

STRIVE PROJECT

Project number: 101128558 —STRIVE —ERASMUS-EDU-2023-CBHE

Sustainability meeting

WP6. Sustainability

June 25-26, 2026

Quang Ninh University of Industry's premises

Project Consortium

Partner n.	Partner's name	Acronym	Country
1	AlmaLaurea Interuniversity Consortium - coordinator	AL	Italy
2	Hanoi University	HANU	Vietnam
3	Phu Xuan University	PXU	Vietnam
4	Quang Ninh University of Industry	QUI	Vietnam
5	Academy of Public Administration and Governance	APAG	Vietnam
6	University of Evora	UEVORA	Portugal
7	University of Tuscia	UNITUS	Italy

33 overall participants attended the two-days meeting.

23 representatives of STRIVE partner institutions attended the two-days meeting in person and remotely.

10 representatives of 4 newcomer universities joined remotely the second day of the meeting devoted to the refinement of the Erasmus+ CBHE SUSTOUR-VN project proposal on sustainable tourism: Hanoi Tourism College, University of Economics of University of Da Nang, Cuu Long University, together with representatives from Magnolia Sustainable Experiences Social Enterprise Co. Ltd., a Hanoi-based company specialised on sustainable tourism.

Participants' details in Annex 1

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MEETING MINUTES

FIRST DAY

WELCOME ADDRESSES

The Rector of Quang Ninh University of Industry, Professor Hoang Hung Thang, welcomed the attendees, noting that QUI staff were pleased to finally host the meeting after it had been postponed in September 2024 due to Typhoon Yagi. He emphasised the importance of the STRIVE project for strengthening QUI's internationalisation and expressed his gratitude to the EU partners and to HANU, as well as for the lessons learned through the project.

Dr. Nguyen Huu Chuc, PXU's Vice-President, underlined the meaningful benefits of STRIVE for PXU's internationalisation strategy.

Dr. Luong Thanh Cuong, APAG's Vice-President, highlighted STRIVE's effective contribution to improving APAG's internationalisation, and drew particular attention to the usefulness and positive impact of the awareness-raising seminars recently organised for APAG's lecturers and students, which provided them with opportunities for mobility experiences in EU countries under the Erasmus+ programme.

Professor Paulo Resende da Silva from UEVORA reaffirmed UEVORA's commitment to sharing experience and expertise in pursuit of the consortium's common goals within the STRIVE project.

Professor Dang Thi Phuong Thao, Director of ItaCentro at HANU, reiterated HANU's commitment to supporting the STRIVE Vietnamese partners — as well as newcomer Vietnamese universities — in achieving project objectives, including the enlargement of the Internationalization Virtual Centre membership and the drafting of the SUSTOUR-VN project proposal.

Luisa Mengoni (AlmaLaurea) opened the meeting by thanking Professor Hoang Hung Thang and QUI staff for hosting the event, and extended her gratitude to all participants — both in-person and remote.

She offered a positive overall assessment of the project, noting that 80% of outputs have been achieved to date thanks to the commitment of all partners and the cooperative spirit that has characterised implementation throughout. The capacity-building activities have fostered a significant exchange of knowledge and best practices on mobility, international cooperation, and project design and management, benefiting both European and Vietnamese partners.

She highlighted two particularly noteworthy outcomes: the strong participation of students — alongside staff — in seminars, training activities, and evaluation exercises; and the growing interest of universities outside the consortium in joining the Internationalization Virtual Centre, whose establishment agreement was to be validated during the meeting.

She concluded by framing the day's agenda around the theme of sustainability, noting that the activities ahead are essential not only to secure STRIVE's legacy beyond its three-year implementation period, but also to lay the foundations for future collaboration among the extended consortium.

INTRODUCTION TO THE MEETING: STATE OF PLAY OF PROJECT MILESTONES & DELIVERABLES

Enrico Dongiovanni (AlmaLaurea) presented the current state of play of project milestones and deliverables, reviewing the completion percentage for each Work Package, the achievements to date, and the results still to be delivered.

Completion rates by Work Package are as follows:

- WP1 – Coordination and Quality Control: **85%**
- WP2 – Erasmus+ Overview: **100%**
- WP3 – Capacity-Building on Project Design and Management: **85%**
- WP4 – Capacity-Building on Students' and Staff's Mobility Experiences: **100%**
- WP5 – Dissemination: **75%**
- WP6 – Sustainability: **85%**

Of the project's total milestones and deliverables, 7 milestones and 11 deliverables have been completed, with 1 milestone and 5 deliverables still outstanding. The project remains fully on track with its planned timeline.

The remaining results to be achieved are:

- **Deliverable:** Drafting of the Erasmus+ CBHE project proposal and annexes (*WP3; deadline: October 2026*)
- **Deliverable:** Report on awareness seminars to Vietnamese students, academic and administrative staff on Erasmus+ opportunities (*WP5; deadline: September 2026*)
- **Deliverable:** Promotional and testimonial video (*WP5; deadline: January 2027*)
- **Milestone:** Agreement establishing the Internationalization Virtual Centre (*WP6; deadline: November 2026*)
- **Deliverable:** Release of the Monitoring Tool on Internationalization (*WP6; deadline: October 2026*)
- **Deliverable:** Internationalization Virtual Centre creation (*WP6; deadline: January 2027*)

5TH STEERING COMMITTEE MEETING

Luisa Mengoni (AlmaLaurea) provided a brief overview of the main provisions of the IVC Agreement prior to its validation by the Steering Committee. She recalled that the agreement had been shared with all consortium members for review, and that the comments received had been integrated into the final version.

She summarised the agreement's key features as follows. The Vietnamese Internationalization Virtual Centre is conceived as a **flexible, voluntary cooperation platform** — not a formal legal institution. Its non-binding nature means that parties collaborate on the basis of trust, without incurring financial or legal obligations, which makes the Centre easy to join and sustain. Governance is deliberately light, with a simple structure and consensus-based decision-making. Activities are broad and adaptable, ranging from partnership building and mobility support to monitoring and dissemination, with resources contributed voluntarily by each member.

She encouraged Vietnamese HEIs outside the consortium to join the Centre, noting that the procedure is straightforward: interested institutions are invited to sign the commitment letter (provided in annex to the agreement) and to designate three staff members to ensure the Centre's smooth operation — specifically a Strategy Development Officer, a Dissemination Officer, and an IT Officer.

Following a brief discussion on the agreement's contents, the Steering Committee approved the establishment of the Internationalization Virtual Centre (IVC), with the formal signature ceremony of the IVC agreement to be held at the project's final meeting.

Enrico Dongiovanni (AlmaLaurea) presented the recently updated [IVC website](#), developed by Nguyen Hoang Duong (HANU), illustrating its sections: the Centre, the Network, Boost International Cooperation, News, Information on International Dimension, Internationalization Data, and How to Join.

He recommended that Vietnamese partners disseminate the IVC website within their networks and encourage interested Vietnamese universities to sign the commitment letter for joining the IVC — available directly on the website — before the end of the STRIVE project. He asked partners to share with HANU relevant news on their international activities so to feed the “News” section of the IVC website.

Professor Dang Thi Phuong Thao (HANU) informed the consortium that 5 Vietnamese newcomer universities have already expressed their interest in joining the IVC.

WP6: MONITORING TOOL ON INTERNATIONALIZATION

Enrico Dongiovanni (AlmaLaurea) recalled the aims of the Monitoring Tool on Internationalization: to increase the global visibility and impact of the internationalization strategies of STRIVE Vietnamese HEIs, to track progress and identify areas for improvement, and to optimize resource allocation. He noted that the tool will be incorporated into the IVC website under the "Internationalization Data" tab, as a Google Looker Studio interactive dashboard.

