

CIVICA

THE EUROPEAN UNIVERSITY OF SOCIAL SCIENCES

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Science



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CIVICA

The European University of Social Sciences

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D10.2 Forum Portfolio

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Contributors	Bocconi University; Central European University; European University Institute; Hertie School; National University of Political Studies and Public Administration; Sciences Po; SGH Warsaw School of Economics; Stockholm School of Economics; The London School of Economics and Political Sciences
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Executive Summary

During the academic year 2024/2025, WP10 has made substantial progress in enhancing CIVICA's global positioning, with particular focus on the preparatory work for Milestone MS28, the CIVICA Global Forum, held at IE University in Madrid on May 2025. The Forum was a high-level, multi-stakeholder event convening over 400 participants, including representatives from CIVICA partner institutions, students, academic and administrative staff, as well as non-academic stakeholders from the public and private sectors. It was a strategic platform for dialogue between academic and non-academic actors about the role of social sciences in advancing innovation, diversity, and international cooperation.

Preparatory work for the Forum was directly linked to prior WP10 activities, including the development of the Action Plan for the Development of a Global Network (MS21). This milestone included the preparation of a comprehensive guide of 150 non-academic institutions that could be of strategic relevance for CIVICA in its global outreach efforts. This list of institutions was leveraged for Forum invitations (speakers and participants), ensuring broad representation at the event.

Throughout AY 2024/2025, IE University has coordinated the planning process in close collaboration with the CIVICA Secretariat and all WP10 partner institutions. A partner consultation

process was launched in November 2024, followed by the agenda design and presentations during the Steering Committee and Management Team meetings in Paris (November 2024). Planning included the definition of the overarching theme, session formats, and alignment with CIVICA's strategic focus areas. Two WP10 coordination meetings were held (September and December 2024), with dedicated discussions on event objectives, institutional contributions, and stakeholder engagement. Overall, WP10 activities in AY 2024/2025 have strengthened CIVICA's outreach capacities and international engagement strategy.

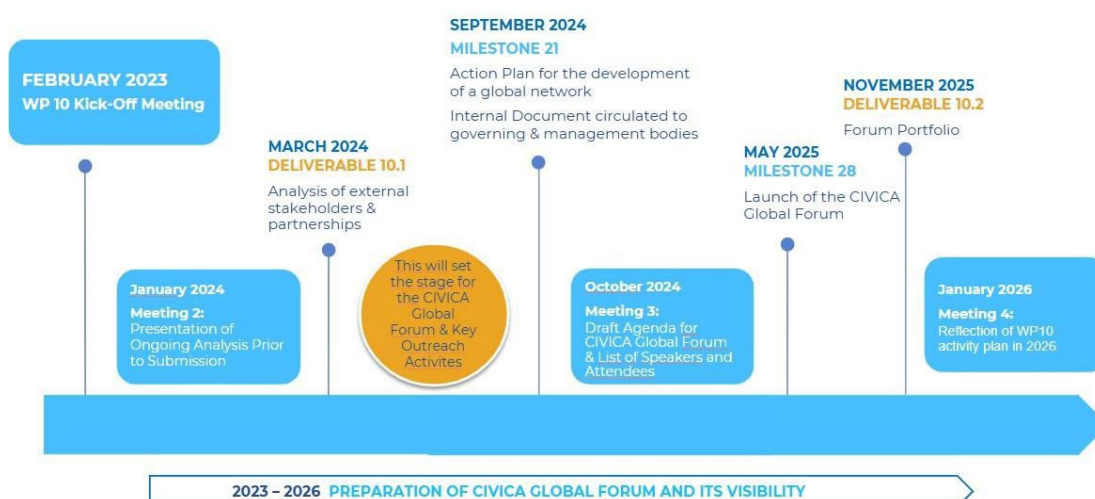
Introduction

The Global Forum, held at IE University in Madrid on 6-7 May 2025 and supported by the European Commission's European University Initiative, was conceived as a strategic platform for dialogue between academic and non-academic actors about the role of social sciences in advancing innovation, diversity and international cooperation. It brought together institutional leaders, experts, students, and global partners.

The event took place at a time of accelerated global transformation, where economic, technological, social, political, and environmental dynamics are compelling higher education institutions to reassess their models and redefine their societal role. Responding to these challenges requires collective action and collaboration across sectors, including governments, international organisations, civil society, and the private sector.

Within this context, WP10 serves as a key driver for extending CIVICA's international engagement. Through initiatives such as the Global Forum, WP10 aims to strengthen strategic partnerships, foster joint projects, and shape a roadmap to reinforce CIVICA's global presence and impact. Ultimately, the Forum represents an essential step toward positioning the Alliance as a global reference in the social sciences and contributing to renewed thinking on the role of universities in society.

WP 10: NEXT STEPS FEB 2023 – JAN 2026



Indicators and targets for the CIVICA Forum

Before the CIVICA Global Forum took place, a set of indicators and targets was established to guide planning and measure success. These benchmarks focused on participation, outreach, and strategic engagement. The Forum, hosted by IE University in Madrid on the 6th and 7th of May 2025, aimed to attract over 250 participants and provide live online streaming to ensure wider accessibility. The planning process included partner consultations completed in late 2024, presentation of the preliminary agenda at Steering Committee and Management Team meetings in early 2025, and finalisation of invitations and registration by April 2025.

Key objectives were monitored through registration numbers, attendance, and media coverage. In addition, the Forum served as a platform to strengthen relationships with non-academic socio-economic partners. In line with task 10.1.1, strategic mapping identified more than 150 potential contacts, exceeding the initial target of 100, and laid the foundation for at least 10 effective partnerships with global stakeholders. While formal agreements are still in progress, bilateral exchanges initiated during the Forum marked an important step towards consolidating these collaborations, with outcomes reported in the following academic year.

Evaluation strategies for the CIVICA Forum

Quantitative evaluation: To monitor registrations and attendance at the CIVICA Forum; monitor participation of key potential partners participating in the Forum; and to monitor participation of press/media.

Qualitative evaluation: To provide a clear plan of action on launching conversations and engaging potential socio-economic partners; provide alliance members with a clear first plan of action and a timeline for approval of the final list of potential speakers and participants; and to monitor and evaluate the impact on social media, together with WP11.

Content aspects of the Forum

I. Pre CIVICA Forum

CIVICA Global Forum Presentation Meeting

The initial presentation meeting for the CIVICA Global Forum marked the formal launch of the collective work that would shape the 2025 edition of the event. Held on 10 September 2024, it brought together representatives from all partner institutions to introduce the concept of the Forum, outline its ambitions, and initiate a coordinated work process across the alliance.

Rather than focusing on operational details, the meeting served above all as a platform to collectively define the vision, objectives, and strategic direction of the Global Forum. Partners discussed the purpose of establishing a flagship event for the alliance and reflected on how to

position the Forum as a space for impactful dialogue on higher education, European cooperation, and the future role of social sciences. The exchange also helped ensure that all institutions felt equally represented and involved from the outset, reinforcing the shared ownership that would guide the months ahead.

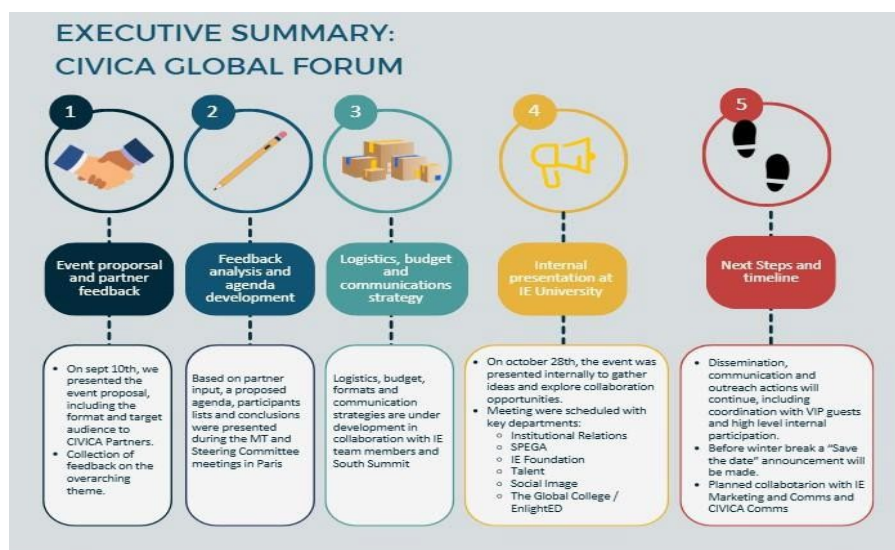
A central part of the session focused on agreeing how the Forum should be conceived: its broad thematic pillars, the balance between high-level speakers and participatory sessions, and the importance of creating opportunities for engagement among students, faculty, and external stakeholders. Preliminary ideas such as keynote interventions, thematic panels, and spaces for institutional collaboration were discussed to establish a common framework to be refined collectively.

The meeting also highlighted the importance of coordinated communication and outreach. Participants discussed the preparation of a save-the-date, the development of a unified visual identity and the creation of a dedicated website to ensure visibility across the alliance. This reinforced the need for ongoing alignment between communication teams and institutional leadership.

Overall, this opening meeting set the foundation for a truly collaborative process. It ensured a shared understanding of the Forum's goals and established a cooperative working dynamic that would guide the design and preparation of the Global Forum in the following months.

Internal initial timeline of the event

A document was shared internally ahead of the Forum to ensure that everyone involved had a clear understanding of how the activities would unfold during the early planning phase. It provided an overview of the key steps leading to the event and helped align teams around the development of the initial draft programme that would later evolve into the full Forum agenda and schedule. The accompanying timeline infographic offers a concise visual summary of this preparatory process.



Drafting the Global Forum: Mailing ideas for panellists and partner's feedback

In preparation of the CIVICA Global Forum, a structured outreach strategy was launched approximately six months prior to the event, starting just before the Christmas break in 2024. To organize this effort, meeting minutes were created, documenting ideas contributed by IE staff as well as external partners.

These communications invited internal IE stakeholders to propose panels, refine session titles, and suggest moderators and speakers, ensuring alignment with the Alliance's objectives while allowing flexibility for more dynamic and impactful sessions. Clear deadlines were set, as feedback and proposals were requested by January 27, ahead of the official communication launch on February 1. Follow-up actions included scheduling coordination calls and consolidating suggestions into the final agenda. This early and proactive engagement ensured broad participation and diversity in the Forum's content.

From an internal communication perspective, personalised emails were sent to key academics and IE departments across thematic areas: Humanities, Sustainability, Centre for the Governance of Change, Centre for Global Policy, Strategy & Development, and Talent & Careers, to encourage their involvement in shaping the programme. These minutes served as a foundation for discussions and decision-making throughout the planning phase. You can access a draft of emails [here](#). These minutes served as a foundation for discussions and decision-making throughout the planning phase.

One example was a session with IE's Director of Sustainability and other key staff, aimed at defining conceptual ideas for panels that would shape the Forum. The first document highlighted during the drafting phase included a proposal with two main themes as core topics (see [here](#)): *Higher Education and Global Partnerships*, and *Youth as Changemakers*. These themes, along with guiding discussion questions, were initially debated internally, and later consolidated and discussed with IE's CIVICA partners, ensuring all stakeholders felt acknowledged, included, and part of a collaboratively designed programme where everyone could feel comfortable and represented.

In parallel, consultations were held with CIVICA member institutions and the CIVICA Secretariat along the same lines (academic input, speakers' suggestions, thematic areas, etc.) communications were sent to each institution and the Secretariat and responses were compiled in a large excel document that allowed the careful elaboration of the agenda to ensure that each institution was represented. We believe that this collective feedback was crucial and non-negotiable as it developed the idea of having a jointly designed Forum. These discussions revolved around a main theme, shaping global education: innovation, sustainability and societal impact. However, other alternative proposals were made (see the minutes of the meeting [here](#)): the role of higher education in addressing the polycrisis, global perspectives on higher education futures and redefining university roles for the next generation.

Another key aspect worth highlighting is the discussion around the types of participants expected to join the Forum: representatives from the European Commission to provide policy insights; NGOs and corporate leaders to bridge academia and industry; academic leaders; student representatives to bring youth perspectives; and other European alliances to share best practices. In this regard, the target audience and engagement strategy were clearly defined: the CIVICA community, EU officials, global partners, and civic networks.

To consider these ideas that were shared among different CIVICA partners, a comprehensive Excel file was developed to consolidate all the information gathered. The list of confirmed participants by Institution can be found below:

Role	Title	Institution
Speaker	Provost	IE University
Speaker	Dean of School of Politics, Economics and Global Affairs. Former Primer Ministry of Italy	IE University
Speaker	Vice President for International Affairs	Sciences Po
Speaker	Provost, IE University	IE University
Speaker	Pro-Rector for External Relations	CEU
Speaker	President	Hertie
Moderator	Vice Provost, GAPA	IE University
Speaker	Head of Global Health Medicines R&D	GSK
Speaker	Acting Director of UNSSC	UNSSC
Speaker	Dean, IE Law School	IE University
Speaker	Head of Institutional Relations & Sustainability	ALLIANZ
Moderator	Dean, School of Humanities	IE University
Speaker	Pro-Rector for Foresight and Analysis	CEU
Speaker	Professor	IE University
Speaker	Dean of Research	Sciences Po
Speaker	Dean for School of Research	Sciences Po
Moderator	Director, Global Policy Center	IE University
Speaker	Professor	EUI
Speaker	Professor, Department of Entrepreneurship, Innovation & Technology	SSE
Speaker	Associate Profesor - médialab	Sciences Po
Speaker	Director, LSE Eden Centre for Education Enhancement	LSE
Speaker	Responsible AI Trainings for EMEA	Google
Speaker	Manager, Data Sciences Lab	Hertie
Moderator	Vice Dean, Graduate Programs	IE University
Speaker	Vice Dean SPEGA	IE University
Speaker	Dean of Graduate Programmes	Hertie
Moderator	Associate Professor of Political Economy and Sociology	Bocconi
Speaker	Rector's Representative for Cooperation with the EU. Head of Department of Political Studies	SGH
Moderator	Director of Sustainability	IE University
Speaker	Senior Manager, Network Programs	UNSDSN
Speaker	Global Sustainability Director	Acciona

Speaker	Vice Dean of Business with Purpose & Director of Center for Social Innovation & Sustainability	IE Business School
Speaker	Professors, Department of Entrepreneurship, Innovation and Tech	SSE
Moderator	Director, Center for Governance and Change	IE University
Speaker	Government & Public Services Strategic Foresight Leader	Deloitte
Moderator	Deputy Vice President for International Affairs	Sciences Po
Speaker	Senior Program Manager at the Yehuda Elkana Center for Higher Education	CEU
Speaker	Professor of European Politics and Chair of Contemporary Turkish Studies at LSE	LSE
Speaker	Director, CEDE	Universidad de los Andes
Moderator	Director of Campus Life	IE University
Speaker	Head of Educational Programs, Leadership and Management Institute	Ukrainian Catholic University
Speaker	Student	IE University
Speaker	Managing Director of Community & Partnerships	The Social Hub
Speaker	Director, International Centre	SGH
Speaker	Dean Paris School of International Affairs (PSIA)	Sciences Po
Moderator	Director for Development & External Relations	EUI
Speaker	Associate Vice President for Education	LSE
Speaker	Presidenta Universidades Españolas en Universidades Europeas, Catedrática Universidad Granada, Coordinadora ARQUS	ARQUS - UGR - UEUE
Speaker	President of the British Academy	LSE
Speaker	University and Dean of Humanities, Economics and Social Sciences. Executive President of the Policy Center for the New South.	Polytechnic University (UM6P)
Speaker	Co-Founder	Mediterranean Screen Arts Academy
Moderator	Professor	IE University
Speaker	Dean - School of Science and Technology	IE University
Speaker	European Commissioner. Intergenerational Fairness, Youth, Culture and Sport	European Commission
Speaker	Vice Provost Global Academic Partnerships & Alliances	IE University

Formal High-Level Invitations and Institutional Communications

Formal invitations were sent to high-ranking figures both within IE University and external partners in the previous months to the Forum, using a notably formal tone to reflect the institutional importance of the event. Attention was paid to protocol, clarity, and respectful communication, ensuring that each message aligned with the expectations and stature of the recipients. Two examples of these institutional communications issued by IE University can be found here: [Invitation 1](#) and [Invitation 2](#)

Coordination between panel moderators and speakers

Once all the previous work had taken place, the panels were drafted and the moderators and speakers were chosen. Weeks before the Forum, emails were sent by members of the CIVICA Global Forum coordination team at IE as follow-ups to previous communications regarding panel preparation. [These messages](#) aimed to encourage panellists and moderators to engage in prior discussions before the Forum, allowing them to align on topics and key points they wished to address during the event. The primary objective was to ensure that all arrangements were on track and that the panels would run smoothly as the event dates approached. In addition, every moderator reached out to their panellists and prepared a concise briefing document outlining the questions to be used during the session. To illustrate this internal communication process, we highlight the example of a panel held on Day 1. Please find a sample email that was sent by one of the panel's moderators:

Dear Panellists:

It is a pleasure to connect with you. As you are aware, I will be moderating the panel Building a Transformative Higher Education Ecosystem: The Pivotal Role of Partnerships with Industry, Multilateral Organizations, and Civil Society, scheduled for May 6th from 17:45 – 18:45. The panel will be held in the IE Auditorium, immediately following the CIVICA Leadership panel.

The aim is to have an interactive and dynamic panel discussion guided by structured questions. We will not be using slides or formal presentations; I would prefer a dialogue format.

- *Proposed Panel Structure:*
- *Introduction to the overarching topic and introduction of panellists (10 minutes)*
- *Opening question: What are the benefits of partnerships and alliances between higher education institutions and external stakeholders such as the private sector, multilateral organizations and civil society, and how do these actions benefit society as a whole? (3–5 minutes per panellist)*
- *Panel discussion with additional questions (20 minutes)*
- *Audience Q\&A (10 minutes)*
- *Wrap-up and final comments from panellists (5 minutes)*

I am currently preparing a portfolio of questions that I will draw from for the panel discussion. I will share these questions with all of you early next week. I would also be happy to jump on a call if you are interested in discussing some of these topics further. I calculate that I will be able to ask each of you no more than 2–3 additional questions beyond the opening question.

If you need any additional information or have specific concerns, please feel free to reach out. I look forward to meeting you in Madrid!

In addition to the previously mentioned email sent to the panellists, all moderators contacted their speakers in advance to share a set of guiding questions that could be raised during the panel. This preparatory step helped frame the conversation, ensure alignment on the key themes to be discussed, and provide panellists with a clearer sense of the intended direction of the dialogue. As an example, for the panel moderated by María Eugenia Marin, a series of questions were prepared

beforehand and shared with participants to support a thoughtful and coherent discussion throughout the session, you can find the document [here](#).

II. During CIVICA Forum

1. CIVICA Forum Agenda

The CIVICA Global Forum took place over two days at the IE Tower, bringing together leaders from academia, industry, and civil society to explore the future of higher education. The programme focused on strategic partnerships, innovation in the social sciences and humanities, and the role of higher education in addressing societal challenges, sustainability, and global collaboration.

The Forum included sessions on emerging technologies, public policy foresight, artificial intelligence in education and research, and panels on the Sustainable Development Goals. It concluded with closing remarks and a farewell reception, highlighting CIVICA's commitment to dialogue and collaboration.

The agenda can be viewed [here](#) while the following section presents concise briefings on each panel, illustrating the preparation and substantive work behind the event.

Day 1 of CIVICA Forum

Keynote Session. Shaping the Future of European Higher Education: The Central Role of the European University Alliances Initiative (EUAI). This keynote session examined the evolving landscape of higher education in Europe, focusing on innovation in teaching, cross-border collaboration, and the role of universities in policy and societal development. It provided a forward-looking perspective on how European universities can leverage the EUAI framework to enhance their impact, global competitiveness, and ability to address societal challenges.

CIVICA Leadership Panel. Higher Education Leadership in Uncertain Times: Geopolitics, Climate Change, and the Growing Impact of New Technologies. This panel explored how higher education institutions can adapt to a rapidly changing world marked by geopolitical shifts, climate challenges, and technological disruption. Discussions focused on governance, institutional resilience, and strategies for fostering academic excellence in an interconnected global environment.

Concurrent Sessions

- *Building a Transformative Higher Education Ecosystem: The Pivotal Role of Partnerships with Industry,*

Multilateral Organizations, and Civil Society. This session discussed how partnerships with diverse stakeholders can enhance the impact and reach of higher education institutions. It explored best practices for collaboration between universities, the private sector, international organizations, and civil society to foster innovation and societal progress.

- *Finding the Sweet Spot: The Intersection of Social Sciences and the Humanities.* A deep dive into the synergies between social sciences and the humanities in shaping policies, critical thinking, and ethical considerations in a rapidly evolving world.
- *Fostering Innovation, Policy, and Impact Through Social Sciences Research.* This discussion examined how research in the social sciences contributes to policy development and societal transformation. Panellists highlighted successful examples of research influencing policy and discussed ways to strengthen the bridge between academia and decision-makers.

Day 2 of CIVICA Forum

Concurrent Sessions 1

- *Deep Knowledge and Breadth of Vision: What Social Sciences Graduates Bring to the Table.* This session explored the transferable skills and unique perspectives that social sciences graduates bring to employers, industries, and society. It emphasized how expertise in critical thinking, data analysis, and human behaviour equips graduates to navigate complex global challenges and drive innovation.
- *Harnessing AI for Transformative Education and Social Sciences Research.* This panel examined the impact of artificial intelligence on higher education and research in the social sciences. Discussions included ethical considerations, AI-driven innovation in learning methodologies, and its role in shaping public policies.
- *Bridging the Gap: The Role of Academia and Global Networks in Advancing SDGs.* This panel explored how universities can drive progress toward the United Nations Sustainable Development Goals (SDGs) through education, research, and international partnerships. Experts discussed strategies for enhancing global impact, fostering interdisciplinary collaboration, and integrating sustainability into academic initiatives.

Concurrent Sessions 2

- *Governance and Regulation of New Emerging Technologies: Shaping Perspectives Through a Foresight Lens.* A discussion on the role of social sciences in shaping regulatory frameworks and ethical considerations for AI, big data, and digital governance. The session explored how foresight approaches can inform policies around emerging technologies, focusing on ethical governance and long-term societal impacts.
- *Rethinking Student Engagement in a Rapidly Changing Globalized World.* This session examined innovative approaches to fostering student participation, activism, and leadership in an increasingly interconnected and digitalized world. Discussions focused on strategies to enhance engagement and equip students with skills to drive meaningful change.
- *The Political Economy of Higher Education: Inclusiveness, Societal Advancement, and Shifting Demographics.* Experts discussed how demographic shifts and inclusivity efforts impact the accessibility and evolution of higher education. The session explored the role of higher education in fostering social mobility, addressing demographic changes, and ensuring inclusiveness.

Plenary Sessions

- *SHAPE & STEM: Molding New Generations of Global Changemakers.* This plenary session highlighted the need for interdisciplinary education integrating STEM and SHAPE (Social Sciences, Humanities, and Arts for People and the Economy) to tackle complex global challenges. Discussions emphasized how cross-disciplinary collaboration fosters innovation and equips future leaders with holistic problem-solving skills.
- *The Role of Higher Education in Strengthening Europe's Competitiveness.* This panel explored how European universities strengthen the region's global economic positioning through research, innovation, and talent development. Discussions focused on fostering a competitive knowledge economy and driving technological and societal advancements.

Keynote session. Future-Proofing Europe: Universities at the Heart of Skills, Youth, and Innovation. This closing keynote reflected on the pivotal role of education in fostering youth empowerment, innovation, and intergenerational solidarity. It highlighted how universities can strengthen Europe's talent pipeline, support lifelong learning, and bridge the gap between academia, industry, and policy.

Closing remarks

Logistical aspects of the Forum

I. Pre CIVICA Forum

1. Students' attendance and logistics

During the Global Forum, Student Ambassadors and ESR Board members participated as key representatives of the student community, reinforcing the event's goal of bringing together academics, staff, and students from across CIVICA. The Forum also marked an important milestone: the first joint in-person meeting of the two student boards, which resulted in several concrete outcomes and strengthened avenues for future collaboration.

This strong student involvement was part of a broader cross-work package collaboration, particularly between WP10 and WP9, which worked together to integrate student perspectives into the programme and ensure their meaningful contribution to the Forum.

All students attending the Global Forum were accommodated at the Social Hub in Madrid, which has developed partnerships with several CIVICA Schools. This collaboration provided an enriching experience beyond lodging, offering multiple engagement and networking opportunities and reinforcing a sense of CIVICA student community. A senior Social Hub leader also participated as a speaker in one of the Forum panels, highlighting the institutional collaboration.

Transfer services were arranged between the Social Hub and the IE Tower during the event days, facilitating active participation in sessions and events.

Student accommodation details were collected through a dedicated mailing campaign to partner universities, ensuring smooth logistical coordination for Student Ambassadors and Board Representatives. This approach allowed the organising team to consolidate travel and lodging plans well in advance, minimising last-minute issues.

2. Mailing for Registration and Staff Logistics

An email message (available [here](#)) was sent to all staff participants and senior representatives informing them about the available accommodation options and providing logistical updates. This communication included details on the registration process, which required participants to register separately for each day and for individual concurrent sessions, as well as instructions for QR code verification at IE Tower. It also shared the updated agenda, a customised Google Maps link for travel assistance, and a list of recommended hotels near the venue.

For those speakers whose flights were scheduled on the same day as the event, transfers were coordinated from the hotel to the airport, exclusively for departures on the 6th or 7th of May. This logistical support was essential to facilitate their participation, as without these arrangements, some speakers might not have been able to attend and contribute to the enriching debates that took place at the Forum.

3. Registration for attendees

The CIVICA Global Forum was published on [IE Connects](#), an internal IE platform used for registering for all activities taking place at the university. This site served as the official registration hub, featuring two separate sign-up forms — one for each day of the event. This approach aimed to simplify participation, encourage early registration and enable the team to track attendee profiles, including roles and fields of interest. Additionally, the page showcased the speakers with short biographies highlighting their diverse expertise across academia, policy and industry, reinforcing the Forum's multidisciplinary and global nature.

CIVICA partners were invited to share the opportunity to attend the Global Forum with their own contacts and relevant mailing lists, asking interested participants to register through the IE Connects platform. As an example, Bocconi University coordinated a dedicated invite email campaign in close cooperation with the Alumni and Fund-Raising team targeting all Bocconi Alumni registered in the Spain Chapter.



To maximise visibility and engagement, promotional efforts extended also across campus: the event image, featuring a QR code linked to the registration page, was displayed on all digital panels and inside IE Tower lifts, ensuring easy access for students and staff. In addition to the digital presence, the event was promoted through on-site visual communication at IE Tower.

Key information and branding were displayed on horizontal screens throughout the building, ensuring high visibility for attendees and visitors. Complementing this, a vertically formatted flyer was designed and distributed to reinforce the message and create a cohesive promotional strategy across both physical and digital channels.

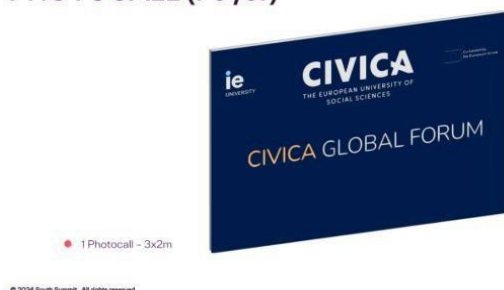
4. South Summit creatives

IE partnered with South Summit to manage the creative concept, event branding, and registration experience. Their team delivered a comprehensive [design strategy](#) that shaped the visual identity of the event.

The creative concept included custom designs for registration counters, badges and directional totems for areas that were planned to be used, such as the main auditorium and classrooms. Each space featured branded elements like vinyls, logo cubes and programme displays to create a cohesive and professional environment. South Summit also designed a branded photocall in the foyer, auditorium graphics including a corporate podium logo for the speakers, and merchandising such as notebooks, tote bags, tumblers and T-shirts. These creative assets reinforced the event's identity and provided memorable touchpoints for participants.

The main design for the auditorium was delivered as expected in the first proposal, and through this collaboration with South Summit, the event achieved a visually engaging execution that reflected connectivity among the different spaces where the event was taking place. Idea of creatives proposed by South Summit:

PHOTOCALL (Foyer)



AUDITORIO

Gráfica Atril



Corpóreo Logo



Final and delivered set-up at the concurrent sessions



Final and delivered set-up at the Auditorium



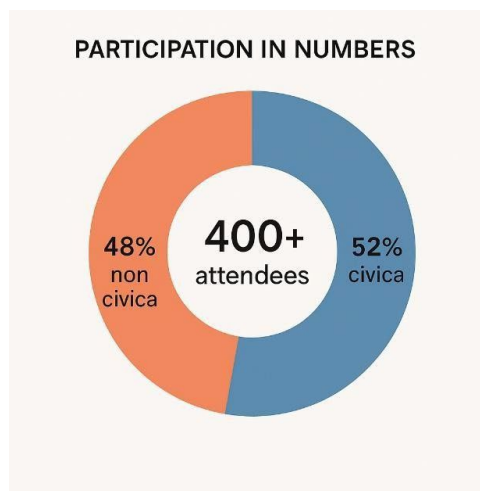


Delivered set-up at the foyer:



II. During & Post CIVICA Forum

1. CIVICA Forum in numbers



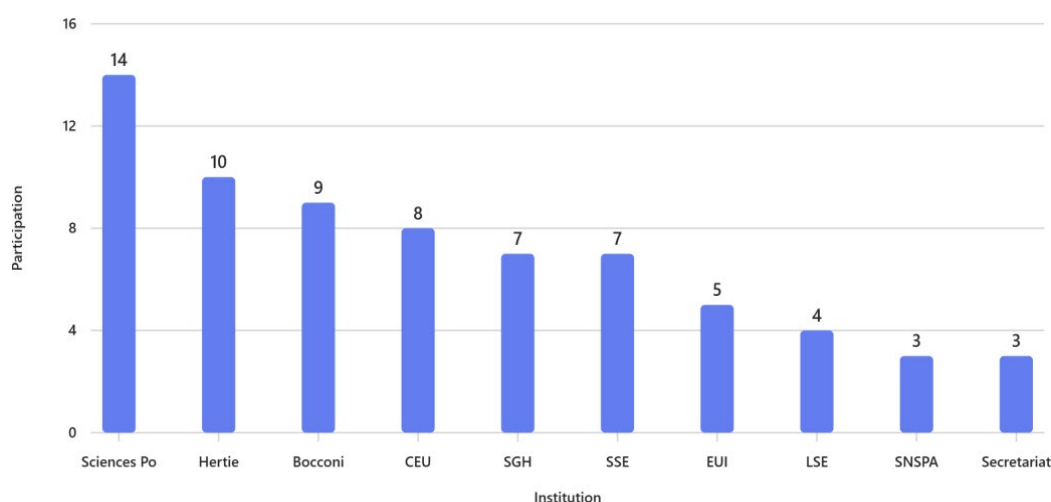
The CIVICA Global Forum welcomed more than 400 participants. Of these, approximately 48% were external attendees (non-CIVICA), while 52% were individuals that represented the CIVICA alliance.

1.1. CIVICA Partners Participation by Institution and Distribution by Role

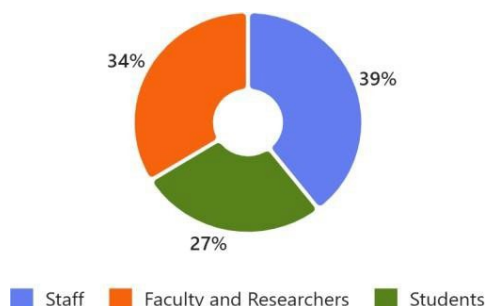
Apart from IE, which is not included in this chart since the event was hosted in Madrid, we considered participation (by institution) for the other members of the alliance. In this case, the figures range from 14 to 3 participants per institution, with all schools having representatives attending the event.

Overall, these numbers are quite balanced and demonstrate a relatively even level of engagement across partners.

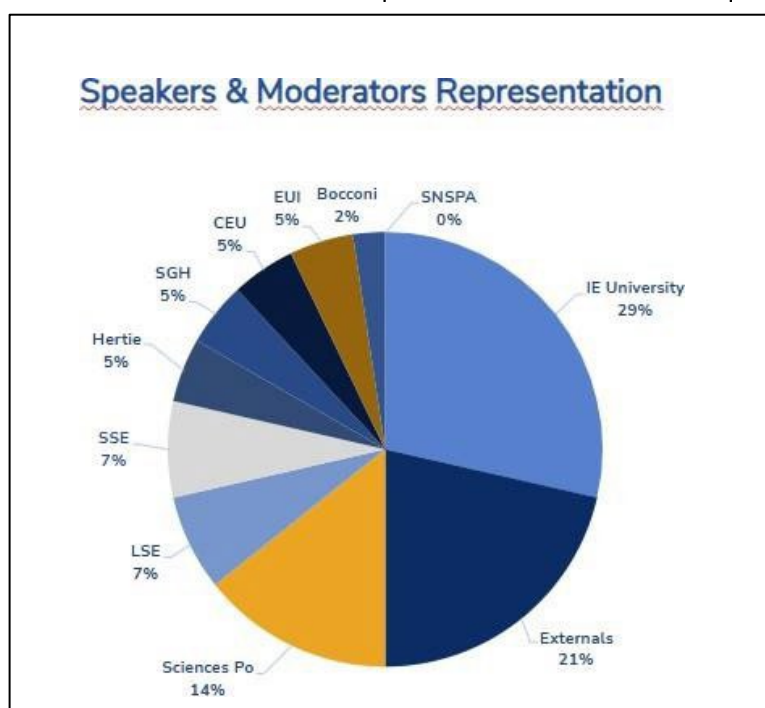
Additional numbers highlight the involvement of IE University in hosting and delivering the CIVICA Global Forum, as over 200 participants from IE attended and contributed to the event, including 100+ students who engaged in sessions and networking opportunities, 25+ staff members who ensured coordination and logistics, and 18 speakers and moderators who led discussions and shared expertise. We acknowledge that these figures are higher than those of the remaining alliance members since the event was hosted in Madrid, making it significantly easier for IE participants to attend.



Regarding the percentages noted above, these show that nearly 40% of attendees were university staff, followed by a significant number of faculty and researchers, and finally the smallest proportion represented by students from the alliance. This distribution highlights that the Forum was a truly cross-cutting event, benefiting individuals with diverse backgrounds and interests.



1.2. CIVICA Global Forum speakers and moderators' participation



Of the total speakers and moderators at the CIVICA Global Forum, 29% of them were from IE University, reflecting IE's role as the host institution. The second largest group of speakers and moderators comprised external participants, followed by Sciences Po (14%). The remaining alliance institutions demonstrated a relatively similar level of participation in terms of speakers and moderators, ensuring balanced representation across the event.

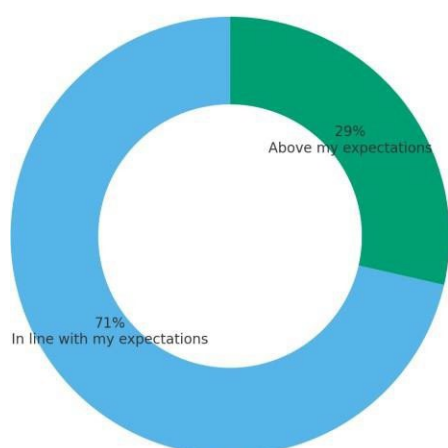
2. Feedback survey results

Following the Global Forum, a comprehensive and detailed feedback survey was conducted to gather participants' impressions and insights related to the event. The survey was extensive, covering various aspects of the Forum experience, and we believe it is important to highlight several key points reflected in responses:

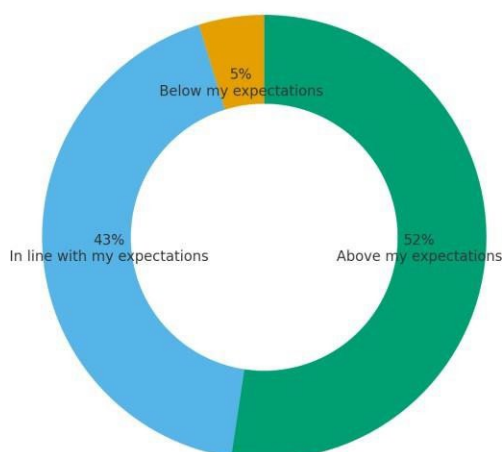
The feedback on the format of the CIVICA Global Forum shows that most participants felt the event aligned well with their expectations, suggesting that the structure, flow and overall organisation matched what attendees anticipated from a multi-institutional academic gathering of this scale.

The absence of negative responses reinforces that the chosen format was effective, engaging and well received by the community. In terms of organisation and logistics, 52% of respondents rated these dimensions above expectations, 43% found them in line with expectations and only 5% rated them below expectations, an important insight to consider when planning future events hosted by CIVICA.

Format of the CIVICA Global Forum

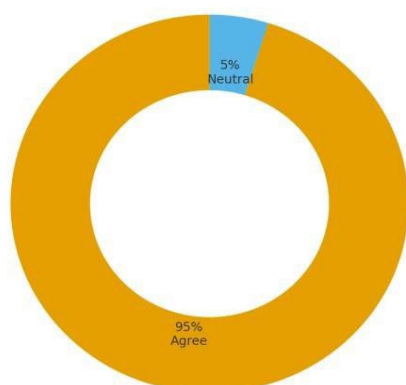


Organization and Logistics

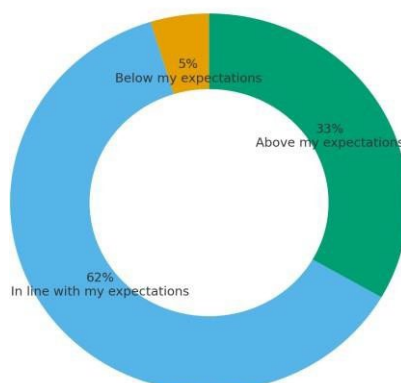


The overwhelmingly positive response to the question of whether participants would recommend being involved in CIVICA reflects a strong sense of value and engagement across the network, with the vast majority expressing clear support for continued participation. This enthusiasm suggests that attendees perceived the initiative as meaningful, relevant, and beneficial to their academic, personal, and professional interests. Similarly, feedback on the networking opportunities indicates that most participants found these moments enriching and well-structured, enabling productive exchanges across institutions. Together, these results highlight the Forum's success in fostering a collaborative community spirit and underscore the importance of maintaining and further strengthening these interactive elements in future events that could be developed under WP10.

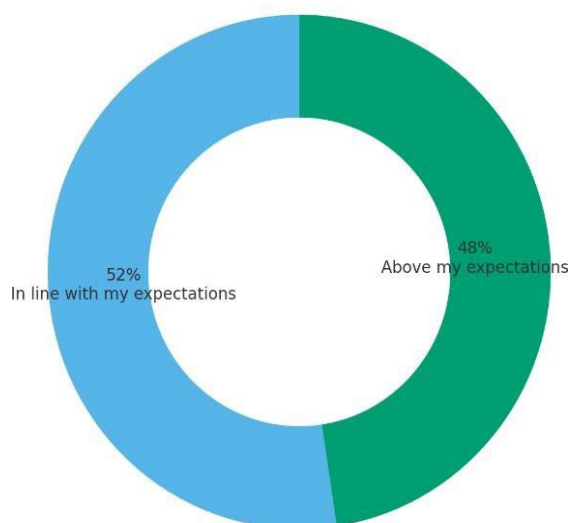
Would You Recommend Being Involved in CIVICA?



Networking Opportunities



Content of the CIVICA Global Forum



The overall content of the CIVICA Global Forum was highly valued by attendees, with the majority rating it as meeting their expectations and the remainder rating it as exceeding their expectations.

At the end of this section, it is also worth highlighting that the sessions with the highest attendance likely attracted participants because they addressed broad, strategic questions about the future of higher education. The keynote and the leadership panel offered high-level perspectives and featured prominent speakers, making them natural focal points for attendees. Similarly, sessions on transformative education ecosystems and shaping new generations of changemakers were particularly appealing due to their forward-looking relevance and direct connection to the mission of CIVICA.

Most Popular Sessions (From Highest to Lowest)

- 1 Keynote – Shaping the Future of European Higher Education
- 2 CIVICA Leadership Panel – Higher Education Leadership in Uncertain Times
- 3 Building a Transformative Higher Education Ecosystem
- 4 SHAPE & STEM: Molding New Generations of Global Changemakers
- 5 The Role of Higher Education Strengthening Europe's Competitiveness
- 6 Finding the Sweet Spot: The Intersection of Social Sciences and the Humanities
- 7 Rethinking Student Engagement in a Rapidly Changing Globalized World
- 8 Harnessing AI for Transformative Education and Social Sciences Research
- 9 Bridging the Gap: The Role of Academia and Global Networks in Advancing SDGs
- 10 Deep Knowledge and Breadth of Vision
- 11 The Political Economy of Higher Education

In contrast, the sessions with the lowest attendance tended to focus on more specialised or technical themes, which may have appealed to a narrower audience. While their content was valuable, it likely required specific expertise or interest, resulting in lower overall participation.

Communication aspects of the Forum

I. Pre CIVICA Forum

1. Internal Communication

Before the CIVICA Forum, an internal communication plan was implemented at IE University to ensure strong outcomes from the event. The main objective was to generate sufficient visibility and engagement so that the Forum could be appropriately positioned among key stakeholders.

This plan was not simply about sending a few announcements; it involved a structured approach to communications and marketing, fully aligned with the Forum's strategic goals. The aim was to create anticipation, build credibility, and ensure that the event resonated with academics, socio-economic actors, and institutional partners.

This communication plan refers to the [document attached](#), which includes key milestones from initial ideation and planning to post-event dissemination. Each phase required coordinated actions between the organising team and the communications department. Deliverables from IE University's internal communications team—including pre-event materials, live coverage, and post-event reports—were also essential to amplify visibility and demonstrate impact. In this regard, the communication strategy was designed to make the Forum more than just an event; it served as a branding and positioning opportunity for CIVICA on an international scale.

Building on the initial strategy, a Distribution Plan for the Pre-CIVICA Global Forum was established. This plan translates objectives into actionable steps for each stakeholder group, ensuring that messages are tailored, channels are defined, and responsibilities are clear. It specifies owners and objectives for each team, covering everything from raising awareness to securing participation. The plan defines channels and actions, such as internal platforms like Workplace, newsletters, and QR codes for registration, making access straightforward and visible. Content ideas include posts, invitations, and highlights designed to inform and motivate different audiences. The focus was on the pre-event stage, ensuring that all tasks related to internal promotion were completed on schedule.

2. External Communication

The Distribution Plan for the CIVICA Forum had different perspectives. We previously talked about the internal communication aspect of the pre-CIVICA Forum strategy, but there was also a comprehensively developed plan for external communication in coordination with the Hertie School, leaders of WP11. The plan included to increase visibility and engage key audiences outside of the alliance.

Initiatives comprised: coordinating a press release to secure media coverage, sending invitations to a broad range of institutions to foster networking, as well as launching a social media campaign that went beyond standard materials. To encourage participation, official CIVICA channels were used to launch announcements, articles, videos and interactive posts. All these activities were executed during the pre-event phase.

II. During CIVICA Forum

1. Internal Communication

To ensure engagement throughout the CIVICA Global Forum, a third set of communication actions was carried out during the event to maintain visibility and foster participation. These activities focused on real-time interaction and internal awareness, complementing the pre-event efforts. The Social Media and Brand Marketing team implemented live coverage through quick speaker reactions and short video snippets, offering exclusive insights for faculty and students. Reminder emails were sent to faculty and staff at IE University on the morning of the event to encourage attendance and participation. Additionally, internal-only interviews with speakers were organised to provide unique perspectives on the Forum's theme and strengthen the sense of involvement within the IE community. All these initiatives aimed to create a dynamic and interactive experience, ensuring that the Forum's key messages and opportunities were effectively communicated as the event unfolded.

2. External Communication

The fourth strategic communication plan focused on external activities during the event and consisted of a series of coordinated actions aimed at delivering high-impact content, including articles, videos and opinion pieces. Social Media and Brand Marketing managed live coverage across platforms such as Instagram, LinkedIn, X (formerly Twitter) and TikTok, sharing real-time updates, speaker soundbites and dynamic behind-the-scenes content to create an authentic and engaging experience. Short-form videos, reels and stories captured the energy of the Forum, providing exclusive glimpses into panels and networking moments. These initiatives ensured that the CIVICA Global Forum maintained strong external visibility and delivered compelling narratives throughout the event.

During the Forum, extensive Instagram Story coverage was conducted across several accounts to further increase reach and impressions, sharing insights aligned with the narratives of each school. As most posts during this period were Instagram Stories, the number of impressions generated was high, but engagement rates were relatively low, since users typically do not interact extensively with Stories. This underscores the need to diversify content formats for future events, incorporating more interactive posts, reels and LinkedIn updates to encourage comments, shares and deeper audience participation.

III. Post CIVICA Forum

1. Internal Communication

The fifth communication project for the Forum was the Internal Post-Forum initiative, which focused on activities such as social media and brand marketing to provide a post-event wrap-up and highlight key outcomes. This included sharing significant moments and takeaways from the Forum, publishing recap posts, articles and testimonials, and emphasising the best moments along with an overall impact summary.

An internal post-event newsletter was also created to summarise key learnings for the internal community, featuring content such as “5 Must-Know Takeaways from CIVICA Global Forum” and highlighting key insights and expert perspectives. Additionally, internal recognition posts were published to acknowledge major contributors and give recognition to event organisers, faculty speakers and others on internal platforms, with messages such as “A huge THANK YOU to the team behind #CIVICAGlobalForum!”

1.1. Comparison of Event Figures Over Time

PRE-EVENT FIGURES	DURING EVENT FIGURES	POST-EVENT FIGURES
Number of posts 6	Number of posts 32	Number of posts 18
Total impressions 20,162	Total impressions 62,678	Total impressions 19,713
Total interactions 241	Total interactions 949	Total interactions 441

The data indicate that most engagement occurred during the event. Prior to the Forum, six Instagram posts from IE University’s internal communications team achieved approximately 20,000 impressions and 241 interactions. During the event, activity increased substantially, with 32 posts generating over 62,000 impressions and 949 interactions. Following the event, interest continued with 18 posts, nearly 20,000 impressions and 441 interactions. These figures highlight that posting during the event was key for visibility, while continued content afterwards helped maintain audience attention.

2. External Communication

The final strategic communication plan, which we consider particularly important to highlight, was the External Post-CIVICA Forum strategy. This included activities such as LinkedIn and Instagram recap posts featuring carousel content with speaker quotes, event photos and key insights; a narrative team blog post on the website; LinkedIn articles summarising five key takeaways from the CIVICA Global Forum with messages such as “Missed #CIVICAGlobalForum? Here are 5 insights that will shape the future of education”; a comprehensive communications article on the IE University website and press release providing a detailed summary and thought leadership perspective on the Forum’s impact; a final thank-you post on Instagram and LinkedIn including an event recap video and a message such as “That’s a wrap on #CIVICAGlobalForum! Huge THANK YOU to our speakers, attendees, and partners for shaping the future of education. See you next year!”; and interviews with top speakers shared on LinkedIn and Instagram to capture their experiences and reflections.

