities (UNIC) initiative. And within that initiative, it is of the uttermost importance that these universities can build on a close cooperative relationship with the municipalities and City Boards in which they are embedded.

Therefore, this Memorandum of Understanding (MoU) articulates the common interests of the eight universities and their post-industrial cities, and highlights their intentions to collaborate on joint opportunities and challenges, acknowledged within the UNIC mission statement.

- 
- The European University of Post-industrial Cities (UNIC) establishes a pact within and between the universities and cities of Bilbao, Bochum, Cork, Istanbul, Liege, Oulu, Rotterdam and Zagreb;
  - This pact strengthens the cooperation between universities and City Boards based in post-industrial cities that face common challenges and opportunities related to ethnic, cultural, economic and religious diversities;
  - The European University of Post-Industrial Cities (UNIC) shows a convergence of positives that will accommodate and serve the superdiverse and mobile populations of these cities. This creates the opportunity to stimulate more inclusive urban societies and enhances the societal impact of UNIC education and research.
- 

## **Joint ambition**

This Memorandum of Understanding is a follow-up of the existing collaboration between the City of Liege and the University of Liege and develops the already articulated collaborations to a next level, specified by the ambition, mission and strategy of the UNIC consortium. This MoU highlights the intention of both the city and the university to make use of and further invest in the potentialities that evolve from the collaborative agreement within UNIC, by these joint ambitions:



1. **Increasing innovation in research and education**
  - By implementing a *step-by-step approach* towards the establishment of a close cooperative link between the city and the university in generating research and teaching cases on inclusion and diversity related issues
  - By exchanging networks and relevant stakeholders to connect with societal challenges to develop innovative challenge-based cases
2. **Serving the needs of a superdiverse city**
  - By exploring the institutional obstacles to make city organizations fit with social inclusion and diversity
  - By facilitating CityLabs *within* urban neighborhoods and local communities with specific issues in terms of migration related diversity
3. **Co-creating impact-by-design**
  - By co-creating Pop-Up CityLabs in neighborhoods where local communities benefit the most of the UNIC knowledge infrastructure
4. **Supporting student and staff mobility**
  - By stimulating an infrastructure of meetings *between* cities and universities by student peer groups, staff and urban practitioners
  - By reducing any administrative, legal or institutional obstacles and barriers to students, staff and practitioner mobility
5. **Accumulating knowledge exchange**
  - By facilitating an infrastructure on evidence-informed learning and build towards an Open Access UNIC Case-Database with practice-oriented cases and challenges
  - By increasing the accessibility to databases *within and between* European cities and universities
6. **Creating international visibility**
  - By sharing communication expertise in designing a strategy that serves the city, the municipality and the university
  - By communicating internally and externally about cooperative efforts within and beyond the UNIC consortium

The City of Liège and the University of Liège have understood and acknowledged the above, confirm their intentions and jointly agree to collaborate on the formulated ambitions.

**Signed by**

1. The City of Liège, represented by the Mayor, Mr Willy Demeyer

24 JAN. 2020

Date:

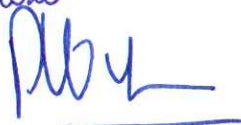
LE BOURGEMESTRE

And

WILLY DEMEYER

2. University of Liège, represented by the Rector, Prof. Pierre Wolper

Date: 21.01.2020





# Memorandum of Understanding

Between:

**University of Liège and Province of Liège**

Related to:

**European University of Post-Industrial Cities (UNIC)**

## **Preface**

Universities and municipalities in post-industrial cities face unique challenges and opportunities. In Liège, Province and municipalities have strong commitment on these topics. These are related to their post-industrial character and issues around migration related diversity and social inclusion. It is especially the municipalities and universities in such post-industrial cities which have a crucial and significant role to work towards more inclusive urban societies. Furthermore, they have a common responsibility to collaborate and facilitate students, practitioners, research and educational staff to create societal impact.

Especially within post-industrial cities, it is highly important that universities, provinces and cities work closely together on innovative research and education to face challenges related to diversity and social inclusion. Only in that way, the descendants of generations of workers that have contributed to these post-industrial cities, such as the children of workers in the steel mines, automobile and petrochemical industries, trade harbours and port cities can be empowered.

