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| **1. Institutional modernisation and reforms** | | |
| 1.1 | Introduction of modern research assessment practices, in line with the Coalition for Advancing Research Assessment (CoARA); | 1. Commitment to CoARA Principles The CoE will endorse CoARA, promoting fair, qualitative, and responsible research assessment 2. Co-Creation of a New Institutional Framework The CoE will co-develop a CoARA-aligned framework, tailored to its mission and culture, through an inclusive process. 3. Key Features of the New Framework The framework promotes open science, values mentoring and collaboration, and uses metrics responsibly 4. Strategic Relevance for the CoE and EEI CoARA adoption will enhance the CoE’s leadership, talent attraction, funding potential, and institutional reform. 5. Monitoring and Evaluation Mechanisms Ongoing progress will be monitored via reviews, feedback, and collaboration with the CoARA community. |
| 1.2 | Application of modern management practices including improved research management and administration (RMA); | 1. Framing of the Need for RMA Reform Centralized RMA is essential for managing today’s complex research; fragmented approaches hinder efficiency and impact. 2. Establishment of a Central RMA Office The CoE will establish a central RMA Office to provide coordinated support across all research activities that will serve as a hub for project management, compliance, and reporting. 3. Recruitment and Capacity Building for RMA Staff The CoE will strengthen RMA capacity through targeted recruitment, training, mentoring, and peer learning. 4. Integration of RMA with Scientific Governance RMA will be integrated into governance to ensure strategic alignment and active involvement in decisions. 5. Use of Digital Tools and Platforms The CoE will adopt digital platforms for project management, data sharing, and reporting, enhancing efficiency and transparency. 6. Contribution to Institutional Transformation Professionalizing RMA will support the CoE’s broader transformation goals, enabling more effective research, collaboration, and stakeholder engagement. |
| 1.3 | Promoting interdisciplinary research entities. | 1. Strategic Rationale for Promoting Interdisciplinarity Complex research questions need integration of knowledge and methods across disciplines for comprehensive problem-solving and innovation. 2. Definition and Structure of Interdisciplinary Clusters/Entities CoE forms interdisciplinary clusters or hubs combining diverse expertise to tackle common research goals, with defined leadership and governance. 3. Governance and Coordination Mechanisms Each cluster is guided by a multidisciplinary steering committee, coordinated by the central RMA Office to align with institutional strategy. 4. Incentives for Researchers to Participate The CoE will offer incentives such as seed funding, recognition in performance evaluations, and opportunities for career advancement. 5. Sustainability and Institutional Embedding Interdisciplinary clusters will be embedded in the CoE’s long-term strategy, with regular reviews to ensure sustainability and impact. 6. Expected Scientific and Organizational Outcomes Enhanced innovation increases external funding, and greater societal impact. Improved collaboration and knowledge exchange across disciplines. |

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| **2.** Upskilling of research, technical and management staff | | |
| 2.1 | Exchange of academic and non-academic staff for sharing good practices; | 1. Industry-Academia mobility – Enable researchers to work temporarily with government agencies (e.g., national mapping/geodetic organizations) or private companies to bridge theory and practical applications. 2. Municipal & Regional Expert Exchanges – Partner with city planners and regional authorities to embed geodetic experts in local projects (e.g., land-use planning, disaster resilience). 3. International Collaboration Programs – Facilitate staff exchanges with global geodetic institutions (e.g., UN-GGIM, IGS, IDS, IVS, ILRS) to adopt cutting-edge techniques and standards. 4. Cross-Sector Workshops – Organize short-term staff swaps between academia, industry, and public sector to share hands-on expertise (e.g., GNSS data processing, other satellite technics). 5. Training Fellowships for non-academic– Offer structured programs for non-academic professionals (e.g., surveyors, civil protect) to learn advanced geodetic methods at the center. 6. Advisory Panels with Mixed Stakeholders – Create joint committees where academic and non-academic experts co-develop solutions for challenges like climate monitoring or smart city geodesy. |
| 2.2 | Training and capacity building for research and innovation management including IPR and application of open science practices; | 1. Structured Research Management Programs – Offer workshops and mentorship to strengthen institutional capacities in managing research projects, from proposal writing to funding acquisition.      1. IPR & Technology Transfer Training – Educate researchers and industry partners on intellectual property rights (IPR), patenting geodetic innovations (e.g., sensor technologies, processing software software), and products pathways.      1. Open Geodata & Open Science Advocacy – Train stakeholders in open science practices, including FAIR (Findable, Accessible, Interoperable, Reusable) principles for sharing geodetic data and products to boost collaboration.      1. Innovation Hubs for Geodesy – Establish local hubs to connect academia, SMEs, and public agencies, fostering co-creation of solutions (e.g., sea level, disaster monitoring etc) while applying open innovation models. 2. Ethical & Legal Compliance Frameworks – Guide institutions on ethical data collection and legal aspects of geospatial information in line with national/EU regulations (e.g., GDPR, INSPIRE). 3. Train-the-trainers– Build a network of local experts to sustain long-term skills transfer in geodesy-related innovation management, ensuring scalability and institutional resilience. |