This continuation of the post-event conversation about the CIVICA Global Forum, as noted above, was achieved through photo recaps and interviews. As the figures show, the engagement rate post-Forum was the highest among the three stages described.

With reference to the joint Communication Distribution Plan for the CIVICA Global Forum, as outlined in the Communications section of this deliverable, the plan encompasses both internal activities, developed in close collaboration with IE University’s internal communications team, and external components, coordinated with the Hertie School and CIVICA Communications team, incorporating strategies aligned with Work Package 11.

3. Internal and External Communication Actions – CIVICA Global Forum

OWNER	OBJECTIVE	FRAME: WHAT'S IN IT FOR ME?	COMMENTS/TO DO	CONTENT IDEA	PHASE	DEVELOPER
Social Media - Brand Mkt	Build awareness internally about the event	Access to global insights and networks	Send internal communications via Workplace, share QR code.	QR code for easy access to registration	Pre-Event	Internal Comms IE
Social Media - Brand Mkt	Raise awareness about the event	Opportunity to engage with top-tier profiles	Post including event details, registration process, and links.	Forum highlights, registration CTA	Pre-Event	Internal Comms IE
CIVICA Team	Ensure participation and prepare logistics	Share their knowledge at an international forum	Finalize speaker list, confirm logistics.	Event schedule, panel topics	Pre-Event	Internal Comms IE
CIVICA Team	Ensure faculty participation and awareness	Opportunity to represent IE in a global forum	Confirm faculty participation and panel invitations.	Panel topics, forum benefits	Pre-Event	Internal Comms IE
Alumni	Promote forum and encourage participation	Networking and learning from global leaders	Share forum details in Alumni's newsletter.	Alumni speakers, networking opportunities	Pre-Event	Internal Comms IE
Talent and Careers			Send out forum details		Pre-Event	Internal Comms IE

Campus Life	Engage with students to encourage participation	Access to global networks and educational insights	Send out forum details to students and faculty.	Highlight student involvement in the forum	Pre-Event	Internal Comms IE
Social Media - Brand Mkt	Plan and execute internal communication strategy	Stay informed, and contribute to successful event communication	Plan post-event communication, including workplace post, article, and video.	Workplace post after Easter, article, video	Pre-Event	Internal Comms IE
Social Media - Brand Mkt	Ensure internal promotion and QR code design	Event exposure within IE community	Design QR code to promote event internally	Event registration QR code for screens	Pre-Event	Internal Comms IE
CIVICA Team	Send invitations to all CIVICA teams involved	Coordinate roles and ensure participation	Send invitations to all involved in CIVICA and panel organization	Invitation email with detailed instructions	Pre-Event	Internal Comms IE
CIVICA Team			Internal coordination with Veronica Urbiola		Pre-Event	Internal Comms IE
Comms Team	Coordinate a press release with CIVICA	Provide media coverage & visibility	Press release should be sent no more than 3 weeks before the event	Official announcement, key speakers, agenda	Pre-Event	CIVICA Comms
Marketing Team + CIVICA Team	Promote the event externally, increase awareness	Opportunity to connect with thought leaders	Share event details via official channels & invitations	Speaker highlights, event importance	Pre-Event	CIVICA Comms
CIVICA Team	Engage international academic institutions	Strengthen global academic collaboration	Send invitations to academic institutions & partners	Importance of CIVICA & Forum in global education	Pre-Event	CIVICA Comms
CIVICA Team	Encourage participation from business & government	Opportunity to network and gain insights	Send invitations to corporate & institutional contacts	Business, policy discussions, networking benefits	Pre-Event	CIVICA Comms
Social Media - Brand Mkt	Promote event and encourage registrations	Stay informed and engaged	Series of posts leading up to the event	First announcement, speaker highlights, reminders	Pre-Event	CIVICA Comms
Comms Team			Article with MEM		Pre-Event	CIVICA Comms
Comms Team			Video with MM		Pre-Event	CIVICA Comms
Comms Team			Piece with EL		Pre-Event	CIVICA Comms
Live event coverage	Real-time updates & engagement	Instagram, LinkedIn, Twitter, TikTok	Live posts, reels, and stories during event	Live coverage of panels, behind-the-scenes	During	Internal Comms IE
High-impact social media content	Increase visibility & audience reach	Instagram, LinkedIn, Twitter	Event kick-off post (in the morning)	Event Kickoff Post with quotes & highlights	During	Internal Comms IE
Instagram & LinkedIn Stories: Speaker Soundbites	Engage audience with key insights	Instagram, during coverage, and LinkedIn post	Share short video clips of speakers delivering powerful quotes	Short, engaging speaker insights with a call to comment	During	Internal Comms IE

Behind-the-Scenes Content	Give an exclusive look at the event	Instagram Reels, TikTok	Casual, unfiltered moments: speakers networking, audience reactions, A Day at #CIVICAGlobalForum vlog	Reel/TikTok with raw, dynamic footage of networking moments	During	Internal Comms IE
Attendee Spotlights	Increase engagement by featuring participants	LinkedIn, Instagram	Ask attendees: "What's the one insight from today that you'll take back to your work?"	Post attendee reflections as quote cards or short videos	During	Internal Comms IE
Social Media - Brand Mkt	Internal Awareness & Engagement	Keep faculty & staff informed and engaged	Send a reminder email to faculty/staff (morning of event)	"CIVICA Global Forum Starts Today – Join the Discussion!"	During	CIVICA Comms
Social Media - Brand Mkt	Internal Live Coverage & Employee Engagement	Real-time interaction & participation	Quick Fire Speaker Reactions (1-Min Video Snippets). Have faculty/students ask speakers 1 key question on-site	Short-form video snippets from speakers & faculty reactions	During	CIVICA Comms
Social Media - Brand Mkt	Internal-Only Speaker Interviews (Exclusive Insights for Faculty/Students)	Real-time interaction & participation			During	CIVICA Comms
Interview Speakers	Increase engagement by featuring participants	LinkedIn, Instagram	Ask about experience	Interview top speakers	Post-Event	Internal Comms IE
Post-Event LinkedIn & Instagram Recap Post	Extend conversation after the event	LinkedIn, Instagram	Carousel Post (Swipe for highlights!)	Summary of best speaker quotes, event photos, and key insights	Post-Event	Internal Comms IE
Blog Post	Provide in-depth takeaways	Website, LinkedIn Articles	Recap of 5 key takeaways from CIVICA Global Forum	"Missed #CIVICAGlobalForum? Here are 5 insights that will shape the future of education."	Post-Event	Internal Comms IE
Article on the event	Increase media reach & institutional presence	IE University website, press release	Summing up the event for institutional and media use	Detailed summary & thought leadership perspective on the forum's impact	Post-Event	Internal Comms IE
Thank You Post (Final Social Media Wrap-Up)	Community appreciation & engagement	Instagram, LinkedIn	Post a thank-you message & event recap video	"That's a wrap on #CIVICAGlobalForum! Huge THANK YOU to our speakers, attendees, and partners for shaping the future of education. See you next year!"	Post-Event	Internal Comms IE
Interview Speakers	Increase engagement by featuring participants	LinkedIn, Instagram	Ask about experience	Interview top speakers	Post-Event	Internal Comms IE

High-Impact Social Media Content	Increase visibility & audience reach	Instagram, LinkedIn, Twitter	Event Kickoff Post (Morning) Upload real-time 15-sec speaker snippets in Stories & Reels.	Event Kickoff Post with quotes & highlights	Post-Event	Internal Comms IE
Social Media - Brand Mkt	Post-event wrap-up & highlights	Summary of key moments and takeaways	Recap posts, articles, and testimonials	Event highlights, best moments, impact summary	Post-Event	CIVICA Comms
Social Media - Brand Mkt	Internal Post-Event Newsletter	Summarize learnings for internal community	5 Must-Know Takeaways from CIVICA Global Forum	Highlight key insights & expert perspectives	Post-Event	CIVICA Comms
Social Media - Brand Mkt	Internal Recognition Post	Acknowledge key contributors	Shoutout to event organizers, faculty speakers, etc., on internal platforms.	"A huge THANK YOU to the team behind #CIVICAGlobalForum!"	Post-Event	CIVICA Comms

3.1. External Communication on Social Media

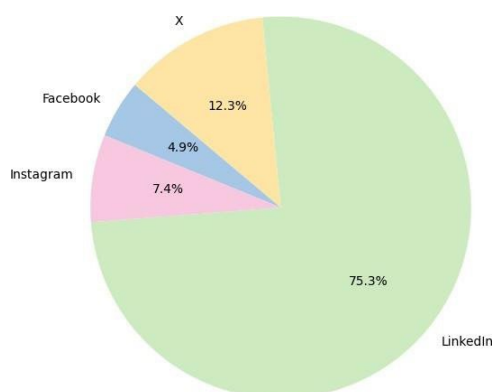
Following the CIVICA Forum, a comprehensive collection was compiled of all posts published before, during and after the event. These posts were shared by various partners, including both Alliance staff and external stakeholders. The following two documents provide further details: the first relates to social media posts, and the second covers other media outlets where information about the Forum was published.

Summary of Social Media Posts:

The compilation includes over 100 social media posts across Facebook, Instagram, LinkedIn, and X.

- **Facebook:** 5 posts, mainly from IE University and some personal accounts associated with institutions like the European Commission and Spanish Ministry.
- **Instagram:** 7 posts, primarily from personal accounts and IE University.
- **LinkedIn:** 77 posts, contributed by a mix of personal accounts, IE University staff, and institutions like CIVICA, CEU, and The Pie News.
- **X:** 14 posts, mainly from personal accounts and institutional profiles.