By this ambition, the eight universities of Bilbao, Bochum, Cork, Istanbul, Liege, Oulu, Rotterdam and Zagreb will work together within the European University of Post-Industrial Cities (UNIC) initiative. And within that initiative, it is of the uttermost importance that these universities can build on a close cooperative relationship with the city and province Boards in which they are embedded.

Therefore, this Memorandum of Understanding (MoU) articulates the common interests of the eight universities and their post-industrial cities, and highlights their intentions to collaborate on joint opportunities and challenges, acknowledged within the UNIC mission statement.

- 
- The European University of Post-industrial Cities (UNIC) establishes a pact within and between the universities and cities of Bilbao, Bochum, Cork, Istanbul, Liege, Oulu, Rotterdam and Zagreb;
  - This pact strengthens the cooperation between universities, City and Provinces Boards based in post-industrial cities that face common challenges and opportunities related to ethnic, cultural, economic and religious diversities;
  - The European University of Post-Industrial Cities (UNIC) shows a convergence of positives that will accommodate and serve the superdiverse and mobile populations of these cities. This creates the opportunity to stimulate more inclusive urban societies and enhances the societal impact of UNIC education and research.
- 

## **Joint ambition**

This Memorandum of Understanding is a follow-up of the existing collaboration between the Province of Liège and the University of Liège and develops the already articulated collaborations to a next level, specified by the ambition, mission and strategy of the UNIC consortium. This MoU highlights the intention of both the province and the university to make use of and further invest in the potentialities that evolve from the collaborative agreement within UNIC, by these joint ambitions:



1. **Increasing innovation in research and education**
  - By implementing a *step-by-step approach* towards the establishment of a close cooperative link between the province and the university in generating research and teaching cases on inclusion and diversity related issues
  - By exchanging networks and relevant stakeholders to connect with societal challenges to develop innovative challenge-based cases
2. **Serving the needs of a superdiverse city**
  - By exploring the institutional obstacles to make city organizations fit with social inclusion and diversity
  - By facilitating CityLabs *within* urban neighborhoods and local communities with specific issues in terms of migration related diversity
3. **Co-creating impact-by-design**
  - By co-creating Pop-Up CityLabs in neighborhoods where local communities benefit the most of the UNIC knowledge infrastructure
4. **Supporting student and staff mobility**
  - By stimulating an infrastructure of meetings *between* cities, provinces and universities by student peer groups, staff and urban practitioners
  - By reducing any administrative, legal or institutional obstacles and barriers to students, staff and practitioner mobility
5. **Accumulating knowledge exchange**
  - By facilitating an infrastructure on evidence-informed learning and build towards an Open Access UNIC Case-Database with practice-oriented cases and challenges
  - By increasing the accessibility to databases *within and between* European cities, provinces and universities
6. **Creating international visibility**
  - By sharing communication expertise in designing a strategy that serves the city, the province and the university
  - By communicating internally and externally about cooperative efforts within and beyond the UNIC consortium

The Province of Liège and the University of Liège have understood and acknowledged the above, confirm their intentions and jointly agree to collaborate on the formulated ambitions.

**Signed by**

1. The Province of Liège, represented by :

the Provincial Director General,  
Mrs Marianne Lonhay



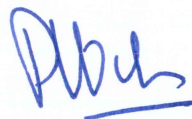
the Province Deputy – President,  
Mr. Luc Gillard

Date: 30 JAN. 2020

And

2. University of Liège, represented by the Rector, Prof. Pierre Wolper

Date:



# Memorandum of Understanding

Between:

**University of Oulu and the City of Oulu**

Related to:

**European University of Post-Industrial Cities (UNIC)**

## **Preface**

Universities and municipalities in post-industrial cities face unique challenges and opportunities. These are related to their post-industrial legacy and the confrontation with issues around migration related diversity and social inclusion. It is especially the municipalities and universities in such post-industrial cities which have a crucial and significant role to work towards more inclusive urban societies. Furthermore, they have a common responsibility to collaborate and facilitate students, professionals and academics to work together and build towards resilient, inclusive and responsible post-industrial cities and to create societal impact.

Especially within post-industrial cities, it is highly important that universities and cities work closely together on innovative research and education to face challenges related to diversity and social inclusion. Only in that way, the descendants of generations of workers that have contributed to these post-industrial cities, such as the children of workers in the steel mines, automobile and petrochemical industries, trade harbours and port cities can be empowered. This creates challenges and opportunities in terms of migration-related diversity that come with such a post-industrial past.

