



# UNIgreen

The green European University

## UNIgreen MISSION STATEMENT



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## 1.- The Green European University

UNIgreen-The Green European University brings together eight Higher Education Institutions that share the European Union aims and values, as well as a common vision; that are really committed towards promoting excellence in education, research and innovation, particularly in the fields of **Sustainable Agriculture, Green Biotechnology and Environmental and Life Sciences**, and that are deeply involved in their respective regions.

**University of Almeria** (UAL: Almeria, Spain, Southern Europe), UNIgreen Coordinator, is one of the youngest and most dynamic Universities in Spain. Created in 1993, UAL is inserted in a region where greenhouse agriculture and tourism have a strong economic influence and are the main the economic activities. Hence, despite its comprehensive nature, challenges of climate change and other vulnerabilities (such as scarcity of natural resources) have led to a specialisation in sustainable development, green agriculture, circular economy and waste management. UAL offers over 34 bachelor degree courses, 14 doctoral programmes, 44 official master's degree programmes and 14 own master's programmes to more than 14.000 students.

**Agricultural University of Iceland** (AUI: Borgarnes, Iceland, Northern Europe) is a Higher Education Institution specialised in Agricultural, Nature and Environmental and Planning Sciences, offering first, second and third cycle study programmes, as well as vocational and continuing education in agriculture and horticulture. With a clear focus on enhancing research, innovation and international collaboration, AUI is focused on promoting the sustainable use of land and animal resources, including traditional agriculture, livestock farming, horticulture and forestry, nature conservation, environmental planning, landscape architecture, planning, restoration sciences, rural development and sustainable development.

**Agricultural University of Plovdiv** (AUP: Plovdiv, Bulgaria, Central and Eastern Europe) is the only specialised public University in the field of agricultural sciences in Bulgaria. Through its four major Faculties (Agronomy; Horticulture with Viticulture; Plant Protection and Agroecology; Economics), AUP offers 13 Bachelor, 27 Master and 26 doctoral programmes in eight professional fields. Extensive experimental fields allow for integrated applied research in priority areas such as food and nutrition security, sustainable agriculture and forestry, environmental quality and food safety, responses to climate change, environment and resource efficiency.

**Higher Education Institution of the Province of Liège** (HEPL: Liège, Belgium, Western Europe) is the most important Higher Education Institution in the Belgian French-speaking Community. With more than 8,000 students, HEPL is a comprehensive institution that offers a wide range of trainings and its Bachelor and Master degrees which integrate both theoretical and practical trainings and aim to give its future graduates vocational qualification and professional skills in a specific field. HEPL is acknowledged as a centre of excellence in the Province of Liège and, more broadly, in the French-speaking Community of Belgium. One of its main areas of expertise and scientific specialisation is biotechnology, agronomy and life sciences.

**Polytechnic Institute of Coimbra** (IPC: Coimbra, Portugal, Southern Europe) was created in 1979 and is one of the ten largest Portuguese HEIs. Composed of six schools, it offers first and second level study programmes in agricultural and environment sciences, education and arts, business and communications sciences, tourism and sports, gastronomy, health, and engineering, as well as short-cycle courses. Its Institute for Applied Research, which includes a Centre for Natural Resources Environment and Society Studies and seven R&D laboratories, works towards integrating scientific resources, developing applied research and transferring knowledge to industry and society.

**Sup'Biotech Engineering School of Biotechnology** (Sup'Biotech: Paris, France, Western Europe) is a private biotechnology engineering school based in Paris, France. Its curriculum offers a multidisciplinary balance between science and engineering coursework, management skills and industrial know-how. Sup'Biotech's bachelor's programme is available in French and English, whereas the graduate programme is taught entirely in English. Sup'Biotech's main areas of scientific expertise cover the fields of health, cosmetics, environment, pharmaceuticals and agrobusiness.

**University of Modena and Reggio Emilia** (UNIMORE: Modena and Reggio Emilia, Italy, Southern Europe) is located in one of Europe's wealthiest and most dynamic regions that is well-known for its agro-food sector and is home to close to 30,000 students. Founded in 1175, UNIMORE is composed of 13 Departments, 1 School of Medicine, 16 interdisciplinary research centres. The Life Sciences Department is comprised of more than 170 units of permanent staff and a similar number of postdocs, PhD, graduate and undergraduate students working in more than 50 laboratories. The Department is characterised by high quality research activities both in basic and applied sciences.

**Warsaw University of Life Sciences** (SGGW: Warsaw, Poland, Central and Eastern Europe) is one of the largest public agricultural universities in Poland. Established in 1816, its research and teaching activities focus primarily on areas related to agriculture, biology, horticulture, food and nutrition, forestry, veterinary medicine as well as disciplines that strongly support life sciences. SGGW offers 39 study programmes in Polish and 11 degrees in English. As a recipient of the prestigious 'HR Excellence in Research', SGGW guarantees an excellent scientific environment for research activities, ensuring the quality and international competitiveness.

As mentioned, we share a common vision and the commitment towards promoting excellence in education, research, and innovation, especially in the fields of Sustainable Agriculture, Green Biotechnology and Environmental and Life Sciences. Alliance Higher Education Institutions are research focused, have a long experience in applying innovative teaching methodologies, and strong business relations. Nevertheless, we also acknowledge our differences and inequalities. In this sense, UNIGreen will be built around our complementary strengths, reaching a perfect balance among research and transfer and teaching, broadening the curriculum portfolio to new specialities and offering exciting careers opportunities for students that were not available until now. Combining our strengths will act as a transformative force across our institutions.

| UNIGreen member                                              | Foundation | Faculties and Institutes | Laboratories and Research Centres |
|--------------------------------------------------------------|------------|--------------------------|-----------------------------------|
| <b>University of Almeria</b>                                 | 1993       | 8                        | 13                                |
| <b>Agricultural University of Iceland</b>                    | 2005       | 3                        | 2                                 |
| <b>Agricultural University of Plovdiv</b>                    | 1945       | 4                        | 8                                 |
| <b>Higher Education Institution of the Province of Liège</b> | 2007       | 7                        | 8                                 |
| <b>Polytechnic Institute of Coimbra</b>                      | 1979       | 6                        | 10                                |
| <b>Sup'Biotech Engineering School of Biotechnology</b>       | 2004       | 2                        | 4                                 |
| <b>University of Modena and Reggio Emilia</b>                | 1175       | 15                       | 34                                |
| <b>Warsaw University of Life Sciences</b>                    | 1816       | 30                       | 5                                 |
| <b>TOTAL</b>                                                 |            | <b>75</b>                | <b>84</b>                         |