A diagram to show a clear visual of which platform was most used for this event, would look like this:



Compilation of media posts of the event

Outlet	Link
News Tank Academic	Civica Global Forum: Main takeaways on how universities provide solutions to global challenges
News Tank Academic	"Universities are now battlegrounds" (Cornelia Woll, Hertie School at Civica Global Forum 2025)
News Tank Academic	"Erasmus+ is a highly conducive programme to European identity" (Aurelien Krejbich, Civica alliance)
News Tank Academic	"We have to raise the flag of the fifth freedom" (Enrico Letta at the Civica Global Forum)
News Tank Academic	E. Letta's "sound of alarm" to News Tank: "Community investment in alliances must at least triple"
The PIE	European universities respond to Trump's attacks on science
The PIE	What's the gossip from the CIVICA Global Forum 2025?
The PIE	CIVICA Global Forum
Skoobuzz	AI, Interdisciplinary Collaboration, and European Competitiveness Take Center Stage at CIVICA Forum

Source: Hertie School - WP11

3.2. External Communication – CIVICA Comms Numbers

As previously mentioned, before, during and after the Forum, a communication action plan was developed jointly by IE University and CIVICA Communications. For reference, below is a list of all publications that were planned and executed by Hertie School for the event, highlighting the collaborative efforts between WP10 and WP11. Given that the primary objective was to increase visibility and use the Forum to promote the Alliance, the communication strategy played a crucial role. For more detailed information on specific posts, an extended table is available here [link](#).

Publish Date	Communication activity name	Outcome
2/7/2025	CIVICA Global Forum - Social Media Post	747 impressions
2/7/2025	CIVICA Global Forum - Social Media Post	1228 impressions
19/6/2025	CIVICA Global Forum - Social Media Post	810 impressions
18/6/2025	CIVICA Global Forum - Social Media Post	1520 impressions
14/5/2025	CIVICA Global Forum - Social Media Post	655 impressions
12/5/2025	CIVICA Global Forum - Social Media Post	2306 impressions
9/5/2025	CIVICA Global Forum - Social Media Post	2453 impressions
7/5/2025	CIVICA Global Forum - Social Media Post	5028 impressions
6/5/2025	CIVICA Global Forum - Social Media Post	4204 impressions
5/5/2025	CIVICA Global Forum - Social Media Post	787 impressions
2/5/2025	CIVICA Global Forum - Social Media Post	801 impressions

29/4/2025	CIVICA Global Forum - Social Media Post	1112 impressions
24/4/2025	CIVICA Global Forum - Social Media Post	829 impressions
23/4/2025	CIVICA Global Forum - Social Media Post	1384 impressions
17/4/2025	CIVICA Global Forum - Social Media Post	495 impressions
17/4/2025	CIVICA Global Forum - Social Media Post	745 impressions
16/4/2025	CIVICA Global Forum - Social Media Post	930 impressions
15/4/2025	CIVICA Global Forum - Social Media Post	3417 impressions
25/3/2025	CIVICA Global Forum - Social Media Post	2161 impressions
31/3/2025	CIVICA Global Forum - Newsletter	1972 Recipients

Source: Hertie School – WP11

As illustrated in the infographic below, more than 100 publications were produced across different media outlets, generating 10,000 views on X, over 50,000 estimated impressions on LinkedIn, and more than 100 livestream viewers during the event's live broadcast. This data can be analysed across two main dimensions: posts by platform and institutional authorship of the posts.

3.3. Posts by Platform

LinkedIn accounted for the majority of posts, establishing itself as the primary platform for event communication. Facebook and Instagram played a more limited role, while X (formerly Twitter) functioned as a complementary channel. This trend likely reflects the professional nature of the event, with many participants feeling more comfortable sharing content on LinkedIn. In addition, a significant number of posts originated from personal accounts, further reinforcing LinkedIn's position as the preferred platform for work-related engagement.

Below is an infographic highlighting the strong digital footprint and outreach achieved during the event across five platforms: LinkedIn, X, Instagram, YouTube and Facebook. It reflects a multi-platform strategy that amplified visibility beyond the immediate audience, leveraging social media and livestreaming to engage a diverse range of stakeholders. These figures suggest not only active communication, but also significant interest and interaction, reinforcing the event's relevance and impact across both academic and external communities.

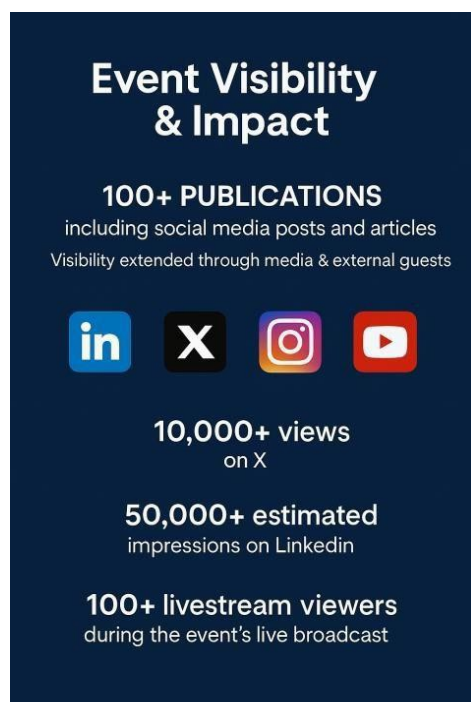
3.4. External Communication CIVICA Comms Website

On the [CIVICA website](#), the outcomes of the two-day meeting held in Madrid were published, highlighting the positive results and collaborative spirit that emerged from the Forum. The key messages emphasized a strong call for interdisciplinary action to address global challenges, underscoring the need for universities and institutions to work together across borders and disciplines. The event fostered dialogue on pressing issues such as sustainability, governance and innovation, and generated actionable ideas to strengthen partnerships within the CIVICA Alliance. These outcomes reflect the Forum's success in creating a space for meaningful dialogue and concrete steps towards addressing complex global problems.

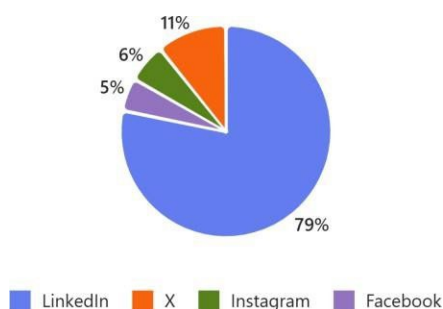
4. External and internal communication in numbers

As shown in the following infographic, a total of more than 100 publications were carried out across different media outlets, 10,000 views on X, more than 50,000 estimated impressions on LinkedIn, and over 100 livestream viewers during the event's live broadcast. We can break down this information into the following two main points: posts by platform and institutional authorship of the posts.

4.1. Posts by Platform

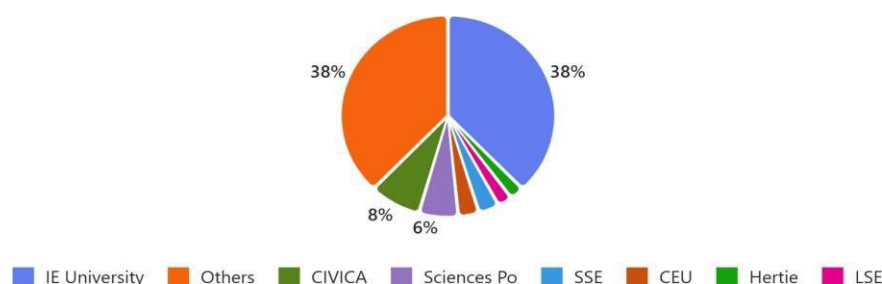


LinkedIn accounted for the majority of posts, establishing it as the primary platform for event communication. Facebook and Instagram played a smaller role, while X (Twitter) served as complementary channels. This trend likely reflects the nature of the event as a professional gathering, where many participants felt more comfortable sharing content on LinkedIn. Additionally, a significant number of posts originated from personal accounts, reinforcing LinkedIn's position as the preferred space for work-related engagement.



