

ATHENA Mission Statement 2026

Our vision

ATHENA (Alliance for Advancing Technology through Higher Education and Novel Approaches) is united by a shared conviction that technology-focused higher education in all fields must serve to create both a more prosperous and a more equal Europe. Our regions hold industrial capacity, cultural assets, and human potential that European competitiveness and sovereignty require.

By 2036, we intend to operate as one alliance: ten autonomous universities delivering integrated programmes, shared research capacity, and joint credentials under unified strategic direction. Our thematic clusters will embed employer partnerships and address common regional challenges through shared infrastructure. Students beginning at any ATHENA campus will draw on the full capacity of the alliance and will then graduate with credentials that open doors anywhere and skills valued wherever they are.

This conviction drives us toward a fully integrated European University Alliance across ten campuses. It embodies the transformative effect of ATHENA: educational infrastructure that makes regional careers a choice, graduates who compete across Europe and choose to stay, and regions that retain talent, foster inclusion, and lead industrial transition.

Who we are

ATHENA brings together ten universities: Hellenic Mediterranean University (Greece), University of Maribor (Slovenia), University of Orléans (France), Polytechnic Institute of Porto (Portugal), Maria Curie-Skłodowska University (Poland), University of Salento (Italy), University of Siegen (Germany), University of Vigo (Spain), Vilnius Gediminas Technial University (Lithuania), and Igor Sikorsky Kyiv Polytechnic Institute (Ukraine).



Igor Sikorsky Kyiv Polytechnic Institute is a full member of ATHENA (listed as associated partner in this application due to current EC regulations).

Our universities are deeply rooted in our regions, and as higher education institutions, we share a strong sense of responsibility toward our regional ecosystems. These ecosystems share a comparable profile, with strong networks of small and medium enterprises. These industries are positioned to lead Europe's green and digital transitions, but they face workforce challenges as sustainability requirements reshape production. Our institutions exist to close that gap by filling the role of anchors in insecure and challenging times.

A balanced and distinctive alliance

ATHENA is the only technology-focused alliance with a majority of widening-country partners (Greece, Lithuania, Poland, Portugal, Slovenia, and Ukraine). This positioning is deliberate. We believe widening countries and non-metropolitan regions should participate as leaders, and not merely as peripheral actors, in European higher education transformation. These regions are often closer to pressing societal and industrial challenges, particularly those related to digitalisation, green transition, skills mismatches, and regional development. By placing institutions from widening countries in leadership roles, ATHENA helps ensure that innovation in higher education is inclusive, context-responsive, and scalable across different European territories.

Within ATHENA, every partner has held or will hold leadership responsibility, and every partner shapes strategic direction. Our governance balances strategic coherence with respect for institutional autonomy and national contexts. This is how we practice the equity we advocate.

Our distributed geography creates natural laboratories for addressing challenges that matter across Europe, from workforce development for industrial transition to digital skills for dispersed populations, health services for aging communities, and creative economies that build on regional heritage and rural tradition. No single institution could address these cross-cutting challenges. The alliance creates capacity that our regions otherwise lack.

Our different institutional profiles combine to produce capabilities that no single institution could offer. ATHENA partner universities combine practically oriented vocational programmes with highest academic studies and research. Across this diversity, ATHENA members work closely with Igor Sikorsky Kyiv Polytechnic Institute as it navigates extraordinary circumstances.

Despite ongoing war, Igor Sikorsky Kyiv Polytechnic Institute contributes actively: the executive team participates in Executive Board decisions, staff and students engage in BIPs and training through virtual formats when physical mobility is impossible, and research collaborations in sustainable production and digitalisation have produced five joint project applications and two running projects. When the campus was damaged in 2025, ATHENA communities raised 10,000 euros in solidarity. This partnership demonstrates ATHENA's conviction that European academic cooperation transcends current borders, supporting Ukraine's path toward peace and EU integration.

The challenges we address

Regions need sustained knowledge partnerships. When regions rely fully on imported technology and expertise, they lose control over their development trajectories. Universities rooted in regions can develop and apply knowledge that serves local priorities. ATHENA provides sustained partnership that no external consultant or short-term project can replicate: embedded knowledge, long-term relationships, and accountability to the communities we serve.