Table 1 - Institution and Facilities, UNIGreen Alliance, 2021/2022 Academic Year

| UNiGreen member                                       | Students (total) | Staff (total) | Teaching staff | Administrative staff |
|-------------------------------------------------------|------------------|---------------|----------------|----------------------|
| University of Almeria                                 | 14.307           | 1.434         | 951            | 483                  |
| Agricultural University of Iceland                    | 650              | 98            | 50             | 30                   |
| Agricultural University of Plovdiv                    | 3.355            | 384           | 194            | 152                  |
| Higher Education Institution of the Province of Liège | 9.613            | 716           | 603            | 113                  |
| Polytechnic Institute of Coimbra                      | 11.601           | 1.120         | 726            | 394                  |
| Sup'Biotech Engineering School of Biotechnology       | 1.073            | 72            | 22             | 50                   |
| University of Modena and Reggio Emilia                | 28.852           | 1.421         | 803            | 618                  |
| Warsaw University of Life Sciences                    | 16.056           | 2.501         | 1.232          | 1.269                |
| <b>TOTAL</b>                                          | <b>82.152</b>    | <b>7.746</b>  | <b>4.581</b>   | <b>3.109</b>         |

Table 2 - Academic Community, UNiGreen Alliance, 2021/2022 Academic Year

Our Alliance has a wide **territorial coverage**, since our Universities are located across all four sub-regions of Europe: Southern Europe (Italy, Portugal and Spain); Northern Europe (Iceland); Central and Eastern Europe (Bulgaria and Poland); and Western Europe (Belgium and France). This geographical distribution will boost the capacity of the Alliance to act as a role model and have a wider impact at European Higher Education level. Besides, it provides our Alliance with the necessary knowledge and expertise to incorporate a holistic approach in order to tackle global challenges, such as climate change, that affect differently some of our regions.

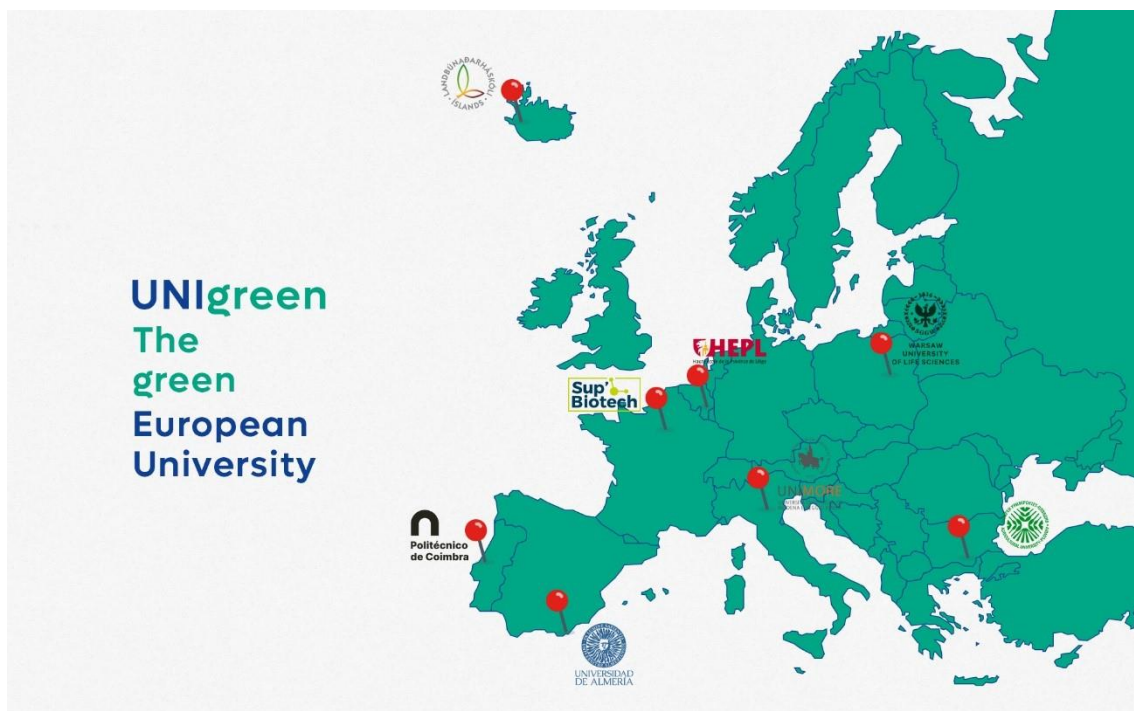


Figure 1 - UNIgreen Alliance Map

Indeed, the wide **geographical scope** of UNIgreen will be an added-value for the Alliance and its students, since it is conducive to the integration of different perspectives and to the development of a comprehensive set of technical skills among students, researchers and experts. All four sub-regions of Europe (as defined by EuroVoc) are affected by the effects of climate change in many and multiple ways: for example, whereas Iceland battles rising sea levels, Almeria (Southern Spain) faces droughts and a desertification process. As such, the acquisition and production of knowledge and strategies to cope with different pieces of the climate change puzzle are important, necessary and relevant for UNIgreen, its Academic Community and local communities.

## 2.- Background and Rationale

Our contemporary society faces **unprecedented challenges**. From providing cutting-edge answers in order to mitigate the devastating impact of climate change to boosting our efforts to reach out to those facing vulnerable situations, transformations are cascading.

Although transformation is an intrinsic characteristic of living, we are navigating through an unparalleled **fast-paced world** that poses new challenges on a daily basis. This was and continues to be fuelled by a global pandemic that exacerbated inequalities and tensions.

Higher Education Institutions have a determining role: they generate and transfer knowledge, promote critical thinking and **empower citizens to transform their lives and our local communities, cities, countries and, ultimately, the world we live in**.

This fundamental contribution cannot be disengaged from **sustainable development**, which is at the core of the European Union's growth strategy for the coming decades under the "European Green Deal" umbrella. More than ever, Higher Education Institutions are key players and enablers of the vision for a resource-efficient, circular, digitised and climate neutral economy by 2050, where economic growth is decoupled from the use of resources.

Although the European Green Deal is an overarching strategy that must be embraced by every citizen and institution, the **agricultural industry** (understood as the primary sector of the economy, which deals with the extraction or harvesting of products from the earth) is particularly affected by climate change at the same time as it strives to become "future-proof", to contribute to reduce the environmental and climate footprint of our food system and to strengthen its resilience towards **competitive sustainability from farm to fork**.

Agriculture is an important economic driver. Despite accounting to less than 1.5% of the EU's GDP, it is a considerable source of employment. However, threats such as rural depopulation, decreases in productivity, outdated production techniques, low levels of connectivity in rural areas as well as climate change may hinder the objective of achieving a robust and resilient EU food system that delivers affordable food to all citizens. Therefore, **only with more efforts in**

**aligning the sector with innovation, knowledge and technology will we advance in the green - and digital - transition.**

One of the main goals of UNUgreen is **to offer a solid contribution to boost and maintain the competitiveness of agriculture while preserving environmental values and supporting sustainable development**, aligned with overarching strategies such as the European Green Deal and Farm to Fork. However, this can only be achieved through an articulation with **green biotechnology and life sciences** in general.