4.2. Institutional Authorship

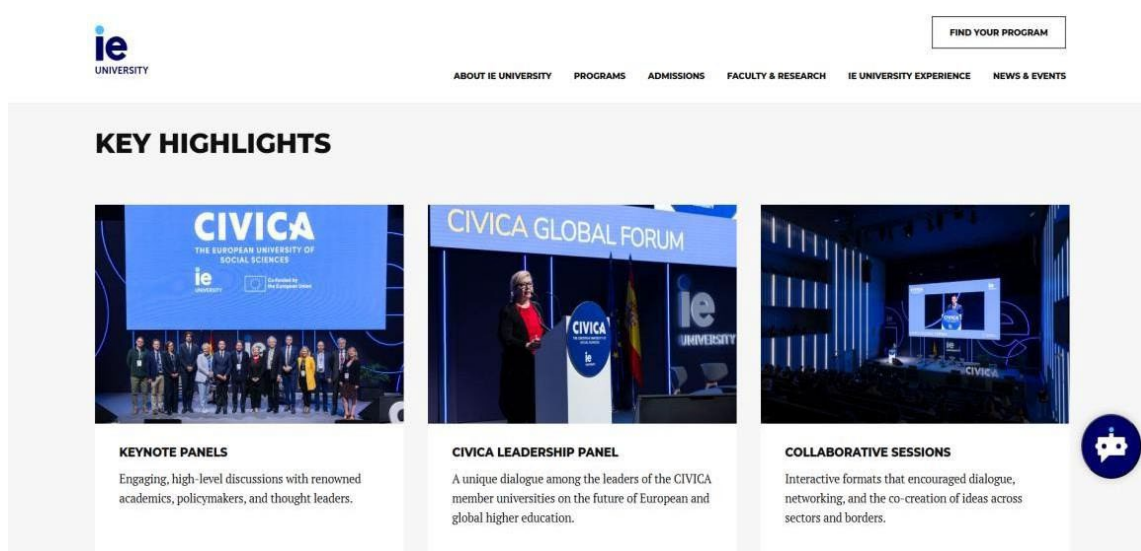
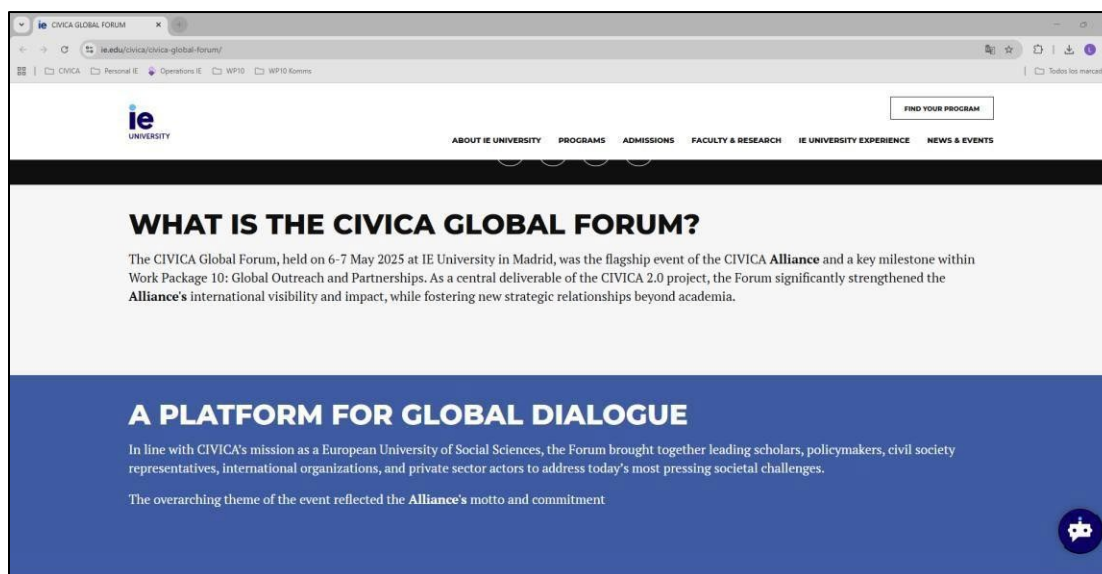
Overall data indicates that IE University was the primary driver of content creation, taking into account both institutional and individual staff accounts for this report. This was followed, in terms of publication volume, by CIVICA Communications and Sciences Po. Other institutions and individual profiles also contributed to the overall visibility, highlighting broad-based collaboration across the Alliance.



5. Creation of a Global Forum Website

A bespoke webpage was meticulously developed from the ground up for the CIVICA Global Forum (please find [the full page here](#)), serving as the cornerstone of the event's promotion and participant engagement. This platform became a strategic instrument for visibility, positioning the Forum as a flagship initiative within the global academic and policy landscape. Its creation was pivotal: it centralised essential information, streamlined access for participants, and conveyed the Forum's prestige and purpose. Following the event, the page evolved into a permanent digital archive, preserving key outcomes, insights and highlights, thereby further underscoring the importance of this work in amplifying the Forum's impact and legacy.





Prior to the creation of the website presented above, extensive coordination took place with the various Communications and IT teams. This process included designing the site's structure and drafting an initial concept outlining the content to be featured. We believe it is important to highlight the full process underpinning what is now visible as the website. In this regard, the document that served as the first draft and initial vision of what the website would eventually become can be found [here](#).

Conclusion

The CIVICA Global Forum held in 2025 marked a key milestone for the Alliance. Carefully designed and delivered, the event not only created a space for dialogue among a diverse range of stakeholders from both academia and the public and private sectors but also reinforced the transformative power of the social sciences within society. CIVICA, as an alliance of European

social sciences universities spanning nine countries, is uniquely positioned to contribute to this important endeavour.

Over the course of the two-day event, discussions focused on the vital role of the social sciences in addressing urgent global challenges, ranging from climate change and rapid technological disruption to migration, poverty, inequality and conflict. These challenges are complex and deeply interconnected, and the social sciences play a critical—though often underappreciated—role in developing sustainable solutions. At the heart of the CIVICA Forum and the Alliance's global outreach strategy lies the conviction that the world's most pressing problems cannot be solved through technology or science alone and therefore require a deep understanding of the human condition, our motivations, institutions, cultures and relationships. The social sciences and the humanities provide this understanding, equipping us with the tools not only to comprehend global challenges, but also to transform them by placing human behaviour and social systems at the centre of the solution. This is what drives societal transformation.

Higher education institutions and university alliances such as CIVICA are central to this process. Universities are not merely centres of learning; they are engines of global change. By generating knowledge, cultivating leaders, fostering collaboration, and embodying ethical and sustainable practices, they play a pivotal role in addressing the world's most pressing challenges. As the scale and urgency of global problems continue to grow, so too must the ambition, responsibility and relevance of higher education. The CIVICA Alliance is strongly positioned to act as an agent of dialogue and change, and the 2025 CIVICA Global Forum offered a unique space for reflection, collaboration and the building of critical partnerships that can help shape the future we share.

Moreover, the outcomes of the Forum can serve as a strategic foundation for shaping the Alliance's future partnership priorities. The insights generated, the connections strengthened and the thematic opportunities identified throughout the event can be leveraged to expand CIVICA's engagement with key stakeholders beyond academia. By positioning the Forum as part of a broader effort to enhance visibility and collaboration with the private sector, policymakers, international organisations and civil society, CIVICA demonstrates to the European Commission a clear and coherent plan to amplify the role of the social sciences in society while strengthening the Alliance's long-term impact and relevance.

Disclaimer

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Commission. Neither the European Union nor the granting authority can be held responsible for them.

Annex I: Key Audiovisual Materials

Bocconi, X Post: [Bocconi University on X](#)

Central European University, LinkedIn post: [CEU on LinkedIn](#)

CIVICA, LinkedIn post: [CIVICA Comms on LinkedIn](#)

Enrico Letta, LinkedIn post [Enrico Letta on LinkedIn](#)

Erasmus Student Network, LinkedIn post: [ESN on LinkedIn](#)

IE University, Facebook post: [IE University on Facebook](#)

Images of the event on May 6th: [here](#) |

Images of the event on May 7th: [here](#)

Julia Black's interview on [Youtube](#)

Karim El Aynaoui's interview on [Youtube](#)

LSE, LinkedIn post: [LSE on LinkedIn](#)

Maria Eugenia Marin's interview on [Youtube](#)

Plenary Sessions May 6th on [Youtube](#) (This video includes Enrico Letta, Former Prime Minister of Italy, Dean IE School of Politics, Economics and Global Affairs [00:19:25](#))

Plenary Sessions May 7th on [Youtube](#) (This video includes Glenn Micalessi's, EU Commissioner for Intergenerational Fairness, Youth, Culture and Sport, closing remarks of the event at min [2:12:00](#))

Recap video on [Youtube](#)

Science Po, X post: [Science Po on X](#)

SNSPA, LinkedIn post: [SNSPA on LinkedIn](#)

Timofyy Brik's interview on [Youtube](#)

AGENDA Day 1 - May 6 | IE Tower

Registration

Access Monforte de Lemos, 4.
FOYER T -4 15:00 – 16:00

CIVICA Global Forum Opening Remarks

Auditorium T -4 16:00 – 16:10

Keynote | Shaping the Future of European Higher Education: The Central Role of the European University Alliances Initiative

Auditorium T -4 16:10 -16:30

CIVICA Leadership Panel

Higher Education Leadership in Uncertain Times: Geopolitics, Climate Change, and the Growing Impact of New Technologies

16:30 – 17:30 Auditorium T -4 16:30 – 17:30

17:45 – 18:45 Concurrent Sessions

Building a Transformative Higher Education Ecosystem: The Pivotal Role of Partnerships with Industry, Multilateral Organizations, and Civil Society

Auditorium T -4

Finding the Sweet Spot: The Intersection of Social Sciences and the Humanities

T03.02

Fostering Innovation, Policy and Impact Through Social Sciences Research

T03.04

Networking cocktail

18:50 – 20:30 FOYER T -4

AGENDA Day 2 • May 7 | IE Tower**Registration**Access Monforte de Lemos, 4
08:00 – 09:00 FOYER T -4**09:00 – 09:55 Concurrent Sessions***Deep Knowledge and Breadth of Vision: What Social Sciences Graduates Bring to the Table*

T17.02

Harnessing AI for Transformative Education and Social Sciences Research

T19.02

Bridging the Gap: The Role of Academia and Global Networks in Advancing SDGs

T19.04

10:00 – 10:55 Concurrent Sessions*Rethinking Student Engagement in a Rapidly Changing Globalized World*

T17.02

Governance of Emerging and Disruptive Technologies: Shaping Public Policy Through a Foresight Lens

T19.02

The Political Economy of Higher Education: Inclusiveness, Societal Advancement, and Shifting Demographics

T19.04

Coffee Break FOYER T -4 11:00 – 11:20*The Role of Higher Education Strengthening Europe's Competitiveness*

11:20 – 12:30 Auditorium T -4

SHAPE & STEM: Molding New Generations of Global Changemakers

12:30 – 13:30 Auditorium T -4

Future Proofing Europe: A perspective from intergenerational fairness, youth and culture

13:30 – 13:45 Auditorium T -4

CIVICA Global Forum Closing Remarks

13:45 – 13:50 Auditorium T -4

Farewell Cocktail

14:00 – 15:30 FOYER T -4