

# Joint Partnership Agreement

*European Joint Master of Business Administration, AI for Business Transformation*

## UlysseusAI

### The Parties:

Haaga-Helia University of Applied Sciences (hereinafter HH), represented by its President & CEO TEEMU KOKKO (Ph.D.), hereinafter referred to as the Consortium Coordinator,

and

Universidad de Sevilla (hereinafter USE), represented by its Rector MIGUEL ANGEL CASTRO ARROYO (Ph.D.),

MCI Management Center Innsbruck (hereinafter MCI), represented by its Rector ANDREAS ALTMANN (Ph.D.),

Technická univerzita v Košiciach (hereinafter TUKE), represented by its Rector [Name to be confirmed]

Université Côte d'Azur (hereinafter UniCA), represented by its President JEANICK BRISSWALTER (Ph.D.)

Università di Genova (hereinafter UniGe), represented by its Rector FEDERICO DELFINO (Ph.D.).

### Article 1. Purpose of the Agreement

The Ulysseus European University alliance (<https://ulyssus.eu>) is one of the 50 currently selected European University alliances. Ulysseus (hereinafter either Ulysseus or the Alliance) includes eight diverse higher education institutions solidly involved in the development of their regions and cities. Out of them, six are partners in the Consortium involved in the planning and delivery of the Joint Master's degree referred to in this Agreement: three comprehensive universities (USE, UniCA & UniGe), one technical university (TUKE) and two universities of applied sciences (MCI & HH).

Ulysseus has committed itself to accrediting one joint Master's degree, followed by one joint PhD programme, per Innovation Hub thematic priority. UlysseusAI is the second Ulysseus joint Master's degree to be accredited. Together with the first Ulysseus joint Master's degree recently created, UlysseusAI will be an internal model for the following Ulysseus joint Master's degrees.

The purpose of this document and of its Annexes is to agree on the design, implementation, and management of the Ulysseus "Joint European Master's Degree in Artificial Intelligence for Business Transformation" (UlysseusAI, hereinafter "Programme"). This agreement shall specify the respective rights and obligations of the parties with regard to the running of the Programme.

**Annex 1** is a draft of the Financial and Sustainability Plan of the Programme. It will be reviewed annually.

**Annex 2** is a draft of the Student Agreement that will be signed by all students accepted in the UlyseusAI Programme and by the Coordinating Institution. *[NB: to avoid repetition of the same information such as the admission criteria, the Student Agreement is not annexed to this Agreement. It is available in the Self-Evaluation Report documents as Annex 19.]*

## Article 2. Legal Framework

The six Ulyseus partners involved in the Programme (HH, MCI, TUKE, UniGe, UniCA and USE) are well-established higher education institutions in their respective countries. They all have applicable legal national frameworks that entitle them to participate in a joint degree and to award Master's degrees.

UlyseusAI was co-created by these six Ulyseus partners. However, the degree will be awarded by the three Partners sited in Finland (HH), Austria (MCI) and Spain (USE) only, before it might be awarded by more Partners. All these three countries can make use of the European Approach for Quality Assurance of Joint Programmes.

The denomination of the degree awarded in the Programme is

*European Joint Master of Business Administration, AI for Business Transformation,  
valid as a Master of Arts in Business (MA MCI) in Austria.*

## Article 3. Management of the Programme

### 3.1. Coordinating and Partner Institutions

Hereinafter HH shall be referred to as the "Coordinating Institution", and the other five higher education institutions mentioned above as "Partner Institutions" or "Partners". All of them together form the "Consortium." Hence, the following denominations, terms and definitions are used in this Agreement:

**AQAS:** *Agentur zur Qualitätssicherung an Hochschulen* (in Cologne, Germany) that will conduct the accreditation of the Programme according to the European Approach protocol

**Cooperating Partner:** a Partner Institution of the Consortium participating in tuition, various juries, and guidance, according to a plan to be negotiated prior to the commencement of studies for each academic year

**Coordinating Institution:** Haaga-Helia University of Applied Sciences (HH)

**Consortium:** the six Partners of the Ulyseus European University alliance involved in the planning and delivery of UlyseusAI

**Consortium Coordinator:** a group of people at the Coordinating Institution who are responsible for the setting up and implementation of the Programme

**Degree-awarding Partner:** HH, MCI and USE as Partner Institutions of the Consortium awarding the Joint Master's Degree in UlyseusAI

**Host Institution:** the Partner Institution at which the students are residents at a certain time during their studies

**Mobility Partner:** TUKE, a Partner hosting a semester of exchange studies in the Programme

**Partner or Partner Institution:** a member of the Consortium of UlysseusAI

**Programme:** European Joint Master of Business Administration, AI for Business Transformation

**Third country:** a country outside the European Union and the European Economic Area

**Ulysseus or Ulysseus Alliance:** the Ulysseus European University alliance

Students shall be enrolled in HH during the entire duration of their studies in UlysseusAI. At any point in time, each student shall be associated with one Host Institution, either as enrolled students (HH, MCI and USE), or as exchange students (TUCE). During the course of the Programme, each student shall be associated with, at least, three institutions.