The **UNUgreen Alliance vision and mission** will offer an answer to the following **challenges**:

- The **European Strategy for Universities** lights up the path ahead for Higher Education Institutions and the need to strengthen the European dimension in Higher Education and Research, support Universities as lighthouses of our European way of life, empower Universities as actors of change in the twin green and digital transitions, and reinforce Universities as drivers of Europe's global role and leadership.
- Higher Education Institutions face specific challenges linked to the **European Education Area**, the European Higher Education Area, the Bologna Process and the objective of building resilient and forward-looking education and training systems in the European Union (Table 3).
- Higher Education Institutions must give an answer to **challenges that are global by nature** but must be tackled at local level ("think globally, act locally" approach). These are related to the 2030 Agenda for Sustainable Development, the Sustainable Development Goals and the European Green Deal (Table 3).
- Higher Education Institutions are strong **contributors to regional development**, and, in that sense, their scope of intervention must be aligned with national and regional innovation priorities and strategies, notably the Smart Specialisation Strategies (Table 4).

| UNIgreen Mission                                                                                                                                                                                                                                                                                                                                                                                                       | Sustainable Development Goals                                                                                                                                                                                                 | European Education Area                                                                                                 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|
| <p><b>Support the green transition</b></p> <p>To provide an updated scientific and technological framework to skill, upskill, reskill and empower existing and future professionals and experts in the field of Sustainable Agriculture, Green Biotechnology and Environmental and Life Sciences to master the green transition and lead the development of the European green economy.</p>                            | <p>SDG 2 – Zero Hunger</p> <p>SDG 4 – Quality Education</p> <p>SDG 8 – Decent Work and Economic Growth</p> <p>SDG 12 – Responsible Consumption and Production</p> <p>SDG 13 – Climate Action</p> <p>SDG 15 – Life on Land</p> | <p>Green Transition</p> <p>Sustainable Development</p> <p>Advanced and High-Level Skills</p>                            |
| <p><b>Boost innovation</b></p> <p>To attract talented students, staff, researchers and stakeholders from around the world to be at the centre stage of innovation and co-create and test innovative solutions to enhance local and regional development by offering cutting-edge answers to solve local problems in the field of Sustainable Agriculture, Green Biotechnology and Environmental and Life Sciences.</p> | <p>SGD 8 - Decent Work and Economic Growth</p>                                                                                                                                                                                | <p>Technological Developments</p> <p>Digital Transition</p> <p>Knowledge-Based Solutions</p> <p>Interdisciplinarity</p> |

| UNIgreen Mission                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Sustainable Development Goals                                   | European Education Area                                                                                              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| <p><b>Globally connected</b></p> <p>To bring education, research, innovation and service to society into alignment through collaborative global partnerships for a knowledge-based society that promotes the smooth transition of students to international labour markets, mainstreams green knowledge and practices for societal resilience and competitiveness, and inspires Education &amp; Training institutions worldwide to think and act green.</p>                                                                                                               | <p>SDG 16 – Peace, Justice and Strong Institutions</p>          | <p>Knowledge Square<br/>Youth Employment<br/>Active Citizenship<br/>Societal Engagement<br/>Internationalisation</p> |
| <p><b>For all and with all</b></p> <p>To provide an inclusive and blended education environment based on the principles of equality and diversity, free of all types of violence, harmful speech, discrimination and gender stereotypes, where students and members of the Academic Community can thrive as critical-thinking, problem-solving, multicultural, multilingual, entrepreneurial, creative, responsible and socially engaged citizens that share a common European identity and that works towards becoming role models in combatting gender stereotypes.</p> | <p>SDG 4 – Quality Education</p> <p>SDG 5 – Gender Equality</p> | <p>Inclusion and Diversity<br/>Mis- and Disinformation<br/>Gender Gap in STEM</p>                                    |

Table 3 - UNIgreen Mission and Overview of Challenges

\*

| Country and City<br>(listed alphabetically) | NUTS 2<br>Region        | Priorities aligned with UNIgreen                                                                                                                                                                                            |
|---------------------------------------------|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Belgium, Liège                              | Liège                   | Agro-Industry and Sustainable Chemistry                                                                                                                                                                                     |
| Bulgaria, Plovdiv                           | Yuzhen<br>tsentralen    | Healthy Life and Biotechnology Industries                                                                                                                                                                                   |
| France, Paris                               | Île de France           | One of the weaknesses of the smart specialisation strategy of Île de France is the stall in the fields of agri-food and agricultural resources compared to the rest of Europe, thus reinforcing the importance of UNIgreen. |
| Iceland, Borgarnes                          | Iceland                 | Iceland aims to be one of the leading nations in sustainable development in agriculture and food production.                                                                                                                |
| Italy, Modena and Reggio Emilia             | Emilia-Romagna          | Healthy and Safe Food                                                                                                                                                                                                       |
| Poland, Warsaw                              | Warszawski<br>stołeczny | Safe Food and Intelligent Management Systems                                                                                                                                                                                |
| Portugal, Coimbra                           | Centro                  | Agriculture, Biotechnology and Forestry                                                                                                                                                                                     |
| Spain, Almeria                              | Andalucía               | Healthy and Safe Food, Promotion of Renewable Energies and Energy Efficiency                                                                                                                                                |

Table 4 – Alliance National and Regional Innovation Priorities and Strategies

### 3.- Our Long-Term Vision

The Green European University aspires to be **the leading European University** in the field of **Sustainable Agriculture, Green Biotechnology and Environmental and Life Sciences**, where students and the entire Academic Community develop the values, attitudes, knowledge, skills and competences to become **agents for the transition towards a climate-neutral and resource-efficient economy**, supported by an ecosystem that **connects education, research, innovation and society** to **promote sustainable development**.

UNIgreen is a **thematic Alliance** with a specific **focus on the topics of Sustainable Agriculture, Green Biotechnology and Environmental and Life Sciences**, which are pivotal areas of expertise for achieving a resource-efficient, circular, digitised and climate neutral economy by 2050 and for boosting the resilience and

sustainability of our food system. Nonetheless, despite its importance, this topic remains underexplored. Hence, the UNIgreen Alliance aims at reverting this fact.

Alliance Higher Education Institutions share a joint vision for Higher Education. One where institutions focus on **strategic lines** such as people, teaching and training, research and transfer, and mitigating the impact on the environment, which simultaneously affect and are affected by a series of **transversal axes** such as internationalisation, multiculturalism, sustainability, digitalisation, social commitment and continuous improvement.

In addition to this common outlook, Alliance Higher Education Institutions are active in several **scientific areas of expertise** that are aligned with national and regional innovation priorities and strategies, notably the Smart Specialisation Strategies, and that offer a high degree of complementarity (Table 5).

**The Alliance name was formed by combining UNI** from UNIversity (understood broadly; Tertiary Education), UNItY (inspired by the European Union motto “United in Diversity”) and UNIversal (which represents our “For All and With All” mission), **and green**, which refers to an interdisciplinary group of scientific areas of expertise that will help boost our transition to a resource-efficient, circular, digitised and climate neutral - “greener” - society.

