



TRANSFORMING OPEN RESPONSIBLE RESEARCH AND INNOVATION THROUGH CHARM TORCH

DELIVERABLE D10.3 – TORCH: COMMUNICATION AND DISSEMINATION STRATEGY AND ACTION PLAN

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ABSTRACT – TORCH: COMMUNICATION AND DISSEMINATION STRATEGY AND ACTION PLAN

The TORCH Communication and Dissemination Strategy describes the guidelines and main approaches to inform about the project activities and results, according to the content and specific target audiences, mainly focused on Research and Innovation (R&I). This strategy will be constantly reviewed and monitored to ensure a successful impact of the project's activities and serve as a basis for the properly exploitation of the project's results.

1. INTRODUCTION

The aim of the current document is to provide an overview of the strategy that will be used to communicate and disseminate about TORCH to a wide range of audience identified according to different messages. The dissemination of TORCH at different levels is fundamental to ensuring that the project's objectives and achieved results are shared and well known across the higher education sector, among research communities including other European university alliances, and by external actors (i.e., business and citizens), and policymakers.

In order to increase our impact ("multiplier effect"), the TORCH project will be part of the CHARM-EU's global dissemination plan and will be guided by CHARM-EU general communication traits, including the use of CHARM-EU dissemination channels (social media, website, podcasts) and general editorial criteria such as writing style and the tone to interact with the audience. At the same time, this document includes TORCH-specific features such as the particular visual identity for the project, as well as outlining this project's specific target groups to clearly direct the communication to the research dimension of CHARM-EU.

This document covers communication and dissemination both at the internal and external level to be undertaken within and beyond the project's lifetime. It helps to establish the basis for demonstrating the impact of TORCH in Research and Innovation (R&I), contributing to society through tangible actions and recommendations. It also concerns all the CHARM-EU and TORCH staff and aims at giving the project significant outreach and visibility.

This strategy aims to be a comprehensive and user-friendly document that will guide readers through the main communication activities and tools, including objectives, key concepts, visual identity, general templates, stakeholder's engagement plan and description of activities. It is also part of a continuous process that will be regularly reviewed together with the project's actions and beyond, to help to ensure the sustainability of the project.

Background

CHARM-EU (CHALLENGE-driven, ACCESSIBLE, RESEARCH-based, MOBILE European University) started in January 2019 with the aim of fostering the quality, inclusiveness and international competitiveness of European higher education institutions, as well as promoting mobility of students and staff. This initiative is co-funded by the Erasmus + Programme for the creation of the [European Universities initiative](#) and is formed by the University of Barcelona (coordinator), Trinity College Dublin, Utrecht University, Eötvös Loránd University Budapest and the University of Montpellier.

The Horizon 2020 contribution from the Erasmus+ Programme is meant to support the development of joint strategies and concrete action plans mainly focused on the educational dimension of the European Universities initiative. Under this context, the TORCH project aims to form the R&I dimension of the CHARM-EU Alliance through the formulation of its objectives and ambitions, and is funded by the [Horizon 2020 Science with and for Society \(Swafs\) Pilot](#), which purpose is to enable

the development of long-term joint strategies on R&I, in line with the education strategies set out by the Erasmus Plus pilot.

TORCH and CHARM-EU

TORCH will help to develop the R&I and Open Science dimension of the CHARM-EU. TORCH aims to achieve this main goal through the consolidation of CHARM-EU's [vision and mission](#) based on transdisciplinarity and interculturality to solve complex societal challenges and by reinforcing teaching and research strategies as part of the Vision 2030 developed by the European Commission.

TORCH will also contribute to the consolidation of CHARM-EU as a European University through the improvement of the academic and research networks that have already started with the activities of the alliance.

2. VISUAL IDENTITY AND BRANDING

The TORCH Visual Identity will help to create an easily identifiable and coherent image of the project and will be aligned with the CHARM-EU branding guidelines, mutually reinforcing both actions through our different target audiences. This chapter establishes the basic standards to be applied when communicating about TORCH will be complimentary to the CHARM-EU Branding Guidelines¹.

On the following pages the reader will find different tools that will help use when communicating and disseminating about TORCH.

TORCH Logo

A TORCH logo has been created to support the visual identity of the project. The logo includes elements from CHARM-EU logo to keep the two projects related. CHARM-EU colors and typography were used, as well as the stripes of the emblem, reflecting the tradition and the prestige of the five partner universities. The acronym of the project is described for viewers to easily comprehend the objective of the project.