| 2.3 | Entrepreneurial and communication training. | 1. Startup Incubation for Geospatial Tech – Provide hands-on training and mentorship to researchers and students to transform geodetic innovations into viable startups or spin-offs, new softweare and data management. 2. Business Skills for Geodesy Professionals – Offer workshops on business modeling, market analysis, and pitching techniques tailored to geospatial products and services (e.g., land monitoring, smart city solutions, civil protect). 3. Science Communication Bootcamps – Train researchers to effectively communicate complex geodetic concepts (e.g., satellite geodesy, climate-related, ground deformation) to policymakers, investors, and the public. 4. Industry Networking & Matchmaking – Organize events linking geodesy experts with potential investors, tech accelerators, and industry partners to foster commercialization of research outputs. 5. Grant Proposal & Fundraising Training – Equip researchers and entrepreneurs with skills to secure funding (e.g., EU grants, venture capital) for geodetic projects with societal or economic impact. 6. Media & Public Engagement Strategies – Teach scientists how to leverage social media, podcasts, youtube class videos and press outreach to highlight the role of geodesy in addressing local challenges . |

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| **3.** Development of research excellence | | |
| 3.1 | Sharing R&I capacities including infrastructures; | 1. Greece is an ideal testbed for tectonic, volcanic and seismic monitoring (e.g. the largest tectonic rates in Europe, among the highest seismic event frequencies), including natural hazards (e.g. Santorini volcanic inflation, large earthquakes, land-slides). NTUA, TUC and UNIWA will share relevant networks (e.g. GNSS) and additionally secure acees to critical, national infrastructure, e.g. National Cadastral Service and OASP. 2. Could Turkey provide something similar ? 3. Infrastructure to be installed by any of the Widening institutes and falling under the Center's focus areas, will be shared among the Widening partners. 4. Software packages developed by the Widening institutes that fall within the scope of the Proposal (e.g DORIS POD by NTUA and PENC) will be shared among Widening partners, including if needed training sessions. 5. Extensive training by the expert nodes to Widening partners in all focus areas. 6. At any time, any Widening institute can apply for training by expert partners 7. The organization chart (Education Coordinator) will make sure that all research capacity needs are met, organizing training sessions with relevant expert nodes. 8. The organization chart (Research Coordinator) will make sure that all R&I activities, allocate the needed resources (data, software, human resources, funds) for R&I |
| 3.2 | Developing joint strategic R&I agendas; | 1. At least once per year the Governing Board and External Advisory Board will convene to access and review research activities of the Widening institutes. 2. At least once per year the Governing Board and External Advisory Board will convene to access state-of-the-art trends in the fields of interest and propose R&I critical directions. 3. The Governing Board and External Advisory Board will propose research critical topics that shall be jointly undertaken by the Widening partners; these shall be consolidated by joint scientific publications. 4. The Financial Director will search for funding calls that could be used by the Widening countries. 5. The Center will provide all support needed for: proposal writing, project management, finding partners, proposal reviews and critical feedback, for Widening partners to claim R&I funds. 6. Focus on creating added value from satellite geodesy (products), from observation to products. Contact stakeholders, and organize joint meetings. Query market and scientific needs. |
| 3.3 | Seed R&I projects to test R&I agendas, explore new joint research stands and consolidate partnership. | 1. Initially, and until the organization chart is in place, the Centre will seed the following small-scale pilot projects:    1. State-of-the-art DORIS POD software (NTUA, PENC, TUC and expert nodes).    2. State-of-the-art SLR POD software (NTUA, PENC and expert nodes).    3. Monitoring sea level in the Mediterranean (NTUA, TUC and expert nodes). 2. A share of the budget will be allocated to fund open calls (applicants placed in Widening countries, research institutes or industry). At least three open calls during the first three years. 3. The (Managing director?) will make sure that at least two funding proposals are submitted every year, including members of the Widening countries (european, national, or other). 4. Staff exchanges (including young researchers, PhD) to work on joint objectives. |

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| **4.** Digital transformation | | |