This role matters because the alternative is well-documented. The Commission's Harnessing Talent communication (2023) identifies 46 regions across Europe caught in or at risk of a 'talent development trap', facing accelerated working-age population decline combined with low tertiary education rates and emigration of young people. Several ATHENA regions appear on this map. Greece, Italy, Poland, and Portugal are among the eleven Member States with regions targeted for the Talent Booster Mechanism. Additionally, the regions of Lublin, Apulia, Galicia, and Crete face precisely the challenges the Commission describes: shrinking workforces, skills gaps, and departure of graduates to metropolitan centres.

Talent retention erodes regional capacity. In Lublin, one third of emigrants are aged 25-34. Centre Val de Loire and North Portugal experience net out-migration of people aged 15-39, placing both among the Commission's regions at risk of a talent development trap. Tertiary

attainment among 25-34-year-olds remains below the EU's 2030 target of 45% in several ATHENA regions, falling as low as 22% in Apulia. The talent base that regional economies need to innovate is gradually disappearing.

Youth unemployment remains high across ATHENA regions, with significant variation: from 7% in Arnsberg to over 32% in Galicia and Apulia. Young people who cannot find employment locally leave. Those who remain face limited career progression in weakened regional labour markets.

Digital skills gaps compound these challenges. Northern Portugal and Crete have among Europe's highest percentages of adults who have never used the internet. Galicia, Centre-Val de Loire, Apulia, and Lublin fall below their national averages for regular internet use. Regions that cannot develop skills locally become dependent on external expertise and lose agency over their development priorities. The rapid impact of Artificial Intelligence in recent years, particularly with Generative AI, LLMs, Agents, and Intelligent Robotics has made the urgency of training digital skills in the aforementioned regions even more evident.

Policy fragmentation further amplifies these structural challenges. The European Union has responded to regional development gaps through macro-regional strategies and mechanisms like the Talent Booster and the Union of Skills agenda. However, embedding European policy frameworks into national and regional contexts remains slow and uneven. Policy operates at regional, national, and European levels with limited coordination between them. What regions identify as priorities does not automatically shape what programmes deliver or what funding supports. Universities are among the few institutions positioned to bridge these levels, translating European knowledge networks into regional capacity. ATHENA provides that bridge systematically across ten territories.

Retaining local graduates addresses only part of the challenge. Working-age populations are declining across Europe, and international talent gravitates toward metropolitan centres. ATHENA regions lack visibility in global education markets. Together, ATHENA universities, through joint programmes and international partnerships, serve as entry points for both European students seeking cross-border experiences and for global talent, who might otherwise only consider universities in major European capitals. Once in our regions, these students encounter local employers, build professional networks, and in many cases choose to establish careers in these regions. In this way, ATHENA connects our universities to global talent flows, channeling international graduates toward regions facing workforce shortages.

Our strategic priorities

Our approach is grounded in three convictions. First, regional skills capacity develops when programmes are designed with regional employers, ensuring graduates are both competitive anywhere and valued locally. Second, international education must be accessible without requiring permanent relocation, so students gain European experience while maintaining regional roots. Third, long-term success requires embedding ATHENA activities within each university's regular teaching, research, and administrative functions, not running them as separate projects dependent on external funding.

These convictions shape a distinct model. ATHENA promotes talent circulation rather than one-way mobility. Graduates gain European experience through our programmes and networks, then apply that experience in regional careers. The goal is multidirectional flow: people moving between ATHENA regions, bringing skills and connections that strengthen each territory. This matters beyond our regions. ATHENA territories contain industrial capacity essential to European strategic autonomy in manufacturing, materials, and technology. Strengthening skills and innovation here strengthens Europe's competitive position overall.

Four priorities translate these convictions into action. We are building seamless mobility across our campuses so that each institution's capacity becomes available to all. We are expanding joint educational activities toward European Degree recognition. In close

collaboration with regional stakeholders, we are developing flexible pathways that connect education to labour markets and reach learners whom traditional formats exclude. And we are constructing shared institutional infrastructure that will outlast any single funding cycle.

