



# STRATEGY 2030

Strategic goals for  
Eucor – The European Campus  
for the period 2024 to 2030

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# Eucor Strategy 2030

## PREAMBLE

We are an alliance of universities on the Upper Rhine that practises cross-border cooperation by developing joint projects, maintaining an open dialogue and sharing our ideas and experiences on a day-to-day basis. Our aim is to utilise our combined forces to tackle the major challenges of our time with creativity and a focus on finding solutions. We consider different positions in a dialogue based on fairness, science and mutual appreciation. Democracy, freedom of speech, respect, rationality, pluralism and diversity constitute our shared foundations.

Consolidating our scientific and academic efforts to meet global challenges motivates and guides us – and is a very urgent issue.

As institutions of science, higher education and research, we are aware of our role as a model and of our responsibility toward society, and we act accordingly.

In the Eucor Strategy 2030, we are setting ourselves the following goals, which are based on our shared values:

- intensifying cross-border mobility and effective exchange on all levels to strengthen research, teaching and transfer through collaboration. We regard this as the basic condition for a personal development in which tolerance, an openness toward other cultures and a respectful curiosity when interacting with unfamiliar people or things are self-evident.
- providing future- and quality-oriented supervision and guidance to students, staff and researchers in all stages of their careers based on a comprehensive understanding of a university's responsibilities as going far beyond conveying information and teaching knowledge.
- defining thematic focus areas around major issues that concern the future, like sustainability, personalised medicine, energy, mobility, digitisation as well as European values and identities. These issues not only affect research, but also studies, teaching, the transfer of technology and the intense exchange between universities and society.
- transferring the knowledge gained in our research to the economy and society to be able to continuously demonstrate how science and such principles as freedom and rationality, on which it rests, play an essential role in solving major challenges that society faces today.

Eucor – The European Campus is thus a European university alliance that creates important structures, formats and projects for research, studies, teaching and the transfer of knowledge to the economy and society, while also increasing the international attractiveness, visibility and impact of the Upper Rhine Region.

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## EUCOR – THE EUROPEAN CAMPUS

The Upper Rhine trinational alliance is a model for Europe

Eucor – The European Campus is the trinational alliance of the universities in the Upper Rhine: in Switzerland, the University of Basel; in Germany, the University of Freiburg and the Karlsruhe Institute of Technology (KIT); and in France, the University of Haute-Alsace and the University of Strasbourg. Founded in 1989, Eucor – The European Campus acquired the status of a European Grouping of Territorial Cooperation (EGTC) in 2015 – the first EGTC established in the higher education domain. As a long-standing consortium of universities with established governance, a legal entity and successful third-party funding applications, Eucor – The European Campus serves as a model for cooperation among European universities in the 21st century. This Strategy 2030 presents the key themes and goals of Eucor – The European Campus for the period 2024 to 2030. It builds on the results of and experience gained from the strategy 2023, which was adopted in 2019 and serves as its continuation. A plan for implementing Strategy 2030 will be developed that will specify responsibilities, necessary resources, opportunities for funding as well as measures and expected results.



### VISION

Eucor - The European Campus:  
Innovation, Well-being, Sustainability

Thanks to its excellence in scientific research, teaching and innovation/transfer based on European values, Eucor is an internationally visible university alliance that creates forward-looking solutions for society's challenges and transformations in strong collaborations. Eucor – The European Campus also plays a major role in the development of the Trinational Metropolitan Region of the Upper Rhine in terms of innovation, well-being and sustainability, while also making a global impact.

## STRATEGIC OBJECTIVES and MEASURES

Five universities | Three countries | One campus

The primary goal of Eucor – The European Campus is to establish a cross-border region with a clear scientific profile and international visibility. With roughly 117,000 undergraduate students, 13,500 doctoral students, 15,000 researchers, 960 degree programmes and a budget of 2.3 billion euros, Eucor – The European Campus has the necessary capacity to undertake research, teaching and innovation that is recognised globally, while also boosting the competitiveness of higher education within the Upper Rhine region.