Figure 1. TORCH logo.

A Visual Identity Manual (Annex 1) has been created to detail the logo usage. This guide establishes the graphic standards to be respected for the use of the visual identity of the TORCH project. It has been developed in order to facilitate the control of the image quality of this brand by different users.

Download the [TORCH logo \(including vectorial formats\) here](#).

¹ CHARM-EU Branding Guidelines: https://www.charm-eu.eu/sites/default/files/2021-04/CHARM-EU%20Branding%20Guidelines_JAN2021_0.pdf

Other Logos

TORCH Partners

The logo of the five partner universities (Figure 2) must appear in all publications, presentations and any other relevant TORCH material. The 5 logos must appear at the bottom of the cover or the first pages and in the back covers aligned and always with the following order:

1. University of Barcelona
2. Trinity College Dublin
3. Utrecht University
4. Eötvös Loránd University, Budapest
5. University of Montpellier

Download the [partner's logo here](#).



Figure 2. Partners logos.

European Commission Logo and Disclaimers

The European Union (EU emblem) emblem should be used in all the TORCH communication and dissemination material. Where the action, or part of the action, is a publication, the mention and graphic logos must appear on the cover or the first pages following the editor's mention. If the action includes events for the public, signs and posters related to this action must be displayed.



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101017229.

Figure 3. EU emblem and grant acknowledgement.

Unless the Agency requests or agrees otherwise or unless it is impossible, any dissemination of results (in any form, including electronic) must: (a) display the EU emblem, and (b) include the following text: *"This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101017229"*.

When displayed together with another logo, the EU emblem must have appropriate prominence. For the purposes of their obligations described in the Grant Agreement, the beneficiaries may use the EU emblem without first obtaining approval from the Agency. This does not however give them

the right to exclusive use. Moreover, they may not appropriate the EU emblem or any similar trademark or logo, either by registration or by any other means.

For more information about the European emblem and download in vectorial format, please access: https://europa.eu/european-union/about-eu/symbols/flag_en#download

Disclaimer excluding Agency responsibility

Any dissemination of results must indicate that it reflects only the author's view, and that the Agency is not responsible for any use that may be made of the information it contains as described in the sentence below:

“This publication reflects the views only of the authors, and the European Commission cannot be held responsible for any use which may be made of the information contained herein”

Other Visual Elements

Stationery Template: All the TORCH official documents including press releases, letterheads and official statements will have the following design:



Figure 4. TORCH Stationery Template.

Download the [template here](#).

In the case of final reports or any other material for public dissemination and exploitation, a design customized to the content will be made to contribute to the reading and accessibility by the audience, following the usage of official logos.

Power Point template: Presentations play an important role when communicating and dissemination about the project. When presenting on behalf of TORCH, to both internal and external audience, this branded template should be used.



Figure 5. TORCH Power Point template sample.

Download the Power Point [template here](#).

3. COMMUNICATION OBJECTIVES

General Objective

Aligned with the [mission](#), [vision](#) and [values](#) of CHARM-EU, the TORCH communication and dissemination strategy seeks to maximize the impact of the project by raising awareness on its activities, challenges and results towards a wide audience (internal, institutional, national, regional and European level) while contributing to shape a CHARM-EU R&I agenda to tackle global challenges such as climate change, sustainability, gender gap, inclusion and equity. This general objective has been defined based on the SMART methodology (Figure 6).

- S** Specific – Maximise the impact of the project in the society by raising awareness about its goals and activities and engaging the audience while contributing to overcome global challenges.
- M** Measurable - Different indicators - quantitative and qualitative - were developed to evaluate and monitor the impact of the project and its activities.
- A** Attainable – Together with all the work packages and under the umbrella of CHARM-EU, the messages and the different actions will be formulated according to the type of content and the target public, providing a successful transfer of knowledge.
- R** Relevant – This is a relevant goal not only for people involved in the project or the academic sector but also for business, civil society and policy makers given that it promotes an inclusive and transformative research and innovation agenda.
- T** Timely – A timeframe will be set in order to achieve this goal during and beyond the lifetime of the project.

Figure 6. SMART methodology.

Specific Objectives

After this primary analysis, a set of specific objectives have been identified aligned with the TORCH objectives in order to secure the achievement of the mainstream goal. The specific objectives spotted are the following:

- **SO1 – Awareness:** Raise awareness about project and its main activities as an important mechanism to promote R&I and Open Science within the alliance, universities, researchers, and business and civil society.
- **SO2 – Transparency:** Clearly communicate about activities described in the scope of the project, ensuring transparency and accountability in its governance model.
- **SO3 – Engagement:** Support the implementation of TORCH by communicating and dissemination the results sought by the project and beyond ensuring that the audience will properly benefit from the project's actions and outcomes.
- **SO5 – Knowledge exchange:** Consolidate of a strong research community based on the intercultural and transdisciplinary approach and promote synergies between TORCH, internal and external actors, including citizens, business sector and policy makers.

- **SO5 – Mainstream the communication:** To strength internal and external communication mechanisms and reinforce the TORCH identity, through the correct use of the visual identity manual and all the traits described in this strategy.
- **SO6 – Impact:** To monitor the impact of the dissemination strategy at three levels: internal, institutional and social to better know its effectiveness and seek to continue growing over time.

4. TORCH AUDIENCE SEGMENTATION

The selection of the target audience is crucial for an effective communication strategy since will help to adjust the activity and the message to be delivered according to their interests. Unlike CHARM-EU, the main target groups are universities, the research community and civil society although we will have a broad impact as described below. It is important to mention that for each target audience different messages, channels and actions will be chosen and implemented. This dynamic approach is contributing, to a large extent, to increase the effects of the communication strategy, specifically, with each targeted group.

The TORCH audience segmentation will have an internal communication, including a bidirectional and intra-communication between the CHARM-EU alliance and its members, and an external communication including the local, national, regional and European scope as described in Figure 7.

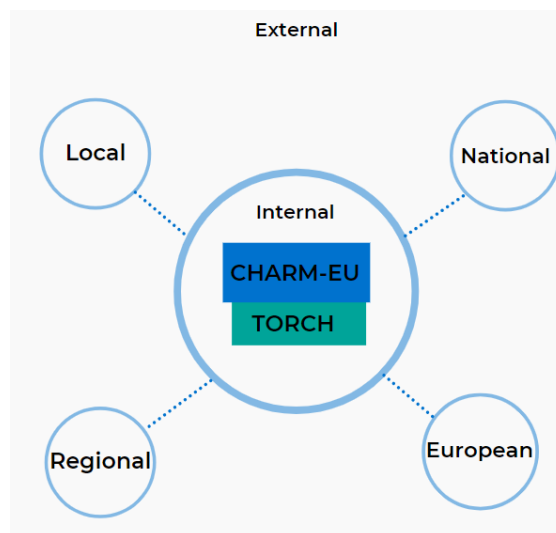


Figure 7. TORCH audience segmentation.

In each segmentation, internal and external, a series of groups have been identified to better tailor the message to their interests (internal, external).

Internal

The communication and dissemination towards the internal audience will include the objectives related to inform about the TORCH activities and results, consolidate the project's public recognition and accountability, strengthen acknowledgement of the program's contribution to the development of R&I and Open Science and raise awareness of the complex global challenges such as climate change, sustainability, gender gap, inclusion and equity and how to meet these challenges. Below is a list of internal audience segmentation:

- CHARM-EU members, including the Knowledge Creating Teams
- TORCH members (directly involved with the project)
- Each partner institution including:
 - Non-teaching Staff

- Academic staff (researchers, group of researchers, research unit coordinators)
- Alumni
- TORCH partners (academic and non-academic staff)

External

This audience group is composed of society in general, including businesses and citizens, schools, associations, local, national, regional and European institutions. All individuals or groups share a common characteristic, which is that they have interest in the development of a research and education agenda to tackle complex global challenges:

- Business ecosystem and civil society entities
- Policymakers
- Research Communities / R&I Organizations
- Other European University Alliances
- National, regional and international policymakers
- Associate partners
- International Higher Education association and networks (i.e. Coimbra Group, LERU, UNICA, EUA)
- Specialized media
- Research centers and journals
- Related projects and entities (i.e., OpenAire, SHAPE-ID)

The above list does not exhaust the recipients of strategic communication. Strategic information may be useful to other stakeholders. A stakeholder engagement plan has been designed to make a better follow-up and cross-checking between the activity-message-audience-impact. The objectives of the stakeholder engagement plan are the following:

- Identify key stakeholders that are related, and/or able to influence the project and its activities.
- Identify the most effective method through which to share project information, and to ensure easy consultation.
- Develop a stakeholder engagement process that provides stakeholders with an opportunity to influence the impact of the project.
- Create ideas for strategic collaborations
- Identify synergies and common agendas (seminars, workshops, conferences).