Priority 1: Seamless inter-university mobility and campus integration

ATHENA operates a shared educational ecosystem across ten territories. When students, researchers, and knowledge flow freely between our campuses, each institution's capacity becomes available to all. A specialisation developed in Siegen strengthens what students in Vigo can access. Research infrastructure in Vilnius extends the possibilities for graduates in Porto. This is not about compensating for limitations; it is about creating collective capacity that exceeds what any single institution offers.

ATHENA will continue making this ecosystem operational across all ten campuses. We will scale up mobility across physical, virtual, and blended formats, progressing toward 50% of students benefiting from transnational learning. We will ensure automatic recognition of credits, implement the European Student Card, and expand our joint course catalogue. These mechanisms are not ends in themselves; they are the means through which our shared ecosystem functions.

By 2036, studying at an ATHENA university will provide access to the full capacity of the alliance. A student beginning in Crete or Lecce draws on expertise developed across ten campuses. A student in Kyiv will be connected to ATHENA's ecosystem whatever the ongoing challenges they face. So too will any student, wherever they come from and whatever barriers they face. Mobility is not an add-on opportunity but the standard way our universities cooperate and operate together.

Priority 2: Joint educational activities and the European Degree

ATHENA is fully focused on expanding joint programmes and embedding innovative educational activities into partner curricula as permanent features. The European Degree Label criteria, including transnationality, embedded mobility, and labour market relevance, fully align with what ATHENA has been building since 2020. We will align existing joint programmes with these criteria and develop new programmes designed for the European Degree Label eligibility from the outset.

Joint educational activities draw on our research capacity. Students in our thematic clusters (details below) engage with current research through challenge-based projects, joint supervision arrangements, and access to shared infrastructure. This integration, developed in close collaboration with key stakeholders, ensures graduates bring both theoretical knowledge and exposure to applied research in their fields.

By 2036, ATHENA will offer a portfolio of joint degrees with European Degree Label recognition, demonstrating that widening-country alliances set European quality standards. All ATHENA students will carry credentials recognised across Europe.

Priority 3: Flexible pathways for regional ecosystem development

When youth unemployment remains high and tertiary attainment lags European targets, the causes are structural. Universities alone cannot solve regional economic challenges. But we can ensure that the education we provide connects to the employment that exists, and that pathways into higher education reach learners whom traditional formats exclude.

ATHENA commits to building education capacity and developing skills that advance regional competitiveness. Through our priority clusters, we will strengthen engagement with innovation ecosystems, industry, civil society, and labour market actors. We will scale flexible and lifelong learning for all life stages, including micro-credentials and alternative pathways for diverse learners. Through our clusters, graduates will develop labour-market relevant skills and connections to regional employment.

The Bologna Process social dimension principles, adopted in the 2020 Rome Communiqué, call for equitable access and support for all learners, with higher education responsive to the needs of local communities. In ATHENA regions, this includes working students, students with family responsibilities, and professionals seeking to develop new skills. Our flexible pathways, including fully recognised micro-credentials, make quality education accessible to these learners without requiring them to relocate.

By 2036, when a manufacturer in Siegen needs workforce capabilities for digital production, or when Vigo's maritime industries require green transition skills, or when Orléans' logistics sector seeks supply chain expertise, they will turn to ATHENA as a trusted partner. Regional employers, innovation agencies, and policymakers across all ten territories will see ATHENA as their first choice for skills development. Where we find a lack of workforce, we reach out for our partners in third countries and offer opportunities for their young generation seeking for careers and personal development in the sense of a circulation of talents.

Priority 4: Sustainable institutional infrastructure

ATHENA will continue building collective capacity that endures. We continue to deepen institutionalised cooperation through consolidated governance, efficient resource pooling, and quality assurance. We will ensure geographic balance and strong participation of each partner. Democratic student involvement will remain central.

By 2036, ATHENA will function as permanent infrastructure across all ten regions, from Galicia to Lithuania, from Crete to Kyiv. The alliance should be self-sustaining with diversified funding, so deeply embedded in each institution that ATHENA is simply part of how we operate, the foundation from which we continue toward our longer-term vision of a fully integrated European University Alliance.

Our thematic clusters

Our strategic priorities define what ATHENA commits to achieve. Our thematic clusters, cross-institutional teams combining academic staff, researchers, and shared infrastructure around a thematic focus, translate these priorities into focused, time-bound areas of activity. Each cluster translates multiple priorities into programmes, partnerships, and pathways that our students and staff can access and offer to regional stakeholders. They reflect where ATHENA's collective strengths align with regional needs and European priorities.

