



SHAPING THE FUTURE OF HIGHER EDUCATION IN A CHANGING WORLD

HOW WE TEACH, THE WAY WE LEARN FOR A
SUSTAINABLE PLANET AND A DEMOCRATIC WORLD

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FOREWORD

By building Circle U., the seven partner universities – soon nine – have agreed to combine their expertise, experience and knowledge to play a central role in Europe and beyond. As stated in the mission statement of our alliance, by 2025, Circle U. will be an inclusive, research-intensive and interdisciplinary European university that will develop new competencies, new ideas and new solutions for keeping Europe and our planet healthy, peaceful, democratic and prosperous.

We have decided to establish the “Think & Do Tank” as one of the core components of Circle U. education, research and innovation ecosystem. The Think & Do Tank should be understood as a moving infrastructure and it will allow academics, students, external partners and stakeholders to reflect on the future of higher education (the “think” side), based on our actual –current and future– practices (the “do” side). We have the high – but realistic and consistent – ambition to become an active co-creator of policies in Europe, making the European Higher Education and Research areas an inclusive and sustainable reality.

Influencing policy-making is not an easy task for the academia whose work is based on fundamental principles such as objectivity, neutrality or critical thinking. As underlined in this first *white paper*, considering the challenges our world is facing today and is expected to face in the coming years, there is an urgent need to foster more engaged academia and students. With the Think & Do Tank, Circle U. is committed to pave the way for the future of even more engaged universities.

This *white paper* is the first one of a series to be published during the pilot phase of our alliance. In this paper, the Think & Do Tank proposes a common understanding on how our alliance will engage in this role of policy co-creator. To do so, self-transformation is required: through the changes brought in and by our teaching, learning and research activities, we will bring changes at a “higher” level and impact policy developments in Europe and beyond. Through the Think & Do Tank, we will then engage on relevant topics for the future of the European higher education and research areas, including sustainable education and multilingualism.

This is a first step in the fulfilment of our common vision and ambition.

Kevin Guillaume,
Circle U. Secretary General

EXECUTIVE SUMMARY

In its first White Paper “Shaping the Future of Higher Education in a Changing World”, the Circle U. Think and Do tank shares an initial joint understanding of its mission, its way of working and its main development strategy. The Think & Do Tank is one of the four platforms of Circle U. It will seek to influence the future of higher education towards a European Education Area that is sustainable, responsible, peaceful, democratic, collaborative and prosperous. Its main focus will be to enhance the quality of teaching in higher education, by combining thinking and doing and by imagining, highlighting and disseminating new ways of teaching and learning.

The Think & Do tank’s publications will allow us to engage in debates with politicians at the European and the nation levels, in order to facilitate initiatives grounded in factual and empirical knowledge. The Circle U. Think & Do Tank’s mission is to be a link between the Circle U. European University, its various regional environments and the local, national and European policy makers in order to contribute to shaping the future of higher education. Convincing and advocating in favour of sustainable education will target four main levels:

- 1. In teaching and learning spaces so that professors implement innovative teaching methods that connect research and education, are student-centred and encourage the active participation of students in their own education ;*
- 2. At the University level, aimed at the universities’ leaderships, to encourage the transformation of curricula towards a more sustainable education, to disseminate good teaching practices and identify the opportunities for, and obstacles to change.*
- 3. Towards national policy makers, to better link universities and societies. In that respect, the Think & Do Tank will tie new knowledge and solutions to governance issues, in order to identify opportunities and obstacles and be proactive thinkers on the future of higher education.*
- 4. Within European institutions, to engage in broader reflections about the present and future challenges of our changing world.*

This white paper is the first one of a series to be published during the pilot phase. It will be disseminated at different levels, within the Circle U. alliance, to introduce the Think & Do Tank inside our universities so that we can generate involvement from our colleagues, students and university staff – and beyond the alliance, to our associated partners, our funders and other alliances.

TABLE OF CONTENT

- 1 THE NEED TO “THINK” AND “DO” 5**
- 2 CIRCLE U., THE EUROPEAN ECOSYSTEM, WHERE WE THINK & DO 6**
- 3 CIRCLE U., THINK & DO TANK, THE POWER OF SELF-TRANSFORMATION 7**
 - 3.1 The think and do tank special features..... 7
 - 3.2 the think and do tank specific topics..... 7
- 4 THE MISSION: ENHANCING THE QUALITY OF TEACHING IN HIGHER EDUCATION 8**
 - 4.1 Imagining, Highlighting and Disseminating New Ways of Teaching and Learning 8
 - 4.2 COMBINING THINKING AND DOING 8
- 5 CONVINCING AND ADVOCATING: FROM LOCAL TO GLOBAL 9**
- 6 THE KNOWLEDGE-POLICY NEXUS FOR PEDAGOGY, INSIDE THE THINK & DO TANK 9**
 - 6.1 What? 10
 - 6.2 Who? 10
 - 6.3 How? 11
 - 6.3.1 The academic dimension..... 11
 - 6.3.2 The engagement dimension 11
 - 6.3.3 The policy dimension..... 12
 - 6.3.4 The media dimension 12
- 7 BRINGING LIFE TO THE THINK & DO TANK: OUR KICK-OFF INITIATIVES 12**
 - 7.1 Towards sustainable education 12
 - 7.2 Promoting multilingualism as a resource..... 14

1 THE NEED TO “THINK” AND “DO”

Our world is at a turning point. The challenges facing our societies today are radical. Issues such as global warming call our way of life into question, threatening social inclusion. Our institutions are committed to social cohesion and democracy, climate mitigation and global health and seek to prepare students to face present and future challenges in a changing world.

Transformations are needed to make the world sustainable and education is the basis of such transformation. The academic communities from schools to universities have long been working towards this transformation, developing initiatives for innovative pedagogies that are emerging everywhere in the world. Digital education programs have been developed for more than a decade. Teachers, professors and learners experiment, propose and succeed in changing the way they teach students. They do so to widen their awareness and to value individual and collective actions aimed at tackling social and economic inequalities, climate change, biodiversity loss, and the use of resources. Learners are encouraged to act responsibly in a more complex, interconnected world, which is essential for democracy and citizenship. The way in which education is organised and delivered is key to shaping our current and future sustainable world.

At the same time, we have gained considerable knowledge over the past decades about learning processes and the best environments for improving student learning. These new findings have provided evidence to support the idea that education should be viewed as a process through which humans can thrive. To do so we need to teach students sustainable competencies allowing them to learn to learn, to think, to do and to adapt to a world that changes at an unprecedented pace. Of course we also need to consider that we live in a digital age: the way learners engage with new ideas is changing radically. However, the transformative potential of digital technologies does not seem to be as radical as promised. It is time to identify the pitfalls and unexpected difficulties of digital learning in order to continue to tap the potential that these changes bring to our societies.

In Europe, higher education has experienced tremendous change over the last decades. Researchers and students have been engaged in transforming learning methods, fostering inclusiveness, digitalising resources and developing cognitive and learning sciences. Still, education remains too often driven by values such as individual success and by the decontextualization of knowledge and learning. Therefore, it often remains single-subject oriented and works as a vertical transfer of knowledge. By contrast, **a sustainable approach to education entails cooperation, active, intercultural and interdisciplinary learning, critical thinking and social inclusion.** Small steps and specific actions create opportunities for effective and sustainable changes. These changes can be accelerated through the **network effect**.

What if universities across Europe joined forces to support this progress? What if there was an alliance between those who "do" education and those who "think" about it? What if this alliance became a solid basis for influencing and redefining educational policies? What if students, who are directly affected by such a sustainable transformation, were not only consulted, but also invited to engage in shaping the future of higher education?

Circle U. has chosen to build a Think & Do Tank to influence the transformation of the future of higher education towards a European Education Area that is sustainable, responsible, peaceful, democratic, collaborative and prosperous.

2 CIRCLE U., THE EUROPEAN ECOSYSTEM, WHERE WE THINK & DO

The Circle U. European University Alliance mobilises **knowledge for impact**. The aim is to create a European university ecosystem that educates committed European citizens, promotes quality and excellence in teaching and research, and is open to society. In Circle U., students become European citizens capable of critical thinking and openness to the world. As an alliance of seven inclusive, research-intensive and interdisciplinary universities, Circle U. is particularly proactive in the realization of the European Education Area by 2025.