| 4.1 | Introduction of AI techniques in science and management; | 1. Get involved in international consortia that are at the forefront of AI for geodesy and space observation, i.e. GGOS (Artificial Intelligence for Geodesy – AI4G)[https://geodesy.science/ggos/structure/fa/ai-for-geodesy/] (NTUA is already involved in 2/4 Study groups). 2. Issue an open call at the start of the project (with a duration of maximum 1 year) to "identify AI application areas in Space Geodesy"; results will be later used by the widening parties to build AI-specific scientific infrastructure based on directions identified by the call. 3. Create an AI specific Directorate or focus area 4. Explore on AI products to assist:    1. identification of fitting open project calls (e.g. search and identify calls that could apply to the focus area/consortium)    2. assist project call writing and evaluation 5. Introduce AI tools for management, including:    1. knowledge management and semantic search using Natural Language Processing (NLP); see Note [1]    2. Collaborative virtual assistants (AI-powered chatbots or agents that assist in routine management tasks like meeting coordination, reporting deadlines, or reminders)    3. Search for, get acquanted with and introduce AI tools specifically targeting;       1. Improved coordination: AI-based scheduling and resource allocation can optimize task dependencies and partner contributions, helping avoid conflicts or duplication of work.       2. Knowledge sharing: NLP-based tools can improve access to shared knowledge across partners, making it easier to find relevant data, publications, or previous work.       3. Reduced overhead: Virtual assistants can automate repetitive tasks, freeing managers to focus on scientific and strategic leadership. |
| 4.2 | Concept studies for upgrading digital infrastructure. | 1. All resources allocated to the centre (including infrastructure, data, servers, data centers, learning platforms, storage, security, cloud services) will be accessed and evaluated. 2. Special focus on data and computing resources: all widening institues will Identifying gaps, bottlenecks, or outdated systems that hinder seamless digital research. 3. Widening institutes will be able to allocate resources (funds, personnel) to overcome constraints and limitations identified (from above) 4. Explore and investigate different solution options (e.g. more high-performance computing, cloud services, better connectivity for remote teaching or hybrid labs, AI tools for research and teaching ,new collaboration tools) 5. Widening institutes will be able to allocate resources (funds, personnel) to perform studies on conceptual plan or roadmap for future investments, upgrades, and integration with new technologies. |
| 4.3 | Data science and management. | 1. NTUA will collect critical GNSS data archive and move it to cloud services |

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| **5.** Outreach | | |
| 5.1 | Linkages with inspiring local/regional innovation ecosystems including industry; | 1. Mapping and Engaging the Local Ecosystem CoE maps key regional innovation players—startups, SMEs, universities, government, industry—to engage stakeholders early and boost collaboration. 2. Structured Industry Engagement The CoE will create formal ways to work with industry partners. This includes, joint projects and partnership agreements that define roles and expectations clearly. 3. Innovation Matchmaking and Open Calls The CoE will organize events and open calls to connect innovators, entrepreneurs, and industry partners. 4. Talent Mobility Between Academia and Industry The CoE will promote the movement of researchers and professionals between universities and companies. This exchange of talent helps transfer knowledge, skills, and new ideas across sectors. 5. Formalizing Partnerships CoE secures long-term success through formal contracts and collaboration frameworks with ecosystem partners for sustained cooperation. |
| 5.2 | Engaging with citizens, cities, regions and other non-academic actors; | 1. Public Awareness Campaigns – Organize workshops, seminars, and outreach programs to educate citizens and local governments on the importance of geodesy in everyday life (e.g., GPS, land surveying, climate monitoring). 2. Collaboration with Municipalities – Partner with city planners and regional authorities to provide geodetic expertise for urban development, infrastructure projects, and disaster risk management. 3. Citizen Science Initiatives – Involve the public in data collection (e.g., crowd-sourced geodetic measurements) to enhance research while fostering community engagement. 4. Policy Advisory Services – Offer technical support to policymakers on geospatial data standards, land management, and sustainable development strategies. 5. Industry Partnerships – Work with private sector stakeholders (e.g., construction, agriculture, hydrographers) to apply geodetic innovations in real-world solutions like precision farming or autonomous navigation. 6. Training & Capacity Building – Provide tailored training programs for local governments and professionals to improve geospatial data utilization in decision-making. |
| 5.3 | Development of internationalisation strategies and partnerships. | 1. Try to deliver state-of-the-art results/products which can be utilized by the scientific community and industry. 2. Create a geodetic repository with quality products, utilized by the scientific community and industry. 3. Joint presence in international conferences; presentations and publications. 4. With the help of expert nodes, Widening institutes shall join high-caliber international consortia, services and communities, such as IAG, GGOS, IDS, ILRS, EUREF 5. Engagement on social media. Promote the Center via a dedicated website and dedicated conference talks. 6. Issue guidelines for becoming a "Core", "Associate" or "Expert" member of the Center (governing board). Having more than one ways to join the Center can be more attractive, efficient and agile. 7. Issue calls for potential new members of the Center ("Core", "Associate" or "Expert") at conferences and social media 8. Specifically target research institutes in US, South America, China and Japan with the help of expert nodes. Staff exchange and/or in-person meetings (travel) with at least one institute from the target locations. |