The following indicators — previously agreed upon — will be tracked for the 2024–2026 period:

- Number of international students
- Number of incoming and outgoing students under Erasmus+ KA171 projects
- Number of incoming and outgoing teaching staff under Erasmus+ KA171 projects
- Number of incoming and outgoing administrative staff under Erasmus+ KA171 projects
- Number of incoming and outgoing visiting professors
- Number of professors who received their doctoral degree abroad
- Number of courses taught in English or other foreign languages
- Number of Erasmus+ KA2 CBHE projects implemented as coordinator or partner
- Number of other international projects
- Number of academic cooperation agreements
- Number of international conferences organised
- Number of cooperation agreements with external stakeholders
- Number of employees in international offices/departments

Luisa Mengoni (AlmaLaurea) clarified that the tool's purpose is not to rank the STRIVE universities by internationalization performance. Accordingly, where a university has no data for a specific indicator, the corresponding value will be displayed as n/a , with the option to update it in the future.

The agreed division of responsibilities is as follows: the dashboard — including charts, filters, layout, branding, and style — will be coordinated by HANU, while QUI, PXU, and APAG are responsible for providing HANU with their respective data via the shared Excel file template.

The agreed operational schedule is:

- **June–July 2026:** HANU defines the dashboard structure, assigns responsibilities, and establishes data collection protocols with Vietnamese partner universities.
- **August–September 2026:** HANU coordinates dashboard creation; partner universities compile and submit their indicator data via the Excel template.
- **By 14 October 2026:** Monitoring Tool dashboard completed, with all university data integrated and validated within the IVC website.

WP5: AWARENESS SEMINARS ON ERASMUS+ OPPORTUNITIES

Enrico Dongiovanni (AlmaLaurea) provided an overview of the awareness-raising seminars organised by each Vietnamese university, along with the structure of the corresponding report.

The seminars were designed to maximise the local impact of the WP2 workshops held at the University of Évora (June 2024) and at Hanoi University (September 2024), with the aim of encouraging greater participation of Vietnamese students, teaching staff, and administrative staff in Erasmus+ KA171 mobility and KA2 CBHE projects.

Eight seminars were organised in total between July 2025 and May 2026, reaching 542 students, 51 teaching and administrative staff members, and 30 newcomer staff members.

The assessment methodology was also presented: 204 assessment forms were collected, covering expectation matching, content relevance, duration appropriateness, usefulness of information, comprehension level, and willingness to apply for KA171 mobility and KA2 CBHE projects.

Results indicate a high level of participant satisfaction across all seminars, with improved Erasmus+ knowledge and increased interest in both KA171 mobility and KA2 CBHE cooperation.

The main suggestions for future seminar editions reported in the assessment forms were:

- A dedicated KA171 application workshop with step-by-step guidance
- Clearer explanatory content for students
- Expanded Q&A time
- Supplementary materials on KA171 scholarships and pre-departure logistics

All Vietnamese universities committed to replicating the seminars beyond the STRIVE project lifetime, recognising their effectiveness in improving Erasmus+ knowledge and boosting student and staff engagement in Erasmus+ activities.

WP5: PROJECT PROMOTIONAL VIDEO

Enrico Dongiovanni (AlmaLaurea) presented the key elements to be addressed for the production of the project promotional video — the project's legacy, to be disseminated on the IVC website, the STRIVE project website, European Commission channels, and partners' own channels.

The elements discussed included: storyboard and script, visuals and length, partners' testimonials, subcontracting procedure, task assignments, and scheduling.

After an open discussion, the following points were agreed:

General creative concept: *From Emerging to Connected — A transformation story about the future of Vietnamese higher education.*

The video will be 2–3 minutes long, dynamic and human-centred, with a visual language alternating footage, data, and testimonial voices. The style draws from cinematic documentary, social-media storytelling, and modern university campaign formats.

Narrative structure:

ACT 1 – The Starting Point: "We wanted stronger international connections."

ACT 2 – Transformation through STRIVE: "We stopped working alone."

ACT 3 – The Future: "Internationalization is becoming part of who we are."

Partners' testimonials:

Each Vietnamese partner will provide two testimonials — one from a STRIVE staff member and one from a student — in the form of short emotional soundbites of 3–7 seconds, each conveying one clear idea and one emotional message. Partners remain free to record longer interviews for dissemination on their own channels. All partners will self-record their testimonials and may also contribute drone footage, campus photographs, and videos of their infrastructure, classes, staff, and students.

Technical requirements for testimonial recording have been shared by AL.

Subcontracting:

HANU will contract the professional video production agency responsible for assembling all partners' contributions (visuals and testimonials) and the project data to be supplied by AL.

Agreed operational schedule:

- By September 2026: Partners designate testimonial speakers and submit recorded testimonials and visuals to HANU and AlmaLaurea.
- By October 2026: The video production agency is subcontracted and editing begins.
- By November 2026: AlmaLaurea finalises deliverable descriptions and key performance indicators.
- By end of December 2026: The video is assembled (testimonials, visuals, data) and refined.

SECOND DAY**WP3: STATE OF PLAY OF THE ERASMUS+ CBHE SUSTOUR-VN PROJECT PROPOSAL ON SUSTAINABLE TOURISM**

Luisa Mengoni (AlmaLaurea) opened the second day by introducing the session dedicated to the SUSTOUR-VN project proposal — Building Capacities for Sustainable Tourism Development in Vietnam — one of the STRIVE project's deliverables, to be submitted to the European Commission by October 2026 in preparation for the official Erasmus+ CBHE call for proposals in February 2027.

She underlined the strategic importance of the initiative, which builds directly on the project design and management training carried out over the past two years while ensuring full ownership by the Vietnamese beneficiary institutions, who will coordinate the project.

She acknowledged the contributions of all parties involved in developing the overall project structure to date: the sustainable tourism experts within the consortium, the University of Évora for leading the subject-matter expertise component, and Magnolia Sustainable Experiences for its valuable input on the pilot project activities. She recalled that a project summary consolidating all contributions has been circulated to participants and remains confidential.

While the overall structure is now in place, several elements still require further work — in particular the definition of indicators and a more in-depth elaboration of the proposed activities ahead of the final application

Jaime Serra (UEVORA) introduced the of the SUSTOUR-VN project, recalling the consortium composition, the strategic alignment with Vietnamese and EU policies, the strategic objectives, the beneficiaries, the intervention logic and methodology architecture, the Work Packages structure and key deliverables. then moderated an open discussion on the proposal refinement.

After an open discussion, the following elements were agreed:

- 3 lecturers at each Vietnamese university receive direct training from EU partners on tourism curriculum improvement and problem-based learning
- 7 additional lecturers at each Vietnamese university receive Training of Trainers (ToT) at local level
- Existing tourism curricula contents will be improved up to 15% at each Vietnamese university
- 30 bachelor students at each Vietnamese university receive training from the lecturers on sustainable tourism and pilot project implementation
- 10 selected students among those trained at each Vietnamese university are involved in pilot projects with local communities
- 20 local community members are involved in the pilot projects
- Vietnamese standard language will be used for communicating with the local communities
- The foreseen 1,000 € consultancy fee per local community will be managed directly by each Vietnamese university. A contract will be signed between the university and the local community setting out the terms of payment. Payment will be made by bank transfer, with a receipt signed by the local community. AlmaLaurea will verify with the European Commission if the procedure complies with the Erasmus+ requirements and inform partners accordingly.

All Vietnamese universities will eventually provide AlmaLaurea with additional feedback on the agreed indicators, as well as any missing information on the staff list, staff costs, and previous projects, using the standard templates, by **17 July 2026**.

PROJECT NEXT STEPS

Luisa Mengoni (AlmaLaurea) summarized the next steps and tasks to be performed by all the partners until the project end.

Deadline	WP and related deliverable	Task
July 17, 2026	WP3 – SUSTOUR-VN project proposal	Share CVs of staff to be involved, staff costs, list of previous projects using provided template Double-check project performance indicators and provide feedback
July 31, 2026	WP5 – Awareness-raising seminars report	Provide comments on the draft report to be shared by AlmaLaurea
By the end of August 2026 at the latest	WP6 – Monitoring tool on internationalization	Share indicators for monitoring international activities using Excel file provided
Early September 2026	WP5 – Project promotional video	Share recorded testimonials and visuals as per provided indications
February 2027	WP1 – Project final report	Provide comments on the draft report to be shared by AlmaLaurea

Furthermore, all partners are requested to notify AlmaLaurea on due time in case of Rector/President change, providing official document of appointment.

It was agreed that the project final meeting will be scheduled at APAG's premises in early January 2027.



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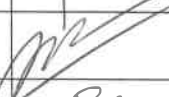
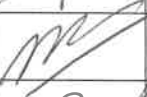
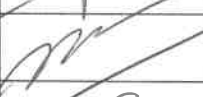
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—SUSTAINABILITY MEETING—
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STRIVE
Strengthening Internationalization
of Vietnamese Emerging Universities



N.	Acronym	University name	Surname of the staff member (as in passport)	Given name(s) of the staff member	Role at the institution (as by employment contract)	Signature June 25, 2026	Signature June 26, 2026	Signature I give consent to publication of photo/video taken during the meeting
1	QUI	Quang Ninh University of Industry	Hoang Hung	Thang	President /Project Manager			
2	QUI	Quang Ninh University of Industry	Pham Duc	Thang	Vice-Rector/Researcher/Technical			
3	QUI	Quang Ninh University of Industry	Cat Thi Thu	Huong	Head of Finance/Researcher			
4	QUI	Quang Ninh University of Industry	Bui Thi	Huyen	Vice Dean of Basic Faculty/Researcher			
5	QUI	Quang Ninh University of Industry	Ta Van	Kien	Head of Science Technology and International Affairs/Researcher			
6	QUI	Quang Ninh University of Industry	Ha Thi Ngoc	Mai	Officer/Admin/Researcher			
7	QUI	Quang Ninh University of Industry	Nguyen Ngoc	Minh	Lecturer/Researcher			
8	QUI	Quang Ninh University of Industry	Le Ho	Hieu	Technical			
9	QUI	Quang Ninh University of Industry	Dang Thi Thu	Giang	Lecturer/Researcher			
10	HANU	Hanoi University	Dang Thi Phuong	Thao	Director of Center of Italian Language and Culture and Relation development			
11	HANU	Hanoi University	Nguyen Hoang	Duong	Vice Director of Information Technology Center, Hanoi University			
12	APAG	Academy of National Administration and Governance	Luong Thanh	Cuong	Vice President			
13	APAG	Academy of National Administration and Governance	Nguyen Ba	Chien	President /Project Manager			
14	APAG	Academy of National Administration and Governance	Nguyen Thi Ngoc	Hien	Admin/Researcher			
15	APAG	Academy of National Administration and Governance						
16	APAG	Academy of National Administration and Governance						

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17	PXU	Phu Xuan University	Ho Thi Hanh	Tien	Project Manager (Director of Institute for Partnership Development)			
18	PXU	Phu Xuan University	Nguyen Huu	Chuc	Technical/Researcher (PXU's Vice President)			
19	PXU	Phu Xuan University	Hoang Ba	Loc	Technical/Researcher (Head of Tourism Faculty)			
20	PXU	Phu Xuan University	Tran Thi Thu	Thuy	Admin/Researcher (Director's Assistant, Institute for Partnership Development)			
21	UEVORA	Universidade de Évora	Resende da Silva	Paulo	Assistant Professor			
22	UEVORA	Universidade de Évora	Serra	Jaime	Associate Professor			
23	UNITUS	Università degli studi della Toscana						
24	UNITUS	Università degli studi della Toscana						
25	UNITUS	Università degli studi della Toscana						
26	AlmaLaurea	Consorzio Interuniversitario AlmaLaurea						
27	AlmaLaurea	Consorzio Interuniversitario AlmaLaurea	Mengoni	Luisa	Project coordinator			
28	AlmaLaurea	Consorzio Interuniversitario AlmaLaurea	Dongiovanni	Enrico	Project manager for international relations			
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