The stakeholder engagement plan will have the contribution of all work packages to ensure the most specific and cross-cutting coverage as possible.

5. KEY MESSAGES

As the R&I dimension of CHARM-EU, the TORCH key messages will be supported by the CHARM-EU mission and vision statement as [described here](#). Therefore, for consistency, the TORCH main catchphrase will be “reconcile humanity with the planet through a transformative research and innovation agenda”.

General Communication

If the intention is to communicate about the project, aims and objectives, it is important to always answer *Who, what, How and Why* questions to ensure that the message is being transferred in a clear and effective way. Here some examples on how to introduce the TORCH project:

- TORCH builds up the R&I arm of CHARM-EU by developing a common agenda that ponders on three open questions:
 - **What?** TORCH establishes three research thematic areas, related with the UN SDGs, as its main focal points: 1. Food, Water, Life & Health; 2. Biodiversity, Environment, Climate Change; 3. (In)Equality, Economic Growth, Governance.
 - **How?** TORCH will build up upon the principles of Responsible Research and Innovation (RRI) and Open Science.
 - **With Whom?** TORCH will foster cooperation and engagement with external stakeholders and other sectors.
- TORCH (Transforming Open Responsible Research and Innovation through [CHARM](#)) is a project funded by the European Union under the Horizon 2020 programme which aims to develop a common R&I agenda and Open Science for the European Universities initiative.
- The overall objective of the TORCH project is to build up the R&I common agenda of the CHARM-EU through the development of a challenge-driven transformative agenda based on a transdisciplinary and intercultural vision to solve complex societal challenges.
- The TORCH project will support CHARM-EU in becoming a complete European University by enhancing the academic and research networks already started with the alliance.
- TORCH priorities lay on accelerating and catalyzing processes of institutional change, on stepping up the support to Gender Equality in R&I policies, as well as on exploring and supporting citizen science.

Influencing the Audience

If the objective of the communication is to engage the audience in more effective way and generate synergies between different, a message with emotional traits will have a broader and positive impact. One way of presenting this is by highlighting the benefits of the project and its innovation aspects related to a broader context that might affect the society, for example:

- At TORCH we work to find the better and sustainable solutions for the benefits of the world's citizens and our planet.

- TORCH is developing a common R&I transformative agenda to support the achievements of the Sustainable Development Goals and the European Green Deal.
- The TORCH cross cutting RRI dimensions Interdisciplinarity/Transdisciplinarity, Gender Innovation and Ethics and Integrity have been selected to ensure a real impact within the society.
- Through R&I and Open Science, TORCH will help to address specific global challenges including:
 - Food, Water, and Life & Health
 - Biodiversity, Environment and Climate Change
 - (In)Equality, Economic Growth and Governance
- Everyone can be part of this transformation, including academics, business and a strong public engagement.

6. COMMUNICATION AND DISSEMINATION ACTIONS

Management of the Communication and Dissemination Strategy

The TORCH International Communication Group (WP10-11) is represented by the five partner institutions. This will help to ensure that all the partners are well represented, helping to create a feeling of ownership not only by the TORCH members, but inside each partner institution. The International Communication Group will take primary responsibility for the implementation of the communication and dissemination strategy and will constantly support other work packages in developing communication, dissemination and exploitation of their activities.

Whenever required, the TORCH Communication Team will support different WPs by providing media kit, information and guidelines, design and other communication tools as appropriate to specific outputs.

General Features

In order to achieve these the communication goals, is highly recommended to keep general communication and to follow the editorial guidelines which includes the design (visual identity). This will reinforce TORCH brand and help to keep consistency in the quality of the message:

- Bottom-up.
- Innovative and flexible.
- Quality over quantity.
- Transparent.
- Accountability.
- Proactive.
- Easy and effective.
- Strategic thinking.
- Frequency is key.

Voice

- Consistent and aligned with CHARM-EU branding guidelines and values, including the use of key words, terms and visual identity.
- In order to signal inclusivity and gender awareness, it is recommended to use gender neutral terms and pronouns wherever possible.
- Talk from an experienced and professional perspective.
- Clear and consistence messages.
- Use of active voice.

- Avoid slang and jokes.
- Positive and inspirational messages (Avoid negative terms).