Possible complaints and appeals will be dealt with at the Partner Institution where respective studies or activities have been undertaken. Appeals and complaints related to the admission process will be dealt with at the Coordinating Institution (see section 5.1).

### 3.2. Obligations of the Coordinating Institution

The Coordinating Institution manages the administrative, legal, and financial matters of the Programme. Moreover, the Coordinating Institution is responsible for all matters related to the cooperation with the accreditation agency *Agentur zur Qualitätssicherung an Hochschulen* (AQAS).

The Coordinating Institution shall report to the Consortium to enable full understanding of the administrative, legal, and financial matters.

The Coordinating Institution shall

- take all the steps necessary to design and manage the Programme as set out in this Agreement and its annexes, in accordance with the *Self-Evaluation Report* and the regional, national, and European legal frameworks applying.
- notify and provide all signatories with copies of this Agreement and any other official document and/or notification concerning the Programme.
- propose the Academic Coordinator and the Administrative Coordinator of the Programme.
- nominate the members of the Academic Steering Committee.
- submit appeals to the institutional bodies for student complaints
- ensure the insurance coverage necessary for students of the Programme, according to the regular procedure of HH. All details related to student insurance will be described in the Student Agreement, including divergences between students coming from the EU/EEA countries or from Third countries.

### 3.3 Obligations of the Degree-awarding Partners

Each of the Degree-awarding Partners shall

- organize a sub-committee chaired by the representative forming part of the Academic Steering Committee plus two other academics of the corresponding Partner Institution
- promptly notify the Academic Steering Committee of any delay with regard to their obligations or any event that may have an impact on the Programme
- inform the Academic Steering Committee whenever they receive relevant information about the Programme from third parties
- undertake all duties prescribed by the Academic Steering Committee.
- act always in good faith and in a manner that respects the good name and reputation of the other signatories, and in accordance with scientific and academic ethics
- cooperatively participate in the meetings of the different bodies mentioned in this Joint Partnership Agreement

- take all the steps necessary to manage the Programme as set out in this Agreement and its annexes, in accordance with the objectives as set out in the Self-Evaluation Report. Related to mobility semesters, this includes assistance for students in case help is needed for medical reasons, and provision of guidance to apply for housing for incoming UlysseusAI students.
- provide the Consortium Coordinator with any information or document that is required by the latter and necessary for the management of the Programme
- nominate one member for the Academic Steering Committee, the Selection Jury and the Internal Quality Assurance Committee. Every Partner Institution must nominate its own representatives.

### 3.4 Obligations of the Mobility Partner

TUKE, as the Mobility Partner, shall undertake the responsibilities related to hosting the mobility period for students opting for the Specialization 2 conducted at TUKE:

- delivering coursework during Semester 3
- providing access to library and IT services and premises for self-directed study and group work
- provide guidance and counselling related to the studies completed during the specialization semester. This includes assistance for students in case help is needed for medical reasons, and provision of guidance to apply for housing for incoming UlysseusAI students. Due to limited accommodation capacity, TUKE cannot guarantee accommodation within accommodation facilities
- providing guidance to students staying at TUKE in case help is needed for medical reasons
- undertaking all duties prescribed by the Academic Steering Committee.
- acting always in good faith and in a manner that respects the good name and reputation of the other Signatories, and in accordance with scientific and academic ethics.
- cooperatively participating in the meetings of the different bodies mentioned in this *Joint Partnership Agreement*.
- taking all the steps necessary to manage the Programme as set out in this Agreement and its annexes, in accordance with the objectives as set out in the *Self-Evaluation Report*
- providing the Consortium Coordinator with any information or document that is required by the latter and necessary for the management of the Programme.

### 3.5 Obligations of the Cooperating Partners

UniCA and Unige, as Cooperating Partners, shall

- contribute to transnational teaching of the Programme by teaching staff participation to teaching modules, either on site at other Partner Institutions or by online modules, and to various juries upon mutual consent in the Consortium
- participate in planning and delivery of courses and activities jointly with the other Partners, according to the annual planning of the Programme
- undertake all duties prescribed by the Academic Steering Committee.
- act always in good faith and in a manner that respects the good name and reputation of the other signatories, and in accordance with scientific and academic ethics
- cooperatively participate in the meetings of the different bodies mentioned in this *Joint Partnership Agreement*.
- take all the steps necessary to manage the Programme as set out in this agreement and its annexes, in accordance with the objectives of the project as set out in the *Self-Evaluation Report*.

- provide the Consortium Coordinator with any information or document that is required by the latter and necessary for the management of the Programme.

### *3.6 Consortium Structure*

#### *3.6.1 Academic Steering Committee*

The Programme is to be managed by an Academic Steering Committee, responsible for the correct implementation and the general management of the Programme. It is made up of one local academic of each Partner; two representatives of the Ulysseus associated partners and one student. The Academic Steering Committee is chaired by the Academic Coordinator of the Programme.

This Academic Steering committee will be in charge of

- coordinating the Programme,
- approving the final list of admitted students,
- suggesting changes in the curriculum that will eventually be approved by the Collegiate Body of HH,
- suggesting changes in the admission and evaluation processes,
- cooperating with Partners in the framework of academic recognition decisions
- proposing structural changes dealing with academic and administrative aspects,
- communicating with the internