

DELIBERATION PORTANT APPROBATION DU CADRAGE JOINT VISION ON FUTURE-PROOF EDUCATION - ARTEMIS

LE CONSEIL DE LA FORMATION ET DE LA VIE UNIVERSITAIRE DE L'UNIVERSITÉ CLERMONT AUVERGNE, EN SA SEANCE DU MARDI 15 AVRIL 2025,

Vu le code de l'éducation ;

Vu le décret n°2024-3 du 2 janvier 2024 modifiant le décret n°2020-1527 en date du 7 décembre 2020 portant création de l'établissement public expérimental Université Clermont Auvergne (UCA) ;

Vu les statuts de l'Université Clermont Auvergne, notamment les articles 29 à 31 ;

Vu le règlement Intérieur de l'Université Clermont Auvergne ;

Vu la délibération du conseil d'administration du 16 mars 2021 portant élection du Président de l'université, Mathias BERNARD ;

Vu la convention de subvention (Grant Agreement) — ARTEMIS Project 101177825— ERASMUS-EDU-2024-EUR-UNIV-1 signée entre l'Agence exécutive européenne pour l'Éducation et la Culture (EACEA) et l'Université Clermont Auvergne, coordinatrice du projet

PRESENTATION DU PROJET

Dans le cadre du projet d'Université européenne ARTEMIS (*Alliance for Regional Transition, Equality, Mobility, Inclusion, and Sustainability*), financé par la Commission européenne, l'Alliance doit élaborer une vision stratégique partagée sur l'avenir de l'éducation.

Ce document, intitulé « *Joint Vision on Future-Proof Education* », correspond au Jalon n°7 du Work Package 3 « *Éducation et Formation* » et a vocation à servir de référence pour orienter les actions pédagogiques de l'Alliance.

Ce livrable, devant être transmis à la Commission Européenne en mai 2025, pourra faire l'objet d'une mise à jour annuelle afin de prendre en compte l'évolution des enjeux liés à l'enseignement et à la formation.

Ce document a été co-construit par les huit membres du consortium (Université Clermont Auvergne (UCA) – France (coordinateur), Panepistimio Ioanninou (Uoi) – Grèce ; Università degli Studi di Perugia (Unipg) – Italie ; Universitatea Ovidius din Constanța (UOC) – Roumanie ; Hogeschool VIVES (VIVES) – Belgique ; Tallinna Tehnikakõrgkool (TTK) – Estonie ; Ostbayerische Technische Hochschule Regensburg (OTH) – Allemagne ; Høgskulen på Vestlandet (HVL) – Norvège) lors des réunions du WP3, sous la coordination de l'Université belge VIVES.

La vision stratégique repose sur six piliers :

1. Mobilité et perspective européenne
2. Transition territoriale, engagement et innovation
3. Durabilité et gestion responsable de l'environnement
4. Inclusion et égalité
5. Transformations numériques
6. Une approche multifacette et multi-niveau de l'éducation

Elle vise à préparer les étudiants à affronter, avec confiance, les incertitudes et les défis de demain, et à les rendre acteurs du changement positif.

Vu le quorum atteint en début de séance ;

Vu la présentation de Marie-Elisabeth BAUDOUIN, Vice-Présidente Stratégie internationale et européenne – Coordinatrice de l'Université Européenne ARTEMIS ;

Après en avoir délibéré ;

DECIDE

D'adopter, dans le cadre de l'Université Européenne ARTEMIS, le cadrage Joint vision on future - proof education tel que présenté en annexe.

Membres en exercice : 44

Votes : 26

Pour : 26

Contre : 0

Abstentions : 0

**Le Président de l'Université
Clermont Auvergne,**

Signé électroniquement par
Mathias BERNARD



Le 12 mai 2025

CLASSE AU REGISTRE DES ACTES SOUS LA REFERENCE : DELIB_CFVU_20250415_06

Modalités de recours : *En application de l'article R421-1 du code de justice administrative, le Tribunal Administratif de Clermont-Ferrand peut être saisi par voie de recours formé contre les actes réglementaires dans les deux mois à partir du jour de leur publication et de leur transmission au Recteur.*

Future-proofing Education for 2034 and beyond

Societal transformations, technological advancements, environmental challenges, and increasing political instability place Higher Education institutions and systems at a crossroad: merely enduring and adapting to current changes or taking up a pivotal role in contributing to forge new paths. For ARTEMIS¹, the need for future-proof education results not only from the necessity to prepare students to navigate uncertainty with confidence as European citizens and professionals, but also from a strong desire to empower them to be agents of positive change.

ARTEMIS deems future-proof education as not limited to one pre-defined or desired future, but rather as functional to support students in becoming ‘futures ready’ and act with purpose regardless of which among the possible futures will come to be. The imperative is that of creating a flexible and inclusive educational system, designed to foster individuals who are resilient and adaptable, driven to tackle emerging challenges, equipped to identify possibilities, navigate complexities, and undertake action in shaping a more equitable, sustainable, and prosperous future for Europe.

ARTEMIS embraces a comprehensive approach to education: focusing on knowledge as well as on critical thinking, creativity, problem-solving skills, emotional intelligence, empathy, and social responsibility. ARTEMIS partners envision themselves as hubs for research and innovation, embedded in European consortia and connected through collaborative networks with international partners, yet strongly anchored within their communities and geographical regions. They aim therefore to act as catalysts for progress, aligning curricula with regional and societal needs, as well as labour market demands. Mobility, technology and their interconnection play a pivotal role in this vision, towards creating opportunities for personalized, engaging, and collaborative learning environments, and supporting the development of collaborations among students and teachers of different countries.

Overall, ARTEMIS intends future-proof education not only as a preparation for what lies ahead, but as a tool to shape the future and ensure that our educational systems effectively support the development of individuals who are not only resilient and moved by European values, but also driven to lead, innovate, and collaborate in building a better Europe for all.

ARTEMIS pillars of Future-Proof Education

¹ The ARTEMIS consortium is composed of 4 comprehensive universities [Université Clermont Auvergne (UCA), France - Panepistimio Ioanninon (Uoi), Greece - Università degli Studi di Perugia (UniPG), Italy - Universitatea Ovidius din Constanța (UOC), Romania] and 4 universities of applied sciences [Hogeschool VIVES (VIVES), Belgium - Tallinna Tehnikakõrgkool (TTK), Estonia - Ostbayerische Technische Hochschule Regensburg (OTH), Germany - Høgskulen på Vestlandet (HVL), Norway].

ARTEMIS ambitious vision rests upon six fundamental pillars. These pillars reflect ARTEMIS core values, goals, and overall approach to education and are deemed as essential to build a robust and responsive higher education system capable of both meeting the challenges and leveraging the opportunities the future will bring.

1. Mobility and a European perspective

ARTEMIS fosters an understanding of education as transcending physical and cultural boundaries to prepare students to navigate a globalized landscape with confidence. This by:

- **Developing innovative virtual mobility programs:** ARTEMIS will leverage technological advancements to create innovative virtual mobility programs and offer students ever increasing possibilities to participate in online courses, collaborate on virtual projects, experience intercultural openness and engage in intercultural dialogue with peers from around Europe.
- **Fostering intercultural competencies and European citizenship:** ARTEMIS courses and study programs will integrate intercultural competencies and a strong sense of European citizenship into their core curricula. By fostering empathy, respect, and a deep commitment to European collaboration, ARTEMIS partners will equip students with the essential skills and attitudes needed to thrive in a diverse and interconnected world.
- **Further expanding opportunities for international study and research exchanges:** ARTEMIS will expand its portfolio of strategic partnerships with institutions around Europe to offer students opportunities to study and conduct research in diverse cultural settings. This will contribute to foster cross-cultural understanding and facilitate the development of networks conducive to European careers and collaborations.

2. Regional transition, engagement and innovation

ARTEMIS will leverage education to forge strong connections with industry, government, and civil society organizations at local and regional levels by:

- **Fostering and sustaining collaborative projects:** ARTEMIS will support staff and students' engagement in collaborative projects with diverse communities to address pressing regional challenges related to mobility, sustainability, healthcare, migration, social inequality, etc. This will also be done by implementing the model of the 'Travelling University', namely initially identifying the areas that would need experts of HE for regional development in each partner region, and subsequently organizing co-creation working meetings to tackle development

challenges. Living labs and hackathons, along with other participatory methodologies, will be leveraged to contribute to effective, innovative and sustainable solutions.

- **Driving regional economic development:** ARTEMIS will play a vital role in attracting investment, driving innovation, and acting as an incubator for entrepreneurial students. These will be trained in first rate business strategies and entrepreneurial approaches and, along with researchers, be actively involved in collaborating with local businesses and industries to drive the development of new technologies, generate and boost employment opportunities, support start-up ventures and foster a thriving entrepreneurial ecosystem.

3. Sustainability and environmental stewardship

ARTEMIS strives to address climate change and prepare the next generation of environmental stewards. This commitment will be reflected in all aspects of partners' operations and programs:

- **Integrating sustainability principles across disciplines:** ARTEMIS partners pledge to embed sustainability principles into academic disciplines, from engineering and economics to humanities and the arts. This to ensure that all students truly comprehend the pivotal role sustainable development can play and to equip them with the knowledge and skills necessary to contribute to a more sustainable future.
- **Developing green campuses:** ARTEMIS partners will adopt environmentally responsible practices such as sustainable transportation options (bike-sharing programs, electric vehicles, etc.), the utilization of renewable energy sources (e.g., solar, wind), minimization of waste through systematic recycling, safeguarding water resources, and prioritizing the design and construction of buildings that meet strict environmental standards.
- **Equipping students with sustainability skills:** ARTEMIS partners will offer specialized courses, study programs and research opportunities focused on sustainability-related topics, such as renewable energy systems, environmental management, sustainable urban planning. These will prepare students to become leaders and innovators in the field of sustainability, equipped to address the complex environmental challenges ahead of us.

4. Inclusion and Equality

ARTEMIS will address systemic barriers to education, creating truly equitable learning environments and ensuring accessibility to all members of society:

- **Widening participation:** ARTEMIS partners will implement targeted outreach programs to attract and support students from underrepresented groups, including regional and rural areas,

low-income families, students with disabilities, and minority communities. Scholarship and financial aid packages will play a crucial role in ensuring talented students from all backgrounds have the opportunity to pursue higher education.

- **Universal Design and support services:** ARTEMIS partners will leverage universal design principles to render learning material and environments accessible to the greatest extent possible by all students, whatever their needs may be. They will also provide comprehensive support services tailored to challenges faced by students. These may include academic advising, tutoring and mentoring initiatives, career counselling, and mental health resources, and will promote students' success and retention.
- **Creating inclusive learning environments:** ARTEMIS will champion diversity and inclusion by creating learning environments that celebrate different perspectives and backgrounds. Faculty and staff will be further trained in inclusive teaching practices, developing curricula that reflect diverse viewpoints, fostering students' sense of belonging and an inter-university campus culture that is welcoming and supportive for all.
- **Lifelong Learning:** ARTEMIS will offer a diverse array of flexible learning pathways tailored to individuals of all ages. These will include flexible part-time and online courses, targeted micro-credentials, and comprehensive professional development programs designed to help individuals adapt to and navigate an evolving societal landscape and job market.

5. Digital transformations

ARTEMIS will leverage technological advancements to enhance both learning and teaching, and prepare both students and teachers for the ever-shifting demands of the digital age by means of:

- **Integrating critical thinking skills into digital literacy programs:** ARTEMIS will ensure students are proficient in using digital tools, yet capable to grasp and critically assess the complexity of the digital world and discern credible sources from misinformation (e.g., fake news, deep fake).
- **Implementing adaptive learning technologies:** ARTEMIS will develop and implement adaptive learning technologies, to create personalized education pathways for students. These will adjust content, pace, and delivery based on individual needs, learning styles, and progress, not only maximizing engagement and effectiveness, but also contributing to increase students' retainance.

- **Enhancing teachers' digital skills:** ARTEMIS teachers will be regularly and consistently trained in critical use and implementation of AI resources in their lessons and courses, and supported in their adaptation to and usage of tomorrow's digital tools.
- **Leveraging AI and Data Analytics:** ARTEMIS will harness the power of artificial intelligence and data analytics to improve educational outcomes, personalize the student experience, identify areas for improvement in curriculum and instruction, and develop predictive models to support student success.

6. Integrated knowledge frameworks for societal impact

ARTEMIS builds its vision upon the combination of multidisciplinary, interdisciplinarity and transdisciplinarity:

- **Developing integrative curricula:** ARTEMIS partners will develop and implement integrative curricula that combine elements from different disciplines to provide students with a more comprehensive and relevant education. Connections between different fields of study will be explored through these curricula, helping students to develop a deeper understanding of Europe and the world around them through multi-, inter- and transdisciplinary education.
- **Breaking down silos:** ARTEMIS aims to break down boundaries between disciplines, fostering an interdisciplinary approach to learning and problem-solving. ARTEMIS partners will strive to create opportunities for students to collaborate on projects that integrate knowledge and perspectives from multiple fields, encouraging critical thinking, creativity and the adoption of a comprehensive approach to complex challenges.
- **Promoting collaborative research with the involvement of academics, students and external partners:** ARTEMIS will encourage collaborative research initiatives that bring together heterogeneous actors to address complex (societal) problems. This will foster innovation, accelerate the translation of research findings into real-world solutions, and prepare students for careers that may require transdisciplinary collaboration.

By embracing these six pillars, ARTEMIS will promote an educational ecosystem that is adaptable, inclusive, innovative, and conducive to positive change. Through the translation of the ARTEMIS vision into reality, students will be empowered to thrive as individuals, professionals and European citizens, to contribute to a more just and sustainable future for Europe, and to both meet the challenges and leverage the opportunities of whatever future will come to be.

Consulted references

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