Circle U. develops four platforms:

- 1 Three Knowledge Hubs on Democracy, Global Health and Climate
- 2 An Open School of Public Governance
- 3 Student-led Sustainable Innovation
- 4 A Think & Do Tank on the Future of Higher Education

For each platform, **Academic Chairs are appointed at each partner university**, to ground the activities and widely engage with Circle U. communities and external stakeholders. Among the stakeholders, the Circle U. alliance involves 34 associated partners from local authorities, non-governmental organizations (NGOs) to businesses and cultural institutions.

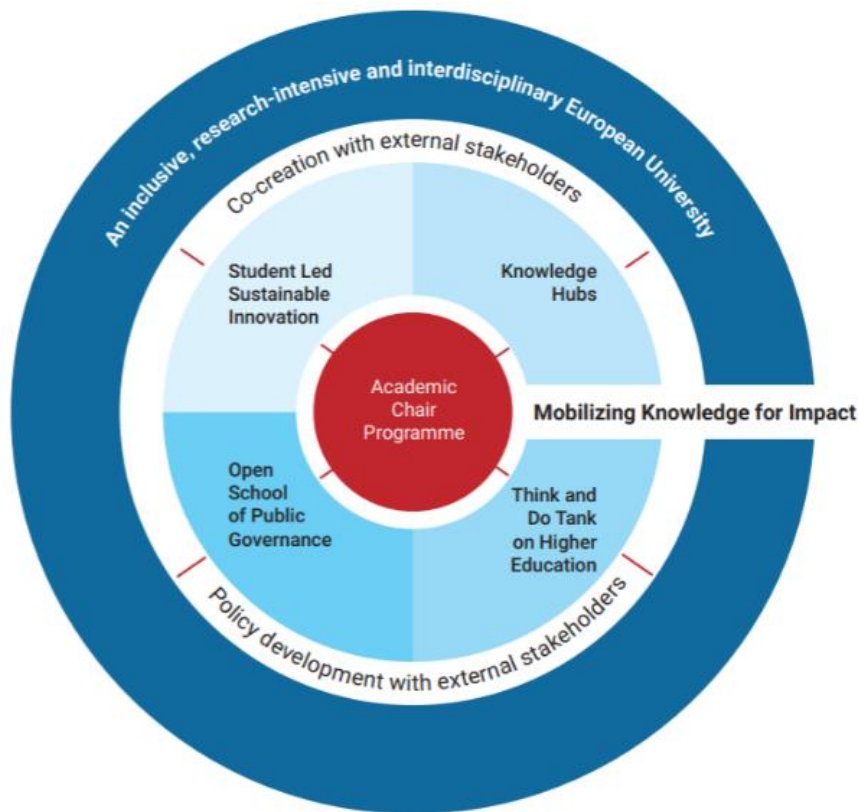


Figure 1. The main features of Circle U.

3 CIRCLE U., THINK & DO TANK, THE POWER OF SELF-TRANSFORMATION

The Think & Do Tank is one of the four platforms of Circle U. It aims to bring about the transformation from within the partner universities, and to act as a demonstrator. Its goal is to think, act and influence efficiently the debate on the future of higher education at the local, national and European levels.

Of course, we do not claim that the Think & Do Tank is the first initiative to encourage innovation in teaching and learning. Many initiatives have been taken over the last decade to stimulate more student-centred teaching methods and new thinking about how we can improve student learning. Such initiatives can be found at local and European levels. However, **we are convinced that the Think & Do Tank has some special features that can make a difference.**

The integration of *thinking and doing* at the core of the Think & Do Tank should provide both theoretical and practical means to improve educational practices and reach out to other European universities, stakeholders and decision-making bodies. The Think & Do Tank will generate and disseminate evidence-based knowledge, connect research and education through pedagogical experiments, bring research closer to practice, promote innovative approaches to pedagogy. In doing so, we will build bridges between different backgrounds and cultures, laying the foundation for exchange and change. The positioning of the Think & Do Tank at the centre of different educational systems and cultures allows the strengths of these systems to contribute to a sustainable educational future.

3.1 THE THINK AND DO TANK SPECIAL FEATURES

- **It connects students, faculty, researchers, institutional leadership, administration, associate partners and other external stakeholders** to contribute to and influence the debate on the future of higher education. Teaching and learning not only have to be based on research and empirical evidence, but also on active student involvement.
- **It is pedagogically driven**, bringing together thinkers and doers to improve pedagogical practices, encourage reflexivity as well as evidence-based design, agility and boldness. The focus is on student-centred, transnational and open-access programmes. It is a laboratory for reflection and experimentation in educational innovation for communities of academics and researchers, students, academic staff and stakeholders, to transform the universities from within.
- **It stimulates a culture of sharing and learning from others**, emphasising and acknowledging that successful transfer of knowledge is about translating new insights into specific national, cultural and institutional settings.
- **It is directly linked to policy makers**, so that new knowledge, findings and actions can easily influence the policy-making process.
- **It collaborates with other alliances and think tanks** on the future of higher education.

3.2 THE THINK AND DO TANK SPECIFIC TOPICS

Centred on pedagogy, the Circle U. Think & Do Tank has two core topics, **sustainable education and multilingualism**:

- **Our goal is to embed sustainability in topics and activities related to education**, giving our students skills that will be useful throughout their lives to solve the complex issues that the world is facing. Sustainable education is a vector of change, provided there is sufficient clarity and evidence to build a common understanding. The intent is to combine background knowledge, research, education and practice to specify the ways of promoting sustainable higher education.

- **Another goal is to see multilingualism as a resource.** Knowing more than one language stimulates a globally-oriented education. We share the ambition set up by the European Commission to have all citizens learn at least two foreign languages, but also to acknowledge the value of the mother tongue as part of their multilingual resources. As privileged institutions for the learning of languages, we argue that there is a need to raise the awareness of multilingualism as a resource by pointing out the opportunities for, and obstacles to the dissemination of multilingualism, and by developing solutions to overcome these obstacles. By doing so, we will demonstrate the various possibilities for fostering multilingual approaches to education in linguistically diverse contexts.

4 THE MISSION: ENHANCING THE QUALITY OF TEACHING IN HIGHER EDUCATION

The Think & Do Tank provides the means to develop strategies to encourage, disseminate and sustain pedagogical transformations within and across European universities. Such strategies at an inter-institutional level have to cover a broad field of interventions, from the dissemination of innovative education, through the deployment of digital tools at the scale of the alliance, to the networking of teaching and learning centres, etc. The challenges are considerable for institutions with sometimes limited resources and often decentralised modes of organisation. **How can we move from isolated initiatives to more far-reaching and inclusive pedagogical transformations?**

4.1 IMAGINING, HIGHLIGHTING AND DISSEMINATING NEW WAYS OF TEACHING AND LEARNING

The Think & Do Tank is a multi-stakeholder platform aiming at critically reflect on **how to contribute to the transformation of curricula and pedagogy towards more sustainable educational practices.**

The goal of the Think & Do Tank is to foster the quality of the learning environments by **imagining, highlighting, experimenting and implementing new ways of teaching and learning, with a core focus given to pedagogy.** Our goal is spreading pedagogies that are student-centred, collaborative, trans-national, and open access; ones that broaden minds and encourage a sense of responsibility and reflexivity, as well as ones that promote research and evidence-based education, agency and boldness.

The expected impact is that the Circle U. community will act for more sustainable ways of teaching and learning and disseminate them to other universities through peer networks. Therefore, the Think & Do tank intends to focus particularly on ways to disseminate good practices and innovative activities.

4.2 COMBINING THINKING AND DOING

Our particularity lies in the addition of the value of “Doing” in the think tank mission: we must not only think about the changes but also **be the main actors of those changes.** Thinking and doing will generate flows between theory, research, empirical knowledge and evidence-based implementation. Thinking and doing are mutually enriching in a virtuous loop where reflection feeds experimentation, and experimentation is evaluated and reflected upon so that future implementation of practices are even closer to the objectives. Thanks to the continuous assessment of the experiments, the Think & Do Tank aims to offer expertise through transversal, inter-disciplinary approaches, proposing a critical examination of what has worked well, what needs to be improved and the opportunities to do so.

The Think & Do Tank will work openly and collaboratively, including scholars, students, university staff and external stakeholders. It will identify obstacles and **propose solutions grounded in successful experiments and concrete interventions.** It is a space for critical reflection on educational practices and on

what is actually implemented in the universities and research laboratories, as well as a space where **existing innovative initiatives are valued and disseminated and new ones are tested**. It is a space to implement initiatives based on experiments of innovative pedagogies in Circle U.'s partner universities. Collaboration between teachers, researchers, students and, where appropriate, external stakeholders will be made possible.

Such an embedded approach is a great asset in the societal and political discussions that will help set the agenda about the future of higher education.

5 CONVINCING AND ADVOCATING: FROM LOCAL TO GLOBAL

The Think & Do Tank's mission is to be a link between the Circle U. European University, its various regional environments and the local, national and European policy makers in order to contribute to shaping the future of higher education. Convincing and advocating in favour of sustainable education will target four main levels:

- 1 **In teaching and learning spaces** so that professors implement innovative teaching methods that connect research and education, are student-centred and encourage the active participation of students in their own education, collaborating with the Student-Led Sustainable Innovation platform of Circle U.
- 2 **At the University level**, aimed at the universities' leaderships, to encourage the transformation of curricula towards a more sustainable education, to disseminate good teaching practices and identify the opportunities for, and obstacles to change.
- 3 Towards **national policy makers**, to better link universities and societies. In that respect, the Think & Do Tank will work closely with the Circle U. Open School of Public Governance by tying new knowledge and solutions to governance issues, in order to identify opportunities and obstacles and be proactive thinkers on the future of higher education.
- 4 Within **European institutions**, to engage in broader reflections about the present and future challenges of our changing world. The Think & Do Tank will also collaborate with the Circle U. Knowledge Hubs by connecting academics, students and external stakeholders around the sustainability agenda and major societal challenges, on climate, global health and democracy.

In brief, the initiatives and interventions of the Think & Do Tank will feed into the three other Circle U. platforms, contributing to the development of the Circle U. alliance and the transformation of the European universities. At the same time, the findings and interventions will be widely shared, making Circle U. a model for a broader audience.

6 THE KNOWLEDGE-POLICY NEXUS FOR PEDAGOGY, INSIDE THE THINK & DO TANK

The Circle U. Think & Do Tank invites thinkers and doers to connect across the knowledge-policy nexus, providing a space at the intersection between **the four dimensions of Politics, Academia, Shared benefits and Media**, in which networking, experimenting, collaborating will shape the future of higher education.

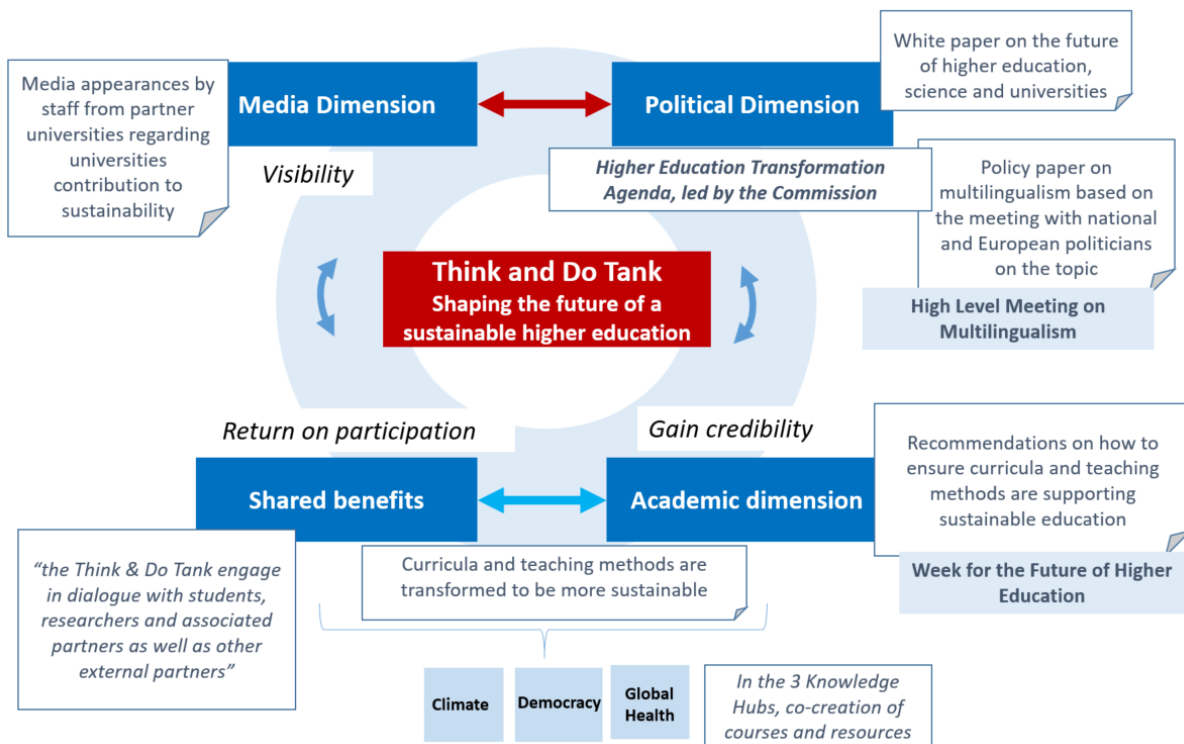


Figure 2. The 4 dimensions of the Circle U. Think & Do Tank

6.1 WHAT?

The establishment of the Think & Do Tank within Circle U. will allow the alliance to make a **considerable shift in our commitment to each other** by creating an environment of trust between partners, through regular dialogue and a willingness to engage with each other over time. Because Circle U. will be a proactive agent in defining the future of the European education context, it needs to generate a structure that is able to adapt over time, and engage with the other Circle U. platforms.

6.2 WHO?

- **Seven Academic Chairs** belonging to the seven Circle U. universities have been appointed for two years from July 2021. Thanks to their expertise and backgrounds, the Chairs are the driving forces of the Think & Do Tank.
- **Seven Leads**, belonging to the seven Circle U. universities have been appointed for the duration of the Erasmus+ project.

The Academic Chairs and Leads are responsible for opening the Think & Do Tank to students, staff and external stakeholders. **Faculty and student participation** is a core focus, and the Think & Do Tank's Chairs and Leads will consider how to involve them in initiatives, discussions and pedagogical experiments, through inclusive and interactive spaces.

6.3 HOW?

6.3.1 The academic dimension

The positioning of the Circle U. Think & Do Tank at the crossroads of different educational contexts and cultures will allow us to learn about each other's educational practices, combine and share them.

The Think & Do Tank will produce white papers aimed at initiating and influencing debates within and across European universities. We will provide recommendations aimed at transforming curricula and innovative pedagogies at various scales, including local and global ones. The added value of our white papers will be to be grounded in **factual and empirical knowledge**. They will be based on initiatives and experiments co-created with students and external stakeholders. Our recommendations need to be tested before they are implemented on a larger scale.

The Think & Do Tank aims to support the development of the most promising educational initiatives from the alliance, by first mapping and documenting innovative pedagogical initiatives being carried out by our communities. Then, some of these initiatives could be developed and implemented by several Circle U. partners, based on the Think & Do Tank's recommendations. We need to assess initiatives that have been implemented at the Circle U. universities and discuss ways to upscale them, replicate successful ones. At the same time, we will engage in collaborative research-experiments that connect research and education, involving students and external partners.

The Think & Do Tank encourages and is engaged with research in education. Based on seminars, the publications (white papers, policy papers, recommendations) will seek to analyse ground-breaking ideas critically, building on previous work and literature reviews, and encouraging new research. We will promote the combination of disciplines, methodologies and innovative thinking across institutional and national borders (scenario methodology, prospective...). **In other words, the Think & Do Tank will build on the research-identity of our partner universities and apply it to our own teaching practices.**

6.3.2 The engagement dimension

As universities, we strongly believe that our ideas need to be embedded in the challenges and needs of society. We believe that higher education institutions need to serve their communities by ensuring innovation and the dissemination of ideas, and preparing citizens to respond to our societies' present and future challenges. The Think & Do Tank needs to consolidate its ideas by **engaging in dialogue with students, researchers and associated partners as well as external stakeholders:**

- **We will organise workshops, seminars, town hall meetings, and national conferences open to experts and other citizens.** We will organise an annual event, a Week for the Future of Higher Education, synchronised with the International Day of Education (24th of January) newly established by the United Nations General Assembly.
- **The Academic Chairs and Leads will engage with colleagues and students at their universities and other Circle U. institutions.** The Chairs will have privileged access to the other 31 Circle U. Chairs to build close relationships and capitalise on the innovative teaching and learning practices.
- **We will make sure that the Think & Do Tank liaises with the other platforms of the Circle U. alliance** and both draws from and feeds into their activities. The Think & Do Tank has a particular role to play in the development of joint and collaborative teaching in the Circle U. Knowledge Hubs, and of innovative pedagogies linked to challenge-based approaches.
- **We will engage with the other 40 European alliances.**

In other words, the Think & Do Tank consolidates new ideas and innovations by involving academics, students and society at large.

6.3.3 The policy dimension

Being at a **central position between the university and the policy makers**, the Think & Do Tank will **set agendas**. It will present frontline white papers and engage in debates with politicians from European and national parliaments in order to facilitate initiatives relevant for the future of higher education. It will emphasise the need to think of education as a whole, and to place higher education at the end of a much longer education process. Higher education's transformation depends on the transformation of the whole education system.

The recommendations will be based on a **culture of collaboration** that takes into account local and transnational contexts, their specificities, opportunities and obstacles, and on **knowledge substantiated by experimentation**. We will promote policies with credibility, based in our experiments and implementations. Our first topics will be to encourage sustainable education and the view of multilingualism as a resource.

6.3.4 The media dimension

The media is an essential component of democratic societies. We will actively approach the media to promote our initiatives and our agenda concerning the future of higher education. **Dissemination through local, national and international media, is of tremendous importance to reach a wide audience** of academics, students, teachers, policy makers and other stakeholders interested in higher education. The Think & Do Tank will engage with printed, digital and social media to involve a broad audience in discussions about the future of higher education.

7 BRINGING LIFE TO THE THINK & DO TANK: OUR KICK-OFF INITIATIVES

Our **kick-off initiatives** (2022) are oriented towards:

- Building a common understanding of “sustainable education” and developing innovative initiatives in this direction.
- Raising awareness of multilingualism as a resource.

7.1 TOWARDS SUSTAINABLE EDUCATION

In a rapidly changing world, the orientation proposed by Circle U.'s Think & Do Tank is to transform current curricula and teaching methods towards sustainable education. The aim of the Think & Do tank is not primarily to provide more courses on sustainable development (the Knowledge Hub on Climate aims to do so), but **making sure that education will have a major impact upon the sustainability of our societies more broadly, aiming to provide our students with the skills to meet complex, interdisciplinary and global issues, and excel in a global and evolving labour market**. The mission is to encourage innovative ways to teach and learn, focusing on interdisciplinary knowledge as well as embracing students' active participation and contribution. The Think & Do Tank will foster quality learning environments and academic success for Circle U.'s students and beyond, by testing, experimenting, implementing and disseminating new ways of educating future global citizens. In higher education, the idea of sustainability also includes encouraging student mobility and developing online platforms and resources for digitally enhanced collaborative learning.

Because the idea of sustainability in education is complex, we would like to build a common understanding of this concept as a basis for translating the concept into action. In this way, we can shape our activities in a sense that will contribute to this ambition.