Tone

- Tone of voice should be adjusted to the communication channels and different audiences, however, keep it between **Formal and Casual (professional, friendly, smart)**.
- **Friendly and empathic attitude** towards the audience – this will help to strengthen and maintain connections over time.
- (Whenever possible) Highlight the **TORCH objectives and key messages** – build trust in the audience.
- The tone must be **polite and accurate** with no spelling, lexical or grammatical errors.

Action plan

Depending on the message, target audience and objective, a mix of appropriate actions, messages, and media channels will be used in order to ensure the maximum benefits. To obtain a complete and structured strategy, the TORCH communication and dissemination strategy is divided into communication, dissemination and exploitation² at internal and external level.

The exploitation of the results will be aligned with how the project will drive its impact at the alliance, university and societal level to the extent that they are involved in the process of implementing a transformative R&I agenda.

Internal level

The internal communication strategy will mainly focus on the described internal audience. During the first months of the implementation of the project, the international level strategy will focus especially on communication and develop the feeling of ownership by sharing the key messages and its relationship with the CHARM-EU alliance and the European level. This message must be coherent at all levels where the target audience is able to describe and communicate about TORCH using the same concepts and main ideas.

The main actions will be the following:

Communication

Raise awareness of the project within the framework of the partner's institutions by presenting the relevance of TORCH and the positive impact at institutional and external level including the academic impact, benefits for society and importance in tackle the global challenges described.

Actions

- A TORCH section to share information on each partner's institutions website.

² In the case of the 'exploitation' dimension, once the results are published, an analysis of the results will be made in order to define the best strategy to reach the different target groups.

- Quality information including results, interviews and narratives of people involved in the actions of TORCH.
- Open events (virtual or presential) to exchange ideas and discuss the progresses of the project.
- Public information sessions to inform about the project (i.e. TORCH assemblies with all members of WPs).

Dissemination

Given the complete and broad approach of the project is important to keep the audience engaged by informing them about main progresses and next steps.

Actions

- An internal newsletter with the main updates from the different work packages - Frequency: every three months.
- Related news, videos, and publications to be published on the partners' universities websites and TORCH page.
- Share social media content with the partner's communication channels.
- How to get involved – tools for collaboration: One of the main challenges is to make people actively engaged and committed with a new university model. This is the reason why building a culture of ownership around the project has a special weight. Finding ways for the internal audience to contribute and actively participate in the project will help in building TORCH culture inside the institutions.
 - *"How to get involved"* section on the different websites.
 - 'Feedback space' where they can provide constructive ideas to the project.
- Coordination with other WPs: TORCH partners play a key role in the implementation of the dissemination strategy as 'ambassadors and multipliers of the information provided. Work package leaders will be involved by contributing to generate content and communicate and disseminate about the project's outcome (i.e., Each WP leader will draft one social media idea per month).

External level

The external communication has a more complex character as it encompasses a broader list of stakeholders that goes from national institutions to the regional political stakeholders (See Annex 2). This level of communication consists of different messages to be disseminated in a different pace and should always be consistent and clear whatever the channel of communication. Below a description of the main actions to be developed:

Communication

At a first stage is important to present the TORCH project to the external audience and highlight its benefits for the society. This will contribute to create engagement and also set the basis for a proper dissemination of the main results.

Actions:

- The use of social media to spread the messages.
- Constantly update the TORCH webpage with both internal and related content.
- Promotional material to boost TORCH R&I culture (i.e., promotional video, factsheets, infographics).
- Press releases.
- The use of the visual identity when communicating about the project.

Dissemination

Promotion of key achievements and content related to the development of TORCH activities: To disseminate the main outputs of the initiative and how these results can have an impact on the society.

Actions:

- The use of social media.
- Updates on the TORCH website.
- Promotional material to increase the impact will be created (i.e., infographics, factsheets, posters).
- Press releases.
- Information sessions, webinars and workshops.
- Promotion of the content amongst the five partners institutions.
- Link with other sources and/ or initiatives to amplify the results.
- Participation of the target audiences in the initiative through different channels: To increase the audience's engagement by giving them an active role in the initiative.
 - Conferences and seminars.
 - Call for action on the website and social media channels.
 - Informative sessions.
 - Promotion of the content amongst the five partners institutions.
 - Participation in related events.
 - Use of dissemination materials: brochures, factsheets.
 - Paid advertising when preparing a specific marketing campaign.
- Promote important progress to the European Higher Education Sector, especially the academic sector with the goal of helping to ensure a flowing communication within the sector.



- Clipping of related projects and news on the European higher education area.
- Communication with other initiatives through social media channels and events.
- Dialogue between projects and other institutions will be promoted.

7. DISSEMINATION CHANNELS AND TOOLS ('COMMUNICATION MIX')

In this section you will find the different channels and tools communicate that are being created to achieve the objectives of this strategy focused on R&I and Open Science. The use of these elements will be decided based on the context and adjusted to the message and target audience to obtain an efficient result. The selection of the better communication tool for each message / audience will be defined on a basis of a critical analysis of each content.

TORCH Webpage

The website (www.charm-eu.eu/torch) is one of the main official public communication channels. The TORCH page is embedded in the CHARM-EU website structure as the research field of the alliance. All the relevant information will be published on this platform including news, events and main project's results and in-depth information. The content will be overseen by the International Communication Management Team and translated into the official languages of the alliance. As a main tool of dissemination, it should be consistent and follow the CHARM-EU and TORCH identity and be accessible for all.

Website and Social Media from TORCH Partners

All TORCH partners will support the internal and external dissemination of the initiative. With the aim of consolidating this communication channel, a dedicated page to CHARM-EU has been previously created in each partner's institution website. A specific section about TORCH will be added informing the main features of the project.

The TORC information will also be published and replicated in the different social media channels increasing the spill-over effect of TORCH promotion.

Social Media

The social networks together with the website, will be the main online tools to official communicate and share scientific results with a large audience, including business and society, teachers, researchers and universities' staff and students. It will also be used as channel to engage and exchange knowledge directly with a wide range of audiences and improve public relations between research and society. TORCH will use the existing CHARM-EU social media accounts, enhancing and reinforcing the progress and the consolidation of CHARM-EU alliance. It will be a way to disseminate TORCH messages but also to listen to the audience and to actively involve them in the process of developing the R&I agenda and boost the Open Science approach.

Twitter and Facebook will be the main social media platforms to inform about TORCH and its scientific achievements. This strategy will be complimentary with other social media: Instagram, YouTube and LinkedIn). Together, all the activity in these channels will support to build a strong and active online TORCH presence.

Main features of CHARM-EU/TORCH social media

- The official language for social media is **English**, but publication in the other official languages of the alliance is allowed depending on the context. In addition, content in International Sign language could be produced for some key messages.

- Partners as TORCH ambassadors: the five partners institutions digital accounts will support the dissemination of the content produced under the TORCH project.
- Mobile Format as a priority
- Video, infographic and interactive material as a priority
- Creative and innovative
- Active listening

Regulations regarding the use of CHARM-EU in the digital environment

All CHARM-EU (including TORCH) social networks are an environment for promoting an open dialogue with the aim to inform and exchange knowledge and different opinions. It is important that the communication is appropriate and respectful. As a general rule, we do not allow calumnies, offensive, abusive or violent comments. We reserve the right to delete this kind of publications. In addition, comments for commercial purposes from third-party advertising are not allowed. CHARM-EU and TORCH are not responsible for the opinions expressed by users of the social network and does not necessarily endorse them.

Newsletter

Internal newsletter: To keep TORCH members (academic and staff) updated on the project's development and inform about important updates on the sector.

External newsletter: A section for TORCH will be created inside the existing CHARM-EU newsletter to ensure a broad impact throughout a wide audience. The template will follow CHARM-EU and TORCH identity guidelines. The newsletter will be bi-annual, and it will include the main features and achievements of the project as well as relevant information.

Corporate image and Promotional Material

The strategy also includes the preparation of promotional material and its subsequent distribution through different channels including website, social media platforms and presential meetings. Through a diverse set of material, information will be provided about the project's activities, outcomes, as well as about the events organized in the framework of the project. Some tools to be performed as part of this promotional practice will be the following:

- Brochure (digital)
- Visual Identity Guidelines as described in the visual identity chapter.
- Poster
- Factsheet
- Institutional presentation
- Roll up (for presential events)
- Promotional video

- Podcasts & Interviews as a tool to share experiences and good practices
- Testimonials and Best practice examples
- Important Dates & Celebrations which will help you to boost engagement and followers on social media platforms

Media relations

In order to give TORCH public visibility and awareness, regular contact will be established with local, regional, national and European media. Information will be shared with specialized and regular media regarding the results achieved, events and activities.