Each cluster builds on existing foundations: degree programmes and research teams across multiple partner universities, and established collaborations with regional industry. Each cluster is led by academic staff from at least three partners. Clusters are already pursuing complementary funding and demonstrate sustainable operation beyond initial seed funding. Strategic direction comes from ATHENA level; execution responds to regional contexts.

Digitalisation for All

Digital skills are foundational to economic development across all sectors. ATHENA regions have significant potential to develop digital capacity, enabling industries to modernise and public services to reach dispersed populations more effectively. This cluster exists to accelerate that development.

ATHENA commits to making digital competencies foundational infrastructure across the alliance. We position this cluster as methodological support for everything ATHENA does, embedding digital tools and competencies across all thematic areas and regional partnerships. We will expand joint degree offerings, build systematic partnerships with regional tech companies and SMEs, and create career pathways that demonstrate digital careers thrive in our regions.

By 2036, every ATHENA graduate will have digital competencies relevant to their field. Regional employers will recognise ATHENA as a source of digitally fluent graduates who understand how to apply these skills in regional contexts.

Sustainable Production

ATHENA regions have strong industrial bases: metal processing, automotive, textiles, agrifood, transportation and logistics. These industries anchor regional economies and are positioned to lead Europe's green transition. Today's workforce and tomorrow's will drive decarbonisation and sustainable innovation. This cluster exists to develop that workforce.

ATHENA commits to making this cluster the link between industrial research and workforce development. We are educating students, external learners, and our diverse stakeholders in sustainability technologies and management. We build partnerships with regional manufacturers leading green transition, cleantech enterprises, and training providers. Students will see how industrial regions offer sustainability-focused careers at the forefront of European green transformation. Involvement of social and human science disciplines is a key factor for the broader societal impact of these cluster activities.

By 2036, ATHENA will be a recognised partner for green transition skills in European industrial regions. Regional manufacturers will turn to ATHENA when developing workforce capabilities for sustainable production.

Health and Wellbeing

Healthcare is evolving rapidly, with expanding roles in health data analysis and management, telemedicine, community health coordination, and wellbeing services. ATHENA regions, with their distributed populations and ageing demographics, are ideal environments to develop innovative approaches to health delivery. This cluster exists to continue building health workforce capacity suited to these contexts and provide solutions for the health sector in ATHENA regions as such.

ATHENA will continue developing advanced medical technologies suited to our regional contexts: mobile digital medicine, distributed health delivery, and assistive technologies for ageing populations. We will enlarge our systematic partnerships with regional hospitals, health authorities, and care providers. Students will graduate understanding the distinctive opportunities that health careers in our regions offer.

By 2036, the Health and Wellbeing cluster will have a portfolio of joint European degrees and established more partnerships with health systems across ATHENA regions. Regional health authorities will see ATHENA as a partner for workforce development and innovation.

Creative Industries

ATHENA regions hold rich cultural assets: heritage sites, regional traditions, and creative talent. Creative sector careers increasingly combine digital skills with cultural knowledge, creating opportunities for graduates who understand both. This cluster exists to continue developing creative careers rooted in regional strengths.

ATHENA commits to scaling the 'human infrastructure' model proven effective in Vilnius and Porto, where practising professionals serve as part-time university staff. We will extend this model across the alliance: virtual teams alongside physical fab labs, industry practitioners embedded in teaching across multiple campuses. We will develop joint European degrees that combine digital production skills with regional cultural knowledge and continue building partnerships with cultural institutions, heritage sites, creative SMEs, and tourism authorities.

By 2036, the Creative Industries cluster will be a thriving model for regional creative economies across Europe. ATHENA graduates will be building heritage tourism ventures, regional media production, AR/VR companies, and creative enterprises that draw on regional strengths.

Foundation we have built together

ATHENA has demonstrated institutional commitment that goes beyond funding cycles. When EU funding obtained by our European Alliance finished in 2023, every partner chose to continue. For three years, the alliance continued to operate and deepen cooperation using institutional resources alone, maintaining the equivalent of 20 full-time positions. ATHENA has become essential to how our institutions operate. We are an alliance of conviction, built by universities that believe our regions can lead European innovation. This resilience reflects how deeply ATHENA is now embedded. The alliance is written into each partner's strategic plan, laying the groundwork for the deeper integration we envision.