Circle U.'s added value

Because Circle U. universities are innovative and resourceful, numerous initiatives have been undertaken concerning innovative pedagogies. A first mapping of existing innovation education initiatives was undertaken before launching the Think & Do Tank. The variety of initiatives is large enough to propose recommendations for disseminating them within the alliance. All partners fed into this work by documenting flagship innovative initiatives led by their communities, which are significantly oriented towards the “4 i’s”:

- 1 Internationalisation of education
- 2 Involvement of students
- 3 Inter and trans-disciplinarity
- 4 Integration of external stakeholders

Upcoming initiatives

- Conceptualising and developing the notion of sustainable education. This initiative summarises various voices and perspectives on sustainable education; a research perspective through:
 - An international literature review,
 - An academic perspective through interviews with Chairs, Leads, students and members of the Think & Do Tank, and,
 - A research seminar to bring the diverse voices together in a common understanding of the concept of sustainable education and the ways it can be embedded in our future activities.
- This work will lead to the **writing and dissemination of a white paper** addressing the theme of sustainable education.
- **Presenting the Think & Do Tank initiatives around sustainable education** at a European conference, aiming to influence the debate on the future of higher education in Europe.
- Selecting innovative pedagogies that can be developed and implemented by Circle U. partners, based on the Think & Do Tank’s recommendations. This will follow the work done by the strategic partnership, InnovEd4TS¹ which will hold a ‘Recommendation Seminar’ in March on upscaling transferable skills’ initiatives in education.
- Encouraging the co-creation of university courses or Circle U. “challenges”, involving other Circle U. Academic Chairs.
- Networking the teaching and learning or other innovative centres at the partner universities.

1 The Strategic Partnership InnovEd4TS (Innovative Education For Transferable Skills) focuses on the analysis and the development of initiatives that promote the acquisition of transferable skills among students. Five member universities of Circle U. Alliance (Humboldt, UCLouvain, Oslo, Aarhus and Paris) together with the University of Lisbon are involved in this partnership. For more information please see the website www.circle-u.eu/initiatives/transferable-skills/the-strategic-partnership-on-transferable-skills.html

7.2 PROMOTING MULTILINGUALISM AS A RESOURCE

The ambition is for all Europeans to speak two foreign languages and the goal is to raise awareness on the issue of multilingualism as a resource. In addition to learning two foreign languages, we would like to acknowledge the value of the mother tongue as part of European citizens' multilingual resources. Learning foreign languages is attractive for students because it facilitates mobility but also increases the opportunities in the labour market. Multilingualism is a characteristic of **a globally oriented learning** that encourages interdisciplinary approaches and puts value in approaching a topic from various perspectives and languages.

However, the challenges related to fulfilling the ambition of multilingualism in Europe are to be found both at the individual and institutional levels of language learning. **Individual motivation as well as financial and structural opportunities to learn languages are key here**, in addition to restrictive national policies on the use of languages other than the official language.

Circle U. will increase awareness of multilingualism as a resource, involving the languages that European citizens already know, in addition to learning new ones. We will propose solutions to make use of the opportunities and overcome obstacles through collaboration across Circle U. universities. The Think & Do Tank will build initiatives at three levels:

- 1 At the individual level, by building networks between students and teachers involved in multilingualism,
- 2 At the local and institutional levels, by fostering innovation in the learning of languages, and creating opportunities to learn languages outside the physical university context such as the development of blended or online learning initiatives,
- 3 More broadly, at the national and international levels, by advocating for funding to learn and use foreign languages at the partner universities.

Circle U.'s added value

A survey conducted by the Think & Do Tank showed a large amount of resources available at the Circle U. universities to encourage multilingualism. When combined, the Circle U. universities offer language courses in a majority of the languages of the world, at both Bachelor's and Master's levels. Besides, the universities host students and academics from more than a hundred nationalities. A culture of multilingualism is thus embedded in our institutions and we need to foster its development.

Upcoming initiatives

- Comparing opportunities and obstacles concerning the European Commission's aim of all citizens knowing at least two foreign languages, and acknowledging students' mother tongues as part of their multilingual resources across the Circle U. partner countries.
- Capitalising on the work done by developing several projects aimed to experiment and test the different solutions to respond to the obstacles identified.
- Approaching politicians regarding multilingualism as a resource, the obstacles related to it and possible solutions.
- The Think & Do Tank will organise a meeting on Multilingualism in October 2023.

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