UNIgreen is both our name, mission and goal. #WeAreUNIgreen

| UNIGreen member                                              | Type of Institution | Scientific Areas of Expertise aligned with UNIGreen                                             |
|--------------------------------------------------------------|---------------------|-------------------------------------------------------------------------------------------------|
| <b>University of Almeria</b>                                 | Comprehensive       | Agricultural Sciences, Biotechnology, Environmental Sciences and Engineering                    |
| <b>Agricultural University of Iceland</b>                    | Specialised         | Agricultural Sciences, Forestry Sciences, Environmental Sciences and Planning Sciences          |
| <b>Agricultural University of Plovdiv</b>                    | Specialised         | Agriculture, Ecology, Life Sciences and Regional Development                                    |
| <b>Higher Education Institution of the Province of Liège</b> | Comprehensive       | Biotechnology, Agronomy and Life Sciences.                                                      |
| <b>Polytechnic Institute of Coimbra</b>                      | Comprehensive       | Agricultural Sciences, Biotechnology, Forestry Sciences, Environmental Sciences and Engineering |
| <b>Sup'Biotech Engineering School of Biotechnology</b>       | Specialised         | Biotechnology                                                                                   |
| <b>University of Modena and Reggio Emilia</b>                | Comprehensive       | Biotechnology, Food and Agricultural Sciences and Technology                                    |
| <b>Warsaw University of Life Sciences</b>                    | Specialised         | Agricultural Sciences, Engineering and Technical Sciences and Exact and Natural Sciences        |

Table 5 - Scientific Areas of Expertise, UNIGreen Alliance

Our vision will come to life through a **step-by-step approach that draws inspiration from the plant lifecycle**:

- 2019-2022 – **Seeds**. Representing the Alliance coming together and uniting under shared goals and a common vision, this stage embodies the first steps of the Alliance, from jointly shaping UNIgreen in articulation with their Academic Communities to laying the foundation for The Green European University.
- 2023-2026 – **Roots**. The development of integrated collaborative actions and the roll-out of the European Universities initiative will pave the way and will be the cornerstone for the gradual integration towards the full realisation of The Green European University. This stage will focus on the collaborative design of common frameworks and approaches in six dimensions, which will be developed, pilot-tested and evaluated by common Governance and Management structures.
- 2027-2030 – **Growth**. Building on the outcomes of the “Roots” stage, UNIgreen will consolidate its common strategy and approaches and will launch its joint degrees after the previous piloting phase. This stage also marks the beginning of the UNIgreen expansion by integrating new academic and non-academic members in Europe and worldwide. UNIgreen will transition from an Alliance into a full European University by the end of 2030.
- 2031-2033 – **Fruit**. Operating as The Green European University, UNIgreen will focus on forging new ways and providing answers to emerging challenges, aligned with the vision for the European Education, Higher Education and Research Areas. As in nature, this stage contains the seeds for a new cycle that, rather than a new beginning, will support the regeneration and evolution of The Green European University.

#### 4.- Our Shared Journey

The UNIgreen Alliance is built on **bilateral and multilateral collaborations among Alliance members in what concerns academic cooperation and joint initiatives**, including student and staff exchanges and shared projects.

These pre-existing links, the supportive relationship created and a sound understanding of their common challenges encouraged the University of Almeria

(UNIgreen Coordinator) to reach out to different Higher Education Institutions and invite them to move forward in their cooperation.

One by one, the Alliance started expanding across Europe, with the strong conviction that the differences among its members (legal status, type of institution, background, date of foundation) were and continue to be an opportunity to incorporate different perspectives, rather than a difficulty.

The process of promotion of the Alliance began at the end of 2019, and the successive incorporation of members took place and lasted until the end of Summer 2020, which means that it was considerably hardened by the sanitary conditions that we globally suffered. Thus, the embryonic Alliance meetings were initially held online in a bilateral way, and, as of May 2020, multilaterally, once there was a solid foundation.

As stated, the global pandemic prevented holding face-to-face meetings between Alliance members, and this fact, having developed so much work virtually and online cooperation models, has had a positive influence by making it easier, as an Alliance, to be able to mitigate the effects of possible new virus waves, or well new challenges, unexpected situations, such as the latest sad events that are happening as of late February 2022 in Eastern Europe.

As a result of those meetings, all Alliance members signed the corresponding Expression of Interest and Participation Commitment, assuming that the University of Almería would submit a project proposal in the next call of the European Universities initiative, Erasmus+ Programme, and that the project would seek to create an Interuniversity European Campus to promote the excellence in Higher Education, with the axis of Sustainable Agriculture, Green Biotechnology and Environmental and Life Sciences, permeating the rest of study and research areas, reinforcing the links between education, research, innovation, good practices and knowledge transfer.

As part of the **bottom-up approach** deployed during the “Seeds” phase, the Alliance identified six main dimensions that are aligned with the mission and objectives of Higher Education Institutions across Europe:

- Alliance Governance and Management.
- Teaching and Learning.
- Research, Development and Innovation.
- Student and Staff Mobility.
- Diversity, Inclusiveness and Multiculturalism.
- Knowledge Transfer, Society and Ecology.

UNIgreen Alliance members have been closely cooperating during the last two years in order to define a **common vision and joint work plan of activities**, giving the first steps to progressively increase our level of integration. During this period, we have:

- **Set up six thematic Working Groups** composed of one representative from each Alliance Higher Education Institution selected according to their expertise and active engagement in the day-to-day institutional activities on the dimension covered.

The main objective of the Working Groups was to analyse the different activities implemented at an institutional level in the dimension under review, assess the relevance of the initiatives proposed to be jointly undertaken by the Alliance (Work Packages), as well as to reflect on the how to give shape to the Alliance strategy and approach for that dimension.

Working Groups were assigned a coordinator and co-coordinator according to Alliance members' preferred areas of focus and specialisation, who would form the **Working Group coordinating team** and ensure the articulation of activities between the Alliance Coordinator and the different Working Group members. This decentralised management approach favoured **shared ownership**, which is a guiding principle of the Alliance.

- **Set up of several Focus Groups in each University, specialised in each of the UNIgreen dimensions**, ensuring the bottom-up approach and the University community engagement, and working towards the definition of Alliance activities.

Through these Focus Groups, the Alliance as a whole had the opportunity to gather the perspective and feedback from different relevant actors in the definition of UNIgreen, including **leaders, professors, researchers, non-teaching and administrative staff, and students**.

- **Organised three online Collaborative Workshops and Working Groups meetings**. The meetings were held in October 2020, December 2020 and June 2021. During these meetings working groups coordinators and co-coordinators had the opportunity to share an indicative timeline for Working Groups activities; offer an overview of the proposed actions and later on, to

offer an overview of their conclusions and to present the results of the work performed by the Working Groups for each dimension.

Over the course of September 2021, **Trilateral Meetings** were organised online between the University of Almería and the institutions that served as Working Group coordinators and co-coordinators, with the purpose of sharing information and obtaining specific inputs for the completion of the Work Packages, avoiding duplication in the definition and assumption of tasks.

- **Held in-person meetings.** These meetings were complemented by an in-person meeting that took place in Almería, on the 23rd and 24th of September 2021, and a subsequent online meeting in early October 2021, both of which focused around further defining the Alliance vision and mission, the preparation of the Mission Statement, the role and approach for involving Associated Partners and specific aspects related to the Alliance identity and dissemination.
- **Signed bilateral agreements.** As part of the “Seeds” phase, UNUgreen members signed **bilateral agreements** concerning student and staff mobility within the framework of the Erasmus+ programme, which represent their commitment to deepen existing cooperation in the period leading up to the “Roots” phase. As a result, most of Alliance members are already organising student exchanges among them, which was also accomplished through the celebration of double degree agreements or complementary economic incentives for students engaging in international mobility in Alliance Higher Education Institutions.
- In addition to that, the Alliance also submitted and is cooperating as part of **U-GREEN** (University cooperation for promoting the GREEN transition and sustainable practices in education and training – project ID 2021-1-ES01-KA220-HED-000031988). Funded by the Erasmus+ programme through the KA2 – Cooperation Partnerships initiative, the project intends to improve the readiness of Education and Training institutions to tackle the green transition and act as catalysts in promoting behavioural change and in promoting green skills among a new generation of committed European citizens.