External recognition confirms this foundation. The European Commission awarded the Seal of Excellence in 2024, validating ATHENA's strategic value and quality. Furthermore, the Joint Research Centre has cited Orléans and Vilnius Tech as case studies for contributions to their regions' Smart Specialisation Strategies.

ATHENA 2020-2026: key achievements

ATHENA unites over 160,000 students and 17,500 staff across nine EU countries, with 51 associated partners from industry, government, and civil society.

Institutional commitment: 3 years self-funded operations; All rectors unanimously committed and meet regularly to review progress and address challenges. Designated staff groups across institutions work closely together; First joint ESN section in European University history.

Education: 1,900+ students in joint education programmes annually; Erasmus Mundus joint degree: European Master on Embedded Intelligence Nanosystems Engineering ([EMINENT](#)); four Erasmus Mundus Design Measures; 3 double degree programmes: Bachelor in Language, Communication and Economics in Europe (Orléans-Siegen), Master in Linguistics (Orléans-Siegen), Bachelor in Spanish Literature (Orléans-Vigo). Under development: Master of Mechanical Engineering (Vilnius Tech-Porto); Wide-ranging Blended Intensive Courses; 300+ global participants in Advanced Data Summer School; ATHENA Course Catalogue operational through Erasmus KA2 project (DACEM).

Research: 49 joint R&D projects launched; Shared Resources Directory enabling infrastructure access across 10 campuses; ATHENA Talks platform connecting researchers globally; Alumni Talks series linking graduates with current students on career preparation; Co-Creation Hub with FabLabs and Makerspaces; Smart Integration Seminar Series (YouTube).

Inclusiveness: Assessment of gender equality within the alliance and the development of an equality measures plan structured into eight thematic blocks ([Gender equality report](#)); ATHENA Career Service with workshops, coaching, and career advice; Career Days and virtual Career Fair connecting students with regional and international employers.

How we collaborate within ATHENA

ATHENA's operational infrastructure will enable the integrated collaboration our 2036 vision requires. Shared research and technological infrastructure will underpin cluster activities and drive our common research and innovation strategy. The Shared Resources Directory catalogues (SRD) cataloguing research infrastructure and enabling access across 10 campuses. Rather than duplicating expensive equipment, partners specialise and share: advanced manufacturing facilities at Siegen and Vilnius Tech, marine research capabilities at Vigo and HMU, digital innovation hubs at Maribor, Vilnius and Porto, Cyber security and AI centres in Maribor and Vilnius. This mutualisation strategy maximises collective capacity while fostering complementarity.

The ATHENA Course Catalogue will evolve into a unified programme browser enabling seamless cross-campus study. Credit recognition arrangements now in place provide the foundation for fully integrated pathways. The Co-Creation Hub connects students, researchers, and companies through FabLabs, Makerspaces, and Design Factories distributed across ATHENA campuses and provides a space where all actors can collaborate on challenge-based projects across all four thematic clusters.

ATHENA Talks bring together top-level scientists from around the world to share insights and discoveries. Topics range from physics, semiconductors, and biomaterials to policy making and internationalisation. Beyond knowledge sharing, these events create networking opportunities for researchers across the alliance, helping identify priorities for collaboration and joint research initiatives. ATHENA Talks will expand to include industry leaders and regional policymakers, connecting scientific advances to regional application.

Beyond infrastructure, ATHENA enables systematic sharing of best practices amongst its members. Successful approaches to pedagogical innovation, industry partnerships, or student support are documented, discussed, and adapted across the alliance.

Regarding coordination, local coordinators and local managers at each institution maintain day-to-day communication. Cluster coordination teams are authorised to engage directly with regional stakeholders and pursue complementary funding. This distributed operational capacity ensures collaboration happens where work gets done.

ATHENA beyond Europe

Attracting global talent is essential to addressing workforce shortages in ATHENA regions. International partnerships extend our visibility, bring students to our campuses, and create pathways for graduates to build careers in Europe.