In this scope, the following activities will be organized:

- Press-releases
- Media Kit (for specific communications, for example an event or a particular marketing campaign)
- Establishment of a fluid communication in both directions:
 - Share results, stories, interviews and best practices
 - Respond to their demands in an efficient and prompt manner

Events and Activities

TORCH events:

- Three Annual Open Forums:
- Organization in close collaboration with other work packages of workshops and seminars, mainly addressed to communities of and around the members of the alliance.

External events

- Participation in events and conferences organized by the European scientific community (I.e., [European Research & Innovation Days](#) , [European Commission Annual Research Conference](#) , [Living Knowledge Online Festival](#), [XI European Conference on Gender Equality in Higher Education](#), etc.).
- During the lifecycle of the project, TORCH will participate in at least two external events (conferences, seminars, exhibitions, etc.) per year which might include presentations, poster sessions or interventions.
- Participation in the events of the other European university alliances ensuring a joint collaboration and building synergies across their R&I project.
- Information actions with external stakeholders including business and citizens to promote dialogue and knowledge exchange: in this context communication and dissemination actions will be carried out in order to make known the project to a broad audience.

These events will be listed and described to follow up, report and evaluate the impact of the initiative.

Publications and Policy Briefs

Given that this is a research project, the communication and dissemination strategy will include references to the scientific publications and reports carried out under the umbrella of TORCH and beyond. This will reinforce the sustainability of the project, beyond the project's lifetime. Thus, throughout the life cycle of the TORCH, a wide range of scientific documentation, such as articles in international journals, guidelines, best practices documents and reports, will be produced and properly communicated to the target audiences.

- **Publications** will be developed in the form of survey papers and academic guidelines summarizing best practices and the evaluation of innovative experiences within the CHARM-EU partnership. In total, at least four publications will be produced under the scope of TORCH (two per year during the second and the third year of the project).
- **Policy-briefs:** Two policy-briefs will be developed for the European Commission corresponding to the TORCH reporting periods and these will include the main findings, results and lessons learnt. These will be designed to be visually engaging for the viewer in order to generate interest and attract a broad audience.

All publications, policy briefs and public results will be provided as open access content on different platforms, including the [CHARM-EU Toolkit](#) and various research portals such as [CORDIS](#), [Horizon Magazine](#), [OpenAire](#), [Zenodo](#), [ResearchGate](#), [COAR](#), [EOSC Portal](#), [ORCID SPARC Europe](#), among others including library repositories.

8. TIMELINE AND EDITORIAL CALENDAR

Considering that several actions and messages are listed above, it is important that that these actions are carried out in an orderly manner following priority levels. The deadlines specified within the original proposal will be respected.

An editorial roadmap of the dissemination activities, including a calendar was created to dynamize the work of the WP10-11 (Annex 3). The process is divided into the daily, weekly, monthly, and on-going actions. Since the communication channels are the same as in CHARM-EU, the editorial calendar will be the same, with a specific line for TORCH activities, giving a global perspective of the dissemination impact in both projects.

Besides the regular dissemination strategy, TORCH will design specific communication plans and marketing strategies adjusted to the messages (i.e., publication of reports and results, dissemination of particular events, launch of a new product, etc.). All these strategies will follow the standards described in this document.

9. EVALUATION AND MONITORING

WP10-11 will monitor the progress of the dissemination strategy to ensure that the communication goals are reached. Updates of the communication and dissemination strategy will be presented with the progress made on the indicators. In order to follow the impact of the dissemination strategy, the following indicators will be tracked in all the communication activities:

- Google Analytics (website)
- Social media metrics including: Impressions; viewers; gender balance; age; number of publications; interactions; geographical scope.
- Mailing list:
 - Click through rate
 - Number of subscribers
- Number of publications and articles
- Evidence of presence in the media
- Trends in website visits
- Participation in events and seminars
- Evidence of transferring R&I into practice
- References in websites and publications
- Number of participants in TORCH events
- Post survey with participants and speakers
- Impact on external stakeholders including business and society (linked to D5.1)
- Published reports
- Clipping - tracking impact and events

This follow up of all TORCH communication and dissemination actions will be a joint effort with all work packages members. It is essential to measure the impact of the strategic planning as well as to report to the European Commission. It should include any high-level meeting, workshops, conferences and activities in which TORCH was part to evaluate the work and check the effectiveness of the strategy.