## 5.- Our Mission and Joint Strategy

UNIGreen's vision will come to life through four key pillars aligned with the Alliance mission.

### 1. SUPPORT THE GREEN TRANSITION

**UNIGreen Mission:** To provide an updated scientific and technological framework to skill, upskill, reskill and empower existing and future professionals and experts in the field of Sustainable Agriculture, Green Biotechnology and Environmental and Life Sciences to master the green transition and lead the development of the European green economy.

For the achievement of this objective, we plan to undertake a number of activities and programmes:

The creation of the Green Transition Office of the UNIGreen Joint International Centre will bring together a multidisciplinary team of experts supporting the implementation of the UNGREEN Green Strategy, its Ecological Footprint Compensation Programme and different initiatives towards promoting the environmental sustainability of the Alliance.

With the firm conviction that the doctoral cycle plays an essential role for the Alliance, since it is the connecting link between Education, Research, Industry and Territory, we will develop the **UNIGreen PhD programme in Science, Technology and Agri-food Biotechnology**, which will provide advanced knowledge and experiential learning to PhD students and candidates by promoting their participation in the process of co-creating and testing innovative solutions to enhance local and regional development. As such, PhD students and candidates will be empowered to collaboratively promote sustainable development aligned with the specific context of local communities, without overlooking the importance of boosting their employability and entrepreneurial mindset.

For the promotion, organisation and delivery of the UNIGreen PhD programme, we will set up the **UNIGreen International Doctoral School**. It will be responsible for managing the articulation of educational and research activities, for giving shape to mobility opportunities for PhD students, as well as for managing other opportunities for the further specialisation and advanced knowledge of PhD students and PhD holders, such as seminars, workshops and open courses.

Aligned with the Alliance Internationalisation Strategy, the UNIgreen International Doctoral School will also work towards attracting PhD students from across the world and further boost the internationalisation of the UNIgreen research axis by increasing the number of international publications by UNIgreen researchers and PhD students and candidates.

The **UNIgreen Joint Research Centre** will be a decisive axis of the UNIgreen doctoral strategy, since PhD candidates will conduct their research activities in the UNIgreen Joint Research Centre and its specialised Research Units, where they will develop their skills in an international innovation ecosystem.

At Master's level and building on our vision and complementary strengths, we will develop a **UNIgreen joint Master's degree** in the field of Sustainable Agriculture, Green Biotechnology and Environmental and Life Sciences that will be complemented through the harmonisation of existing second cycle degrees among the Alliance. This process, underpinned by the UNIgreen Quality Assurance and Quality Criteria and a common Framework for Teaching and Learning, will lead to multiple double and joint Master's degrees.

In addition, UNIgreen will provide professionals in the field of Sustainable Agriculture, Green Biotechnology and Environmental and Life Sciences with up-to-date knowledge, skills and competences (aligned with labour market needs and latest innovations) supporting the green transition, through the **UNIgreen Lifelong Learning offer**. Multiple learning pathways will be designed based on different formats and lengths (postgraduate courses, seminars, short intensive courses, summer/winter schools) and available as micro-credentials designed to facilitate the transition between first (Bachelor's) and second (Master's) study cycles as well as the labour market.

With more integrated curricula at all levels, we will also develop and offer new mobility pathways that will make mobility more meaningful for students and staff. The **UNIgreen Mobility Office** will promote and give shape to mobility opportunities for UNIgreen students, professors, teaching staff, non-teaching staff and researchers. Indeed, the UNIgreen Mobility Office will collaborate with different management structures and work groups within the Alliance to develop, manage and monitor the implementation of mobility programmes

By 2030, the Alliance wants to achieve the ambitious goal of providing different forms of mobility to at least 50% of its students, which will be achieved by:

- Defining and introducing common administrative, support and management procedures.
- Designing long-term and short-term, in person, blended and virtual, and greener mobility pathways.
- Embedding mandatory mobility as part of the joint Alliance Academic Offer.
- Creating joint protocols and programmes for incoming and outgoing mobility beneficiaries.
- Consulting students and staff with special needs to help overcome barriers to mobility.
- Collaborating with students, student associations and student representatives to design the Alliance Buddy Programme to enhance the integration of international students.
- Promoting mobility and its benefits thanks to the involvement of Student Ambassadors.
- Organising specific mobility actions and initiatives that are aligned with the specific needs of the different target groups.

## 2. BOOST INNOVATION

**UNIgreen Mission:** To attract talented students, staff, researchers and stakeholders from around the world to be at the centre stage of innovation and co-create and test innovative solutions to enhance local and regional development by offering cutting-edge answers to solve local problems in the field of Sustainable Agriculture, Green Biotechnology and Environmental and Life Sciences.

In order to generate knowledge and promote excellence in scientific research, technical development and innovation in the thematic challenges of the Alliance, the **UNIgreen Joint Research Centre** will be created. Open to researchers within the Alliance, it will generate knowledge, collaboratively create innovative solutions, and provide scientific and technical support to businesses and a wide range of stakeholders in the field of Sustainable Agriculture, Green Biotechnology and Environmental and Life Sciences, through knowledge creating teams. The UNIgreen Joint Research Centre will create opportunities for students to learn through the practice of Research.

The Joint Research Centre will be composed of eight **thematic Research Units** installed in the different Alliance campuses:

- Biochemistry and Biotechnology – Scientific leadership: Sup'Biotech Engineering School of Biotechnology.
- Sustainable Crop Production – Scientific leadership: University of Almeria.
- Food Technology, Quality and Safety – Scientific leadership: Polytechnic Institute of Coimbra.
- Biodiversity, Forestry and Agroecology – Scientific leadership: Warsaw University of Life Sciences.
- One Health – Scientific leadership: Higher Education Institution of the Province of Liège.
- Bioeconomy, Agricultural and Rural Policy – Scientific leadership: Agricultural University of Plovdiv.
- Plant Breeding – Scientific leadership: University of Modena and Reggio Emilia.
- Responsible Governance. Land Use and Climate Change – Scientific leadership: Agricultural University of Iceland.

We will reinforce the knowledge triangle, strengthening cooperation between Research, Innovation and Education by setting up the **UNIGreen Knowledge Triangle Programme**. This innovation and technology transfer initiative will aim at enhancing the collaboration between Education, Research, Business and Industry stakeholders as a pivotal action to support the development of a knowledge-based society. This action will mobilise students, professors, researchers, business and industry stakeholders through their participation in thematic clusters, collaborative projects and the creation of multidisciplinary teams and will support the co-creation and prototyping of innovative solutions to enhance local and regional development and to solve local problems in the field of Sustainable Agriculture, Green Biotechnology and Environmental and Life Sciences, at the same time smoothing the transition of students to the labour market.

The **Start-Ups for Research (SURES) Programme** will support the creation of innovative start-ups in the field of Sustainable Agriculture, Green Biotechnology and Environmental and Life Sciences through the establishment of start-up incubators in the eight specialised Research Units of the UNIGreen Joint Research Centre Units. This programme will fund advanced projects that are aligned with the Alliance strategical axis, whereas the UNIGreen Joint Research Centre will facilitate their knowledge and know-how and the technological facilities required for the development of a start-up.

### 3. GLOBALLY CONNECTED

**UNIgreen Mission:** To bring education, research, innovation and service to society into alignment through collaborative global partnerships for a knowledge-based society that promotes the smooth transition of students to international labour markets, mainstreams green knowledge and practices for societal resilience and competitiveness, and inspires Education & Training institutions worldwide to think and act green.

Supporting the definition and acquisition of forward-looking competences among future graduates is crucial for UNIgreen. Therefore, we will deploy special initiatives to boost the development of entrepreneurial skills, personal and social competences, and sustainability competences.

The **UNIgreen Curricula Rethinking and Forward-Looking Skills initiative** will analyse in-demand skills through regular surveys to recent graduates, alumni, professors, researchers, green institutions, labour market actors and industry stakeholders. Through this action, we aim at building solid evidences to reorganise curricula and study programmes to better answer evolving labour market needs, enhance students' employability and reduce skills mismatches.

One of the main goals of this initiative is to reduce the number of theoretical-only classes by linking theoretical knowledge to projects, practical experience and work-based learning, in order to align teaching and training activities with a competence-based model that can be easily understood by the labour market and employers.

We will offer a space for students to develop business ideas, meet and be inspired by entrepreneurs, design their own school-business pathways, discover how to develop an international career and become confident through mock-up job interviews thanks to the establishment of **UNIgreen Skills and Mentoring Labs for Employability and Entrepreneurship**, which aims at complementing technical education and hard skills by promoting soft skills that increase students' employability and entrepreneurial mindset.

The **International Cooperation Programme** will enhance cooperation and the visibility of the Alliance at an international level, thus opening UNIgreen to the world, in order to co-create, test and transfer knowledge and innovative solutions, to mainstream green knowledge and practices, and to inspire Education & Training institutions worldwide to think and act green.

The wide geographical coverage of UNIgreen, the multidisciplinary perspectives it advocates and the context and background in which UNIgreen Higher Education Institutions are inserted will also facilitate a wide international impact in areas such as South Mediterranean, Latin America, Western Africa, Asia and Central Asia, where the primary sector of the economy is quite relevant and, in that sense, will particularly benefit from the transfer of knowledge, innovation and practices.

The initiative will be a key pillar of the **UNIgreen Internationalisation Strategy**, which will contribute to promote UNIgreen as a worldwide benchmark and a successful role model in what concerns excellence in Education, Training, Research and Innovation in the field of Sustainable Agriculture, Green Biotechnology and Environmental and Life Sciences. At the same time, the international visibility of UNIgreen will help to attract, engage and retain talented students, professors and teaching staff, non-teaching and support staff, and researchers from around the world, in line with the **UNIgreen Talent Management Strategy**.

Moreover, **UNIgreen Annual International Conferences on Sustainable Development and Sustainable Development Education** will contribute to the Alliance mission of mainstreaming green knowledge and practices and to inspire other Education & Training institutions worldwide to think and act green. Its event programme will encompass thematic presentations, debates, networking and speed networking opportunities and activities to exchange good practices, in addition to a virtual tour of the UNIgreen campuses. Non-Alliance institutions and experts will be invited to submit papers to present during the event.

#### 4. FOR ALL AND WITH ALL

**UNIgreen Mission:** To provide an inclusive and blended education environment based on the principles of equality and diversity, free of all types of violence, harmful speech, discrimination and gender stereotypes, where students and members of the Academic Community can thrive as critical-thinking, problem-solving, multicultural, multilingual, entrepreneurial, creative, responsible and socially engaged citizens that share a common European identity and that works towards becoming role models in combatting gender stereotypes.

UNIgreen intends to provide a **European-wide Inter-University Sustainable Campus** where students, staff and researchers can move seamlessly to study,

train, teach, do research, work, or share services in any of the UNIgreen HEIs. Its digital environment will be the **UNIgreen Virtual Campus**: a high-performing, high-quality and inclusive digital education ecosystem for the entire UNIgreen Academic Community.

Excellence in Teaching, Learning, Innovation and Research is pivotal to the professional development of a new generation of citizens working for the transition towards a climate-neutral and resource-efficient economy. However, this is not enough: students at all levels need to develop soft skills and transversal competences to succeed in a world and labour market that continues to change rapidly.

This will be achieved through an integrated set of initiatives for the Academic Community:

- The **UNIgreen Multiculturalism Programme** will focus on promoting the acquisition of skills to successfully communicate, collaborate, engage and work with people from different cultures and cultural backgrounds thanks to a comprehensive intercultural training course.
- The **UNIgreen Multilingualism Programme** will promote the acquisition of language skills for international cooperation, mobility and employability through 3 progression levels (as per the Common European Framework of Reference for Languages) in English as a Second Language and the Alliance languages (Bulgarian, French, Icelandic, Italian, Polish, Portuguese and Spanish).
- The **UNIgreen e-Skills for 2030 Programme** will equip the UNIgreen Academic Community with the knowledge, skills, competences, values and attitudes to use digital technologies for teaching, learning, working, participating in society and collaborating at different levels.
- **UNIgreen Skills and Mentoring Labs for Employability and Entrepreneurship** will bridge the gap between education and labour market by bringing together students, alumni, professors, researchers, entrepreneurs, mentors, careers experts and labour market representatives to further develop students' entrepreneurial, personal and social skills.

The social engagement of students and of the entire Academic Community will be boosted through the **UNIgreen Outreach Programme**: an initiative that will fund intervention projects proposed and implemented by international and interdisciplinary teams of students, in collaboration with tutors and with the

ultimate aim of solving environmental and social problems affecting local communities.

The **UNIgreen Diversity & Inclusion Office** will be the guardian of the Alliance Diversity, Equality, Inclusiveness and Multiculturalism Strategy. Hence, it will implement and manage different initiatives aimed at raising awareness on the topics of diversity, inclusion, multiculturalism and multilingualism and at reducing the barriers to the participation and integration of groups that are underrepresented or at risk of discrimination, thus creating a welcoming environment for all.

The **UNIgreen Buddy Programme** will assist mobile students (students completing an international exchange, be it funded by the Erasmus+ programme or not) and international students (student that, regardless of their enrolment status, come from another country) with their integration in the student life of their host cities, help them practice the local language, get acquainted with different cultures and with the international community in their host cities. Moreover, **UNIgreen Student Ambassadors** will share their experience and highlight the benefits of mobility, thus becoming the face and voice of UNIgreen among their peers.

Special attention will be devoted to the importance of tackling gender stereotypes, which still persist in Europe. While this is true across all sectors, STEM (Science, Technology, Engineering and Mathematics) is particularly affected by gender biases that prevent young girls and women from realising their full potential. Acknowledging the milestones achieved and the efforts deployed thus far, UNIgreen is committed to promoting gender equality at all levels: from STEM education to leadership positions.

