

**Insight Report**  
**Sensemaking Workshop**  
**Comité de Proposition et de Pilotage**  
**10-11 February, 2026**

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### **About This Public Version**

This document presents a concise, public-facing synthesis of the strategic discussions held during the Sensemaking Workshop of the Comité de Proposition et de Pilotage. It highlights the key directions and priorities identified for UNITA GEIE and the Alliance more broadly.

A more detailed report, including operational considerations, internal reflections and governance elements, has been shared internally among partner institutions. This shorter version focuses on the strategic vision and collective ambition emerging from the workshop while ensuring appropriate discretion regarding sensitive institutional information.

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## 1. A Collective Strategic Reflection for the Next Phase of UNITA

On 10–11 February 2026, the Comité de Proposition et de Pilotage of UNITA GEIE gathered its member representatives from UNITA partner universities for a two-day strategic workshop aimed at strengthening coordination, sustainability and long-term positioning of the Alliance.

The workshop took place online using collaborative digital tools and was structured around a Sensemaking methodology, a participatory approach designed to move from collective reflection to concrete strategic direction.

This initiative marked an important step in consolidating the Comité de Proposition et de Pilotage of UNITA GEIE roadmap and reinforcing its capacity to act as a coordinated and sustainable European University Alliance.

## 2. Workshop Methodology: From Reflection to Action

The workshop followed a structured three-phase Sensemaking approach:

### 2.1. WHAT – Mapping Current Practices and Assets

Participants worked in thematic groups to map:

- Existing initiatives across the Alliance
- Strong practices and institutional assets
- Gaps and coordination challenges
- Opportunities for development

The objective was to build a shared understanding of what already exists across UNITA before defining new strategic directions.

### 2.2. SO WHAT – Strategic Prioritisation

Identified opportunities were collectively assessed based on:

- Strategic impact
- Feasibility within the next 1–2 years

This process enabled participants to distinguish between:

- Actions that can be initiated immediately
- Longer-term strategic ambitions requiring progressive structuring

### 2.3. NOW WHAT – From Ideas to Operational Pathways

For selected priorities, groups defined:

- 12-month strategic objectives
- Key actions
- Required resources
- First milestones

A peer feedback session ensured coherence and realism across thematic areas.

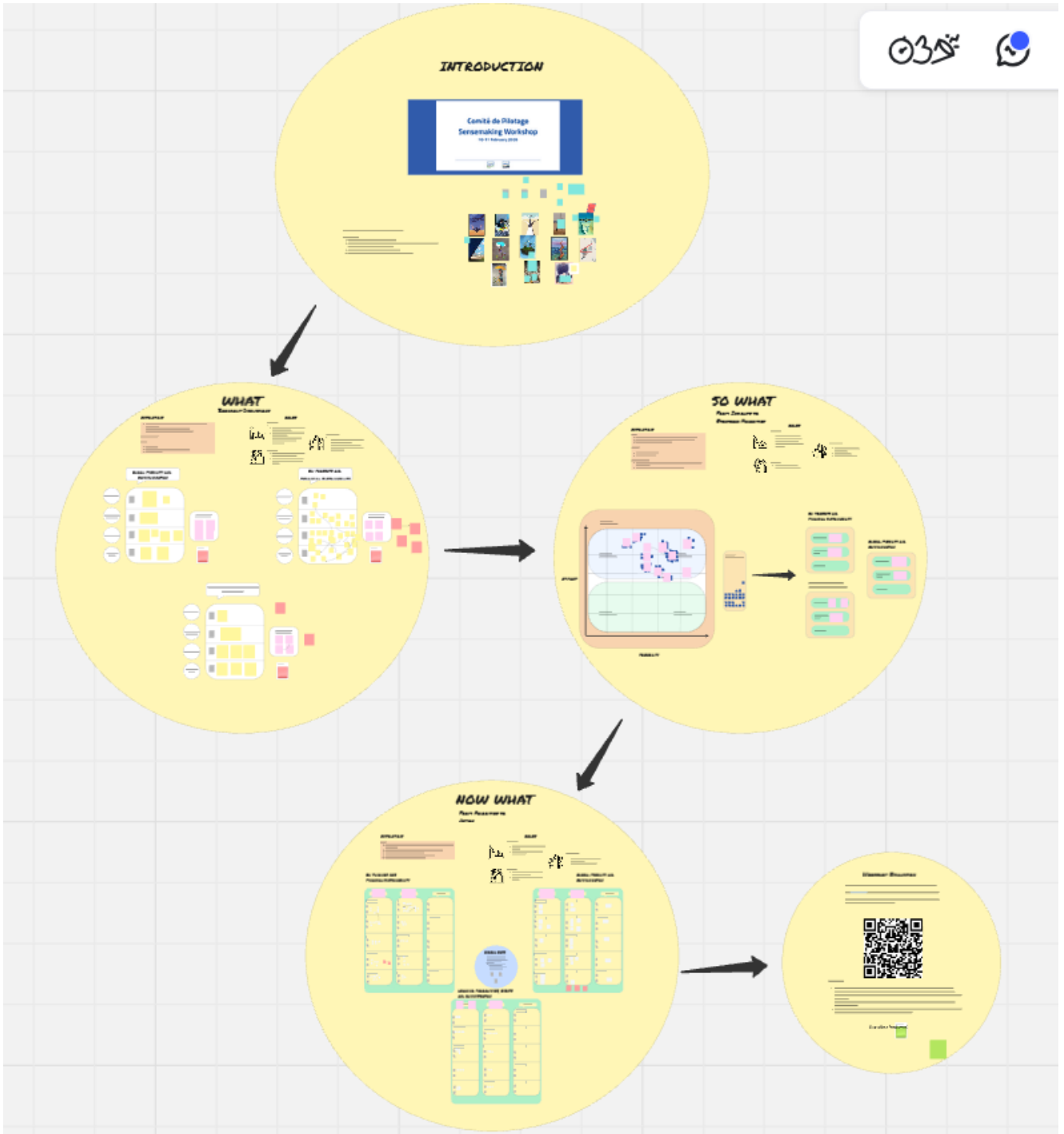


Figure 1. Full collaborative board

### **3. Participating Institutions**

The workshop brought together representatives from the following UNITA partner universities:

- Université Savoie Mont Blanc (USMB)
- Université de Pau et des Pays de l'Adour (UPPA)
- Università degli Studi di Torino (UNITO)
- Università degli Studi di Brescia (UNIBS)
- Universidad Pública de Navarra (UPNA)
- Universidad de Zaragoza (UNIZAR)
- Universidade da Beira Interior (UBI)
- Universitatea de Vest din Timișoara (UVT)
- Transilvania University of Brașov (UNITBV)
- UNITA GEIE

The diversity of institutional perspectives contributed to a rich and constructive dialogue.

### **4. Key Strategic Directions Emerging from the Workshop**

Although discussions were structured across thematic clusters, several coherent priorities emerged.

#### **4.1. Strengthening EU Project Coordination and Financial Sustainability**

Participants highlighted the importance of:

- Improving coordination among EU project offices across the Alliance
- Aligning funding strategies
- Increasing joint responses to European calls
- Diversifying funding sources beyond traditional project-based mechanisms

The creation of a structured network of project officers and enhanced internal alignment were identified as concrete next steps.

#### **4.2. Developing Micro-Credentials and Lifelong Learning Pathways**

The Alliance sees strong potential in:

- Structuring micro-credentials linked to Research Hubs
- Connecting with Lifelong Learning centres across institutions
- Developing digital badge systems
- Exploring financially sustainable educational models

Micro-credentials were recognised not only as academic tools, but also as instruments for visibility, engagement and long-term sustainability.

#### **4.3. Consolidating Rural Mobility as a Territorial Innovation Instrument**

Rural Mobility was identified as one of UNITA's most distinctive initiatives.

- Strategic reflections focused on:
- Strengthening local partner networks
- Increasing political recognition at territorial level
- Measuring and communicating impact

- Exploring complementary funding mechanisms

The programme is increasingly seen as a model connecting students, universities and rural/mountain territories in a mutually beneficial way.

#### **4.4. Enhancing Visibility, Communication and European Positioning**

Participants underlined the need for:

- A more structured communication strategy
- Stronger presence in European policy discussions
- Strategic participation in Brussels-based events and networks
- Alignment between visibility and long-term sustainability goals

Communication was recognised as a structural enabler across all strategic areas.

### **5. Cross-Cutting Reflections**

Beyond individual themes, the workshop revealed broader patterns:

#### **5.1. From Fragmentation to Integration**

UNITA institutions already demonstrate strong local and thematic capacities. The next phase requires greater integration at Alliance level to transform parallel initiatives into coordinated strategies.

##### **Sustainability as an Umbrella Concept**

Financial sustainability, territorial impact, ecosystem engagement and political visibility emerged as interconnected dimensions of the same long-term objective.

##### **Territorial Identity as Strategic Asset**

UNITA's anchoring in rural, mountain and cross-border regions is not a constraint, but a distinctive strength. The Alliance aims to further consolidate its role in supporting innovation and development in these territories.

#### **5.2. Toward a Long-Term Ambition**

The workshop discussions converged toward a shared long-term ambition:

Through the coordinated action of UNITA GEIE and the Comité de Proposition et de Pilotage, the Alliance can progressively position itself as a key actor in territorial development and innovation for rural, mountain and cross-border regions in Europe.

This ambition includes:

- Strengthening structured collaboration with local ecosystems
- Developing tailored EU project strategies
- Diversifying funding sources
- Expanding innovative mobility models
- Creating learning programmes aligned with territorial needs
- Enhancing communication that benefits both UNITA and European rural areas

While ambitious, participants emphasised that this positioning can be pursued through a realistic, step-by-step consolidation of existing strengths.

## **Annex 1. Workshop Evaluation**

Feedback collected via Mentimeter indicated a medium-to-high level of satisfaction among participants. The methodology was appreciated for its ability to combine strategic reflection with operational orientation. The interactive format supported cross-institutional dialogue and facilitated collective prioritisation.

Participants particularly valued:

- The clarity provided by the impact–feasibility framework
- The structured progression from ideas to concrete actions
- The opportunity to align perspectives across institutions

The workshop confirmed the value of structured strategic dialogue in supporting the evolution of UNITA GEIE’s governance and long-term sustainability and alliance level practices.