ATHENA collaborates strategically across various regions (Latin America, Africa, Asia, and the Middle East) through a combination of university networks, joint programmes, and capacity building initiatives. We collaborate with university networks such as CONIF (Brazil) and RUFORUM (Africa). EMINENT, our Erasmus Mundus joint master's degree, attracts students worldwide: 90% come from beyond Europe, primarily from Asia and Africa. Erasmus Mundus Design Measures includes an Egyptian partner. Porto, Siegen and Vigo are currently working on extending ATHENA's BlendEd challenge-based learning model to Africa, South America and Asia.

Research that strengthens education

ATHENA's research capacity directly strengthens our educational mission. Our 49 joint R&D projects span sustainable materials, digital technologies, health innovation, and creative industries, providing the foundation for curricula that incorporate recent developments in these fields. This integration operates at all levels. Undergraduates gain exposure to research through internships and challenge-based projects (including ATHENA's [BlendEd](#) course). Master's students undertake thesis research within ATHENA-wide teams. At the doctoral level, we aim to build joint supervision arrangements and explore industrial PhD pathways with regional employers. Through these mechanisms, students see research as a career choice and build portfolios that demonstrate research competence.

Student engagement

ATHENA is designed with and for students. Student voices will continue shaping alliance development, building on their role in proposing and implementing initiatives since ATHENA's founding. The Student Board has formal governance authority, and the ATHENA Senate includes substantial student representation. Our Student Board Leader was among the 16 signatories of the European Student Assembly's Manifesto on the Future of Universities in Europe. The creation of the ATHENA Erasmus Student Network, the first joint ESN section of any European University Alliance, shows that student engagement is built into how ATHENA operates.

Implementing a fully integrated European University Alliance

ATHENA's governance is designed to support our longer-term vision of a fully integrated European University Alliance, built on equal participation and shared responsibility.

Current structures demonstrate we can operate effectively across ten institutions. The Executive Board of Rectors meets monthly. The Central Coordination Body provides professional coordination and the Student Board embed democratic participation. These

managerial bodies are supported by administrative units composed of all partners: an International Relations Office with monthly meetings and a stable work plan, a project office, and a career centre network - together providing operational support across all ATHENA activities. This governance sustained operations through three years without dedicated alliance funding and enabled the joint programmes, research collaborations, and infrastructure sharing described in this statement.

Today, ATHENA operates as ten universities working together. By 2036, we aim to operate as one fully integrated European alliance working across ten locations. This means governance capacity to make joint academic decisions: approving degrees, setting quality standards, appointing staff to ATHENA-level roles. It means a legal capacity for ATHENA to act as a single entity, using existing mechanisms where necessary, until dedicated EU instruments are available. It means financial arrangements that move beyond project-by-project coordination toward shared institutional investment. It means recognition systems where an ATHENA credential carries weight because it comes from ATHENA, not only from its constituent universities.

The path is incremental. Each joint European degree builds precedent for the next. Each shared appointment tests what is possible under current national frameworks. Each cluster that achieves sustainability demonstrates that ATHENA-level structures can endure. Current governance creates the conditions for these experiments; their success creates the conditions for deeper integration. ATHENA will remain a partnership of autonomous institutions with distinct national contexts. Full integration does not mean uniformity. It means the capacity to act as one where joint action creates value that none of us can achieve alone.

By 2036, ATHENA aims to become the reference case for how regional, technology-focused universities achieve full European integration. Our thematic clusters and shared infrastructure will function as pan-European units within each partner's structures, offering practical models: flexible and lifelong learning pathways for diverse learners, industry co-designed programmes, and credentials that open doors anywhere. ATHENA intends to be not only a successful alliance but a model for European higher education integration.

Endorsement

The rectors of ATHENA's member institutions endorse this mission statement as the foundation for ATHENA's development through 2036 and beyond. We commit to building a Europe where excellence is distributed, where regional universities lead innovation, and where graduates build rewarding careers close to home.

24. 6.

University of Maribor



24 -02- 2026



Instituto Politécnico do Porto

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University of Siegen

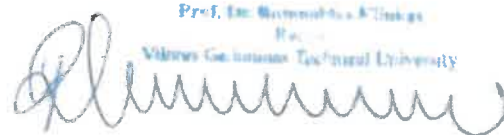
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