So, the **UNIgreen Gender Equality in Leadership and Management Programme** will strive to increase the number of women in managerial and decision-making positions within the Alliance. Although leading by example is a powerful endeavour, UNIgreen will also work towards empowering students - who are not only future professionals but also future employers and business owners - on the topic of gender equality.

## 6.- UNIgreen Governance and Joint Structures

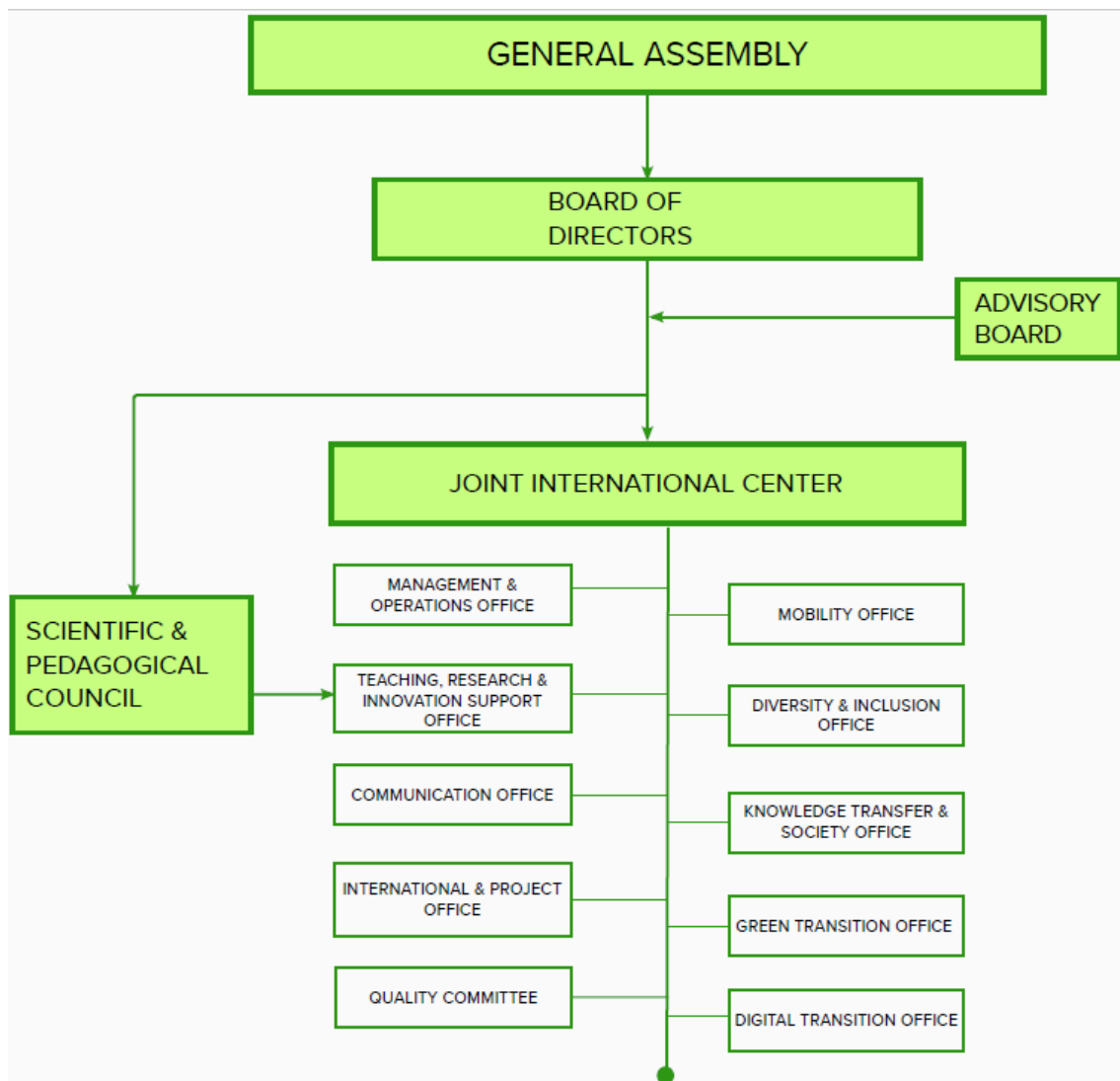


Figure 2 - Governance and Joint Management Structures, UNIgreen Alliance

The **General Assembly** is the highest decision-making body and, as such, will be composed of Alliance HEIs executive leaders (Rectors and Presidents). Its main responsibilities are to define the overall vision, long-term strategy and general policy of UNIgreen, as well as to accept new members.

The **Board of Directors** will, according to the mandate of the Alliance executive leaders, oversee the implementation of the Alliance strategic agenda and advise the strategic and operational bodies.

The day-to-day management and implementation of common initiatives will be accomplished by the **Joint International Centre**, which is the UNIgreen operational body. It will, therefore, be the central contact point for the Alliance and will be directly responsible for the implementation of the Alliance Work Plan through its specialised Offices and Committee that will work on the different areas of activity of the Alliance.

The **Scientific and Pedagogical Council** will be a hybrid structure that will intervene in all matters related to Teaching & Learning and Research, Development & Innovation. Among its responsibilities will be, for example, the selection of subjects and topics covered by the UNIgreen study offer, and the validation of the functioning and organisation of the UNIgreen International Doctoral School.

The **Advisory Board** will be composed, among others, of representatives from the UNIgreen student body, non-teaching staff, teaching staff, researchers and Associated Partners. It will issue recommendations to the Board of Directors and will ensure the continuous dialogue between governance and management structures with the Academic Community and with representatives from local Associated Partners and other stakeholders. As the Alliance consulting body, it will be invited to provide inputs to the development and definition of different initiatives within the framework of UNIgreen.

## 7.- UNIgreen Network

The Green European University is supported by a network of **Associated Partners** that will contribute to increase the visibility of UNIgreen across Europe and will help shape the future of The Green European University by participating in the Advisory Board and by providing technical inputs and contributions to the accomplishment of the Alliance joint strategy.