Therefore, this Memorandum of Understanding (MoU) articulates the common interests of universities and post-industrial cities, and highlights their intentions to collaborate on joint opportunities and challenges, acknowledged within the UNIC mission statement.

- 
- The European University of Post-industrial Cities (UNIC) establishes a pact within and between the universities and cities of Bilbao, Bochum, Cork, Istanbul, Liege, Rotterdam, Zagreb and Oulu;
  - This pact strengthens the cooperation between universities and City Boards based in post-industrial cities that face common challenges and opportunities related to ethnic, cultural, economic and religious diversities;
  - The European University of Post-Industrial Cities (UNIC) shows a convergence of positives that will accommodate and serve the superdiverse and mobile populations of these cities. This creates the opportunity to stimulate more inclusive urban societies and enhances the societal impact of UNIC education and research.
- 

## **Joint ambition**

This Memorandum of Understanding (MoU) is a follow-up and specification on the signed collaborative agreement between the city of Oulu and University of Oulu (2017-2021) and develops the already articulated collaborations to a next level, specified by the ambition, mission and strategy of the UNIC consortium. This MoU highlights the intention of both the city and the university to make use of and further invest in the potentialities that evolve from the collaborative agreement of the UNIC European Universities proposal, by these joint ambitions:





- **Increasing innovation in research and education**
  - o By implementing a *step-by-step approach* towards the establishment of a close cooperative link between the city and the university to generate teaching cases on inclusion and diversity related issues;
  - o By exchanging networks and stimulating relevant stakeholders that have an interest in developing innovative challenge-based cases.
- **Co-creating impact-by design**
  - o By co-creating significant urban cases with a range of stakeholders on challenges related to inclusion and migration-related diversity;
  - o By implementing Pop-Up CityLabs in neighborhoods where local communities would benefit the most of the UNIC knowledge infrastructure;
  - o By proactively creating opportunities towards a model of dual co-financing of Pop-up CityLabs.
- **Supporting student and staff mobility**
  - o By stimulating civic engagement such as facilitating CityLabs *within* urban neighborhoods and communities with specific issues in terms of migration related diversity;
  - o By stimulating virtual meetings *between* cities and universities by student peer groups, staff and urban practitioners.
- **Accumulating knowledge exchange**
  - o By facilitating an infrastructure on evidence-informed learning and build towards an Open Access UNIC Case-Database with practice-oriented cases and challenges which will be circulated and shared *within and between* European cities and universities;
  - o By sharing access to co-created data *within and between* European cities and universities.
- **Creating international visibility**
  - o By sharing expertise in designing a communication strategy that creates a best-fit between both organizations;
  - o By being communicative internally and externally about cooperative efforts within and beyond the UNIC consortium.

The city of Oulu and University of Oulu have understood and acknowledged the above, confirm their intentions and jointly agree to collaborate on the formulated ambitions.

Specific details of co-operation necessary to implement the listed targets such as professional priorities and financial resources shall be negotiated separately between the respective parties. The Parties have no resulting financial or other obligations unless they later decide to enter into definitive agreement(s) which includes terms and conditions mutually acceptable to them. Such written agreement will contain, including but not limited to, the fields of cooperation, coordinators, details of activities and tasks, financial conditions, liabilities and intellectual property rights.

Each Party is responsible for its own expenses concerning this MoU. Besides, there will be no exchange of funds between the Parties associated with the MoU. The MoU does not either obligate either Party to enter into any further agreement with each other or any other party.

For clarity, this MoU is only a statement of interest. This MoU is legally non-binding and is not intended to be enforceable.

**1. The City of Oulu**

Special Advisor to the Mayor Karri Oikarinen  
Legal address: Isokatu 9  
90015 The City of Oulu, Finland

and

**2. University of Oulu**

Strategy Director Charlotta Collén  
Legal address: Pentti Kaiteran katu 1  
90014 University of Oulu, Finland

The MoU will be effective from the date of the last signature and will remain in effect unless and until it is terminated by either Party's three (3) months' prior written notice to the other Party.

Signed by 16 -01- 2020

1. The city of Oulu, represented by the mayor, Päivi Laajala

and

2. University of Oulu, represented by the rector, Jouko Niinimäki

University of Oulu, Administrative Director, Essi Kiuru





# Memorandum of Understanding

Between:

**University of Zagreb and the City of Zagreb**

Related to:

**European University of Post-Industrial Cities (UNIC)**

## **Preface**

Universities and municipalities in post-industrial cities face unique challenges and opportunities. These are related to their post-industrial character and issues around migration related diversity and social inclusion. It is especially the municipalities and universities in such post-industrial cities which have a crucial and significant role to work towards more inclusive urban societies. Furthermore, they have a common responsibility to collaborate and facilitate students, practitioners, research and educational staff to create societal impact.

Especially within post-industrial cities, it is highly important that universities and cities work closely together on innovative research and education to face challenges related to diversity and social inclusion. Only in that way, the descendants of generations of workers that have contributed to these post-industrial cities, such as the children of workers in the steel mines, automobile and petrochemical industries, trade harbours and port cities can be empowered.

By this ambition, the eight universities of Bilbao, Bochum, Cork, Istanbul, Liege, Oulu, Rotterdam and Zagreb will work together within the European University of Post-Industrial Cities (UNIC) initiative. And within that initiative, it is of the uttermost importance that these universities can build on a close cooperative relationship with the municipalities and City Boards in which they are embedded.

Therefore, this Memorandum of Understanding (MoU) articulates the common interests of the eight universities and their post-industrial cities, and highlights their intentions to collaborate on joint opportunities and challenges, acknowledged within the UNIC mission statement.

- 
- The European University of Post-industrial Cities (UNIC) establishes a pact within and between the universities and cities of Bilbao, Bochum, Cork, Istanbul, Liege, Oulu, Rotterdam and Zagreb;
  - This pact strengthens the cooperation between universities and City Boards based in post-industrial cities that face common challenges and opportunities related to ethnic, cultural, economic and religious diversities;
  - The European University of Post-Industrial Cities (UNIC) shows a convergence of positives that will accommodate and serve the superdiverse and mobile populations of these cities. This creates the opportunity to stimulate more inclusive urban societies and enhances the societal impact of UNIC education and research.
- 

## **Joint ambition**

This Memorandum of Understanding (MoU) develops the already articulated collaborations between University of Zagreb and City of Zagreb to a next level, specified by the ambition, mission and strategy of the UNIC consortium. This MoU highlights the intention of both the city and the university to make use of and further invest in the potentialities that evolve from the collaborative agreement within UNIC, by these joint ambitions:

1. **Increasing innovation in research and education**
  - By implementing a *step-by-step approach* towards the establishment of a close cooperative link between the city and the university in generating research and teaching cases on inclusion and diversity related issues
  - By exchanging networks and relevant stakeholders to connect with societal challenges to develop innovative challenge-based cases
2. **Serving the needs of a superdiverse city**
  - By exploring the institutional obstacles to make city organizations fit with social inclusion and diversity
  - By facilitating CityLabs *within* urban neighborhoods and local communities with specific issues in terms of migration related diversity
3. **Co-creating impact-by-design**
  - By co-creating Pop-Up CityLabs in neighborhoods where local communities benefit the most of the UNIC knowledge infrastructure
  - By co-creating opportunities towards a model of co-financing of Pop-up CityLabs
4. **Supporting student and staff mobility**
  - By stimulating an infrastructure of meetings *between* cities and universities by student peer groups, staff and urban practitioners
  - By reducing any administrative, legal or institutional obstacles and barriers to students, staff and practitioner mobility
5. **Accumulating knowledge exchange**
  - By facilitating an infrastructure on evidence-informed learning and build towards an Open Access UNIC Case-Database with practice-oriented cases and challenges
  - By increasing the accessibility to databases *within and between* European cities and universities
6. **Creating international visibility**
  - By sharing communication expertise in designing a strategy that serves the city, the municipality and the university
  - By communicating internally and externally about cooperative efforts within and beyond the UNIC consortium

The City of Zagreb and University of Zagreb have understood and acknowledged the above, confirm their intentions and jointly agree to collaborate on the formulated ambitions.

**Signed by**

1. The City of Zagreb, represented by the City Mayor, Milan Bandić

Class:  
Number:  
Zagreb,

And

2. University of Zagreb, represented by the Rector, Prof. Dr. Damir Boras

Class: 641-01/19-04/19  
Number: 380-010/076-20-2  
Zagreb, 10 January 2020