In order to pool its strengths, in its previous Strategy 2023, Eucor – The European Campus defined four strategic focus areas based on existing collaborations and an analysis of local conditions and potentials. Cooperation in these focus areas will continue to be developed, deepened and structurally anchored in the coming years. These four focus areas are Personalised Health (leadership: University of Basel), Quantum Sciences and Technologies (leadership: KIT), Sustainability (leadership: University of Freiburg) and European Identities (project management: University of Strasbourg). Eucor – The European Campus also anticipates supporting many more research collaborations. By joining forces and by optimally using the synergetic potential of the partner universities, Eucor – The European Campus will maintain the necessary agility to address the issues relevant to society currently, also those issues outside the focus areas to guarantee its competitiveness as a European university alliance both now and in the future.

The various, strong international networks of the member universities benefit the development of Eucor – The European Campus. They will enhance the connection among partners and the international visibility of their joint activities.

The following is a description of the strategic goals and measures with which Eucor – The European Campus will strive to achieve its vision. These are organised according to the scope of activities of the universities, while placing special emphasis on the connection between research, teaching and other areas.



## RESEARCH

Outstanding research in the alliance of excellent universities

The challenges of an increasingly globalised world are complex. More than ever, they demand close cooperation between different, specialised scientific competences, especially in an alliance of European partners. In its network of excellent research institutions, Eucor – The European Campus intensifies the exceptional research achievements of its universities through complementing and pooling its expertise, increasing its contribution to solving current challenges in society and strengthening the competitiveness of the Upper Rhine region. Latest by 2025, Eucor – The European Campus will initiate the process of reviewing its research focus areas with the aim of possibly defining new areas.

### Research Excellence

**Objective 1:** Continuing current projects in the established focus areas of Eucor – The European Campus, each managed by the designed leading university, and initiating new projects; identifying new joint focus areas of research.

#### Measures:

- Creating projects and sustainable structures of collaboration within the strategic focus areas of Eucor – The European Campus.
- Joint participation in Interreg programmes.
- Cross-linking research projects in the context of national strategic funding initiatives (Exzellenzstrategie, Instituts thématiques interdisciplinaires / ITI).
- Identifying and using research infrastructure synergies based on the results of the RMTMO-RI project.
- Establishing further cross-border professorships in the strategic focus areas of Eucor – The European Campus and in other relevant research areas at the member universities.

**Objective 2:** Identifying, developing and promoting new research areas.

#### Measures:

- Organising exploratory workshops to identify new research themes and establishing new research clusters.
- Continuing and strengthening the Seed Money funding instrument, especially to submit larger funding applications (leverage effect) at national and international research funding institutions (funding category "Research").



## EARLY STAGE RESEARCHERS

Trinational funding as a model

Eucor – The European Campus welcomes researchers from all over the world who are in early stages of their careers. It offers them various options for a binational or trinational doctoral qualification ranging from joint courses for an interdisciplinary qualification, binational doctoral degrees through to trinational doctoral programmes. In addition, Eucor – The European Campus promotes the training of excellent postdoctoral fellows by including young researchers in binational or trinational research projects, research networks and postdoc clusters. This means Eucor – The European Campus is training tomorrow's experts while also strengthening the competitiveness of the region.

The two international, interdisciplinary and cross-sectoral doctoral programmes coordinated by Eucor – The European Campus are especially noteworthy for the promotion of early stage researchers: the EURIdoc (Eucor Upper Rhine Immunology) programme in the strategic field of Personalised Health and the QUSTEC (Quantum Science and Technologies) programme in the field of Quantum Sciences and Technology. Eucor – The European Campus will investigate opportunities to continue these programmes after the EU co-funding ends and also how other doctoral programmes can be established in strategically important thematic areas. In addition, it will further facilitate the implementation of binational and trinational doctoral degrees and doctoral programmes and promote a jointly structured doctoral training programme. Furthermore, opportunities to continue the Georg H. Endress postdoc cluster in Quantum Science and Quantum Computing will also be reviewed.

### Young Scientists

**Objective 3:** Investigating the continuation of existing trinational doctoral programmes and postdoc clusters and the initiation of further programmes in strategically relevant areas.

#### Measures:

- Preparing to provide or raise funds for the continuation of existing trinational doctoral programmes and postdoc clusters.
- Carrying out networking events (summer schools) in the focus areas.
- Supporting the establishment of further trinational doctoral programmes.

**Objective 4:** Promoting binational and trinational doctoral degrees and jointly structured doctoral programmes.

#### Measures:

- Developing a general and a model agreement to simplify the implementation of binational and trinational doctoral degrees between the member universities of Eucor – The European Campus (joint thesis supervision / cotutelles de thèse).
- Developing new joint courses for the interdisciplinary qualification of PhD students as well as opening already existing courses at the member universities and promoting them among the students.



## TEACHING

### The European Campus as a place to study with international appeal

Due to the geographical proximity of its member universities, the European Campus has the unique opportunity to offer students an inter-university and cross-border experience that goes beyond purely or predominantly virtual encounters by enabling real contacts in everyday life. This development of joint courses is a special feature and the programmes resulting potentially makes Eucor – The European Campus unique.

The European Campus already has an attractive trilateral selection of courses that range from joint lectures to joint degrees with a qualification from one university, or with a double or triple degree. Courses promoting the development of skills (interculturality, languages) to enhance mobility are also offered. These courses need to be expanded further to boost the Upper Rhine's attractiveness as a trilateral place to study.

Furthermore, the distinctive feature of Eucor – The European Campus – the opportunity to attend courses at partner universities freely (free mobility) or to study for up to two semesters at partner universities (semester mobility) – should be consistently emphasised in communication, as should the opportunity to have travel expenses subsidised by one's home university.

### Learning Diversity

**Objective 5:** Expanding the joint course offerings and strengthening intercultural competence.

#### Measures:

- Developing joint degree programmes in areas relevant to society (such as sustainability, transformative cities, water science and technology, quantum science or nanotechnology, data science or bioinformatics) along with corresponding qualifications.
- Developing innovative formats and mobility recommendations for an inter-university degree, especially in minor subjects.
- Strengthening the subject of interculturality with corresponding courses.
- Developing joint formats for further education in areas relevant to society with corresponding qualifications.
- Continuing the Seed Money funding in the funding category "Teaching".

**Objective 6:** Increasing student mobility.

#### Measures:

- Creating incentives for and reducing obstacles to mobility, and involving students in this process; linking the various learning management systems to facilitate access to courses offered by Eucor – The European Campus and reviewing linking the campus management systems to facilitate the entire administration of student mobility.
- Attracting national and regional political support for the introduction of a trilateral semester ticket to improve the connections and increase frequency of regional public transportation, as well as a gradual alignment of semester times.
- Regular, coordinated communication about student mobility.

## INNOVATION and TRANSFER

### Increasing the impact of the Trilateral Metropolitan Region Upper Rhine

The Trilateral Metropolitan Region has much potential to establish itself as leading region of innovation internationally. With the large, active research community at its universities and research institutions, the multinational companies as well as the dynamic, fast growing start-up scene in the region, the Upper Rhine is an appealing area for promising developments and leading venture capital investment funds. Joint science communication strategies and projects should contribute to the international visibility of the Eucor area as an attractive place for studying, research and innovation.

Research, teaching and transfer hubs should be established in the strategic focus areas of Eucor – The European Campus to take better advantage of the Upper Rhine region's potential in innovation and transfer. In addition, the collaboration should be intensified between the key innovation and transfer actors from the universities, the economic sector and society, especially by using the results from the Knowledge Transfer Upper Rhine (KTUR) project.

### Transformative Innovation

**Objective 7:** Establishing research, teaching and transfer hubs in the Upper Rhine area and intensifying knowledge transfer to society.

#### Measures:

- Establishing an Upper Rhine "Biocampus" hub (life sciences and personalised health) accompanied by an increase in the number of start-ups.
- Creating and awarding a label of excellence for start-ups originating in the Eucor – The European Campus area.
- Developing and introducing a system to monitor innovation based on the key metrics of innovation.
- Providing scientific guidance and support for issues of sustainability and for developing the area around Fessenheim into an innovative region.
- Strengthening Eucor's collaboration with the economy, society and politics in the Upper Rhine region and further developing the supportive structures (e.g. network of Eucor cities).
- Supporting the funding application for realising further, strategically relevant projects in innovation and transfer (e.g., Green Deal or Quantum Flagship funding) and for establishing more hubs in the strategic focus areas of Eucor – The European Campus.
- Developing forms of science communication and additional measures connect research, teaching and transfer hubs and the public.
- Taking transfer and innovation into account in the context of the Seed Money instrument.



## PARTNERSHIPS

Increasing Eucor's international visibility as a university alliance in the Trinational Metropolitan Region Upper Rhine and as an associated member of a European University

Eucor – The European Campus is the academic heart of the Trinational Metropolitan Region Upper Rhine (TMO) and cooperates closely with businesses, society and public authorities in this region. Public authorities and regional administrative bodies in Germany, France and Switzerland maintain regular contact with Eucor – The European Campus and support particular projects. As a member of the Science Pillar of the TMO, Eucor – The European Campus participates actively in expert discussions and in networking with key local actors from other branches of science, from non-university research institutions, companies and civil society. This results in diverse cooperation in the areas of research, teaching and innovation/transfer, which enriches the discussion and institutional development and generates possibilities for funding, which in turn strengthens the Upper Rhine area and its competitiveness in Europe and globally.

At the European level, Eucor – The European Campus is a model for establishing European Universities. Currently, 340 universities all over Europe participate in 44 alliances that are working to increase the attractiveness and competitiveness of Europe's higher education institutions while strengthening the European identity. Eucor – The European Campus, a forerunner of these European universities, is actively engaged in this process. Since March 2022, Eucor – The European Campus is an associated member of the European university alliance „European Partnership for an Innovative Campus Unifying Regions” (EPICUR). This alliance was selected in the first call for funding from the EU in 2019, and a further funding period was confirmed in July 2022. EPICUR comprises four of the five Eucor universities – University of Freiburg, University of Haute-Alsace, University of Strasbourg and the Karlsruhe Institute of Technology – in addition to the Aristotle University of Thessaloniki (Greece), the Adam Mickiewicz University in Poznań (Poland), the University of Amsterdam (Netherlands), the University of Natural Resources and Life Sciences Vienna (Austria) and the University of Southern Denmark in Odense. As a university alliance in the geographical heart of Europe, Eucor – The European Campus shares the vision of EPICUR and supports its objectives. These two alliances can collaborate even more closely in the future to improve the coordination of their strategies. By cooperating with EPICUR, Eucor – The European Campus wants to enhance its outreach and visibility as an internationally attractive place to study. In addition, access to a larger European university network will strengthen the competitiveness of PhD students. In an exchange of best practices, Eucor – The European Campus wants to share its many years of experience with EPICUR by introducing EPICUR to its cross-border regional activities and know-how while reflecting on and further developing its own programmes and alliance.

### European University

**Objective 8:** Increasing the outreach and visibility of the European Campus as an attractive, trinational place to study, while also participating in the establishment of European Universities.

#### Measures:

- Actively participating in exchange with other partners in the context of the Science Pillar of the Trinational Metropolitan Region (TMO).
- Planning and issuing calls for funding innovative Eucor-EPICUR teaching collaborations in the EPICUR focus areas of Sustainability and European Identities.
- Reviewing the idea of connecting Eucor – The European Campus with the virtual inter-university campus environment of EPICUR.
- Reciprocal opening of existing research internships and developing new courses at Eucor – The European Campus and EPICUR jointly for PhD students in collaboration with institutional and business partners.



## STUDENT LIFE

A rich campus life in the Upper Rhine region characterised by a variety of student initiatives

Eucor – The European Campus offers students more than just trinational mobility and education. Thanks to the geographical proximity of its member universities, it has a long tradition of joint initiatives, activities and events that lend a cross-border flair to all aspects of student life. This makes Eucor – The European Campus more attractive and culturally diverse.

Among the joint cultural and sports events are the Eucor Festival, which is a biannual event organised by students for students; the Tour Eucor, an annual, five day bike tour through the Eucor cities; and #StudiEvents, which include events like language cafés, visits to the theatre, creative workshops, sports events and excursions to other university cities.

### Student Life

**Objective 9:** Consistently connecting actors and activities of student life from the different universities and supporting joint endeavours.

#### Measures:

- Supporting new and established forms of cultural and sports events for students.
- Connecting student representatives from the different universities by supporting the Eucor Student Council and by creating special offerings for student groups to strengthen student involvement in universities and the region.
- Holding regular meetings and collaborating with student services and the CROUS (Centre Régional des Œuvres Universitaires et Scolaires) in Strasbourg.
- Intensifying the participation of students in the implementation of the Eucor strategy.

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