| Alliance country | Institutions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Spain</b>     | Sub-delegation of the Spanish Government in Andalusia, Andalusian Regional Government - Ministry of Agriculture, Livestock, Fisheries and Sustainable Development, Office of Andalusian Regional Government in Almeria, Governing Body of Almeria, Municipality of Almeria, Chamber of Commerce of Almeria, Cajamar Foundation, COEXPHAL, Alhóndiga La Unión, Parque Científico-Tecnológico de Almeria, Unica Group, Grupo Empresarial La Caña, Anecoop, Campus of International Agrifood Excellence, Cabo de Gata-Níjar Natural Park |
| <b>Belgium</b>   | Town of Seraing, Erasmus Student Network HEPL, Student Council HEPL, Wash Wash Cousin, Alimento Business Association                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Bulgaria</b>  | Plovdiv Municipality, Student Union at the Agricultural University of Plovdiv, Summit Agro Bulgaria, Neochim Dimitrovgrad, Ecofol Targovishte, Cluster Trakia Economic Zone, NIK Electronics                                                                                                                                                                                                                                                                                                                                          |
| <b>France</b>    | GIP GENOPOLE, Think Tank, CCI Val- de-Marne, Cancer Campus                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Iceland</b>   | Municipality of Borgarbyggð, Students Council at the Agricultural University of Iceland, Orkidea samstarfsverkefni, Hvanneyrarbúið ehf Research and Educational Farm                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Italy</b>     | Erasmus Student NetworkK Modena, Burana Land Reclamation Board, Confindustria Emilia Area Centro, Unindustria REGGIO EMILIA, FEDERCHIMICA Assobiotech, Chamber of Commerce of Modena                                                                                                                                                                                                                                                                                                                                                  |
| <b>Poland</b>    | Ministry of Science and Higher Education of Poland, Student Association Silver.NET, Erasmus Student Network Poland, Erasmus Student Network SGGW, Institute of Agricultural and Food Economics, AGRO BIO TEST, Agrobiotics Solutions, EDPOL Food & Innovation, FibriTech, GrainPower, Phage Consultants, Employers Association Lewiatan, The Climate Coalition                                                                                                                                                                        |
| <b>Portugal</b>  | Intermunicipal Community of Coimbra Region, Student Association of the Agrarian School of IPC, Erasmus Student Network Coimbra, Dueceira Development Association, Coimbra More Future                                                                                                                                                                                                                                                                                                                                                 |

Table 6 - UNiGreen Associated Partners

# **Letters of Endorsement to the UN!green Mission Statement**



UNIVERSIDAD  
DE ALMERÍA

Vicerrectorado de  
Internacionalización



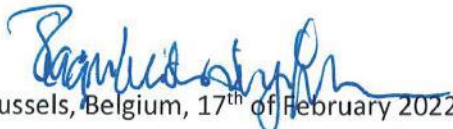
## Letter of Endorsement to the UNIGreen Mission Statement

Carmelo Rodríguez Torreblanca, representing the University of Almeria (Universidad de Almería), in his capacity of Rector, expresses the full institutional endorsement of the **UNIGreen-The Green European University** Mission Statement and reiterates the commitment of the University of Almeria (Universidad de Almería) to join the UNIGreen Alliance.

In Almería, Spain, 17th February 2022.

### Letter of Endorsement to the UNIGreen Mission Statement

Dr Ragnheidur I. Thorarinsdottir representing the Agricultural University of Iceland (Landbúnaðarháskóli Íslands), in her capacity of Rector, expresses the full institutional endorsement of the **UNIGreen-The Green European University** Mission Statement and reiterates the commitment of the Agricultural University of Iceland (Landbúnaðarháskóli Íslands) to join the UNIGreen Alliance.



Brussels, Belgium, 17<sup>th</sup> of February 2022





### Letter of Endorsement to the UNIGreen Mission Statement

Hristina Yancheva, representing Agricultural University-Plovdiv (Agraren Universitet-Plovdiv), in her capacity of Rector, expresses the full institutional endorsement of the **UNIGreen-The Green European University** Mission Statement and reiterates the commitment of Agricultural University-Plovdiv (Agraren Universitet-Plovdiv), to join the UNIGreen Alliance.

Plovdiv, Bulgaria, 15.02.2022.



### Letter of Endorsement to the UNIGreen Mission Statement

Annick Lapierre, representing Higher Education Institution of the Province of Liège (Haute Ecole de la Province de Liège), in her capacity of Director President, expresses the full institutional endorsement of the **UNIGreen-The Green European University** Mission Statement and reiterates the commitment of Higher Education Institution of the Province of Liège (Haute Ecole de la Province de Liège) to join the UNIGreen Alliance.

Jemeppe-sur-Meuse, 14/02/2022

Annick Lapierre  
Director president



### **Letter of Endorsement to the UNiGreen Mission Statement**

Jorge Manuel dos Santos Conde, representing Polytechnic Institute of Coimbra/Instituto Politécnico de Coimbra (IPC), in his capacity of President, expresses the full institutional endorsement of the **UNiGreen-The Green European University** Mission Statement and reiterates the commitment of Polytechnic Institute of Coimbra/Instituto Politécnico de Coimbra (IPC), to join the UNiGreen Alliance.

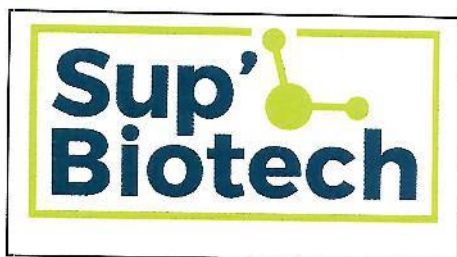
Coimbra 14/02/2022

The president of Polytechnic Institute of Coimbra/Instituto Politécnico de Coimbra



**Politécnico de Coimbra**  
Serviços Centrais

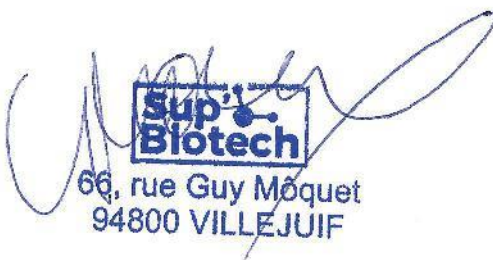
Jorge Manuel dos Santos Conde



### Letter of Endorsement to the UNIGreen Mission Statement

Vanessa Proux, representing Sup'Biotech engineering school of Biotechnology, in her capacity of General director, expresses the full institutional endorsement of the **UNIGreen-The Green European University** Mission Statement and reiterates the commitment of Sup'Biotech Engineering school of Biotechnology to join the UNIGreen Alliance.

Paris, France, 9 mars, 2022.

  
**Sup'Biotech**  
66, rue Guy Môquet  
94800 VILLEJUIF



### **Letter of Endorsement to the UNIGreen Mission Statement**

The hereby Prof. Carlo Adolfo Porro, representing the University of Modena and Reggio Emilia (Università degli studi di Modena e Reggio Emilia), in his capacity of Rector, expresses the full institutional endorsement of the **UNIGreen-The Green European University** Mission Statement and reiterates the commitment of the University of Modena and Reggio Emilia (Università degli studi di Modena e Reggio Emilia) to join the UNIGreen Alliance.

Modena, 22/02/2022



The Rector

Prof. Carlo Adolfo Porro



WARSAW  
UNIVERSITY  
OF LIFE SCIENCES



### Letter of Endorsement to the UNIGreen Mission Statement

Professor Michał Zasada, representing Warsaw University of Life Sciences (Szkola Główna Gospodarstwa Wiejskiego w Warszawie), in his capacity of Rector, expresses the full institutional endorsement of the **UNIGreen-The Green European University** Mission Statement and reiterates the commitment of Warsaw University of Life Sciences (Szkola Główna Gospodarstwa Wiejskiego w Warszawie) to join the UNIGreen Alliance.

REKTOR  
Szkoly Głównej Gospodarstwa Wiejskiego  
w Warszawie

/ Prof. dr hab. Michał Zasada /

Brussels, Belgium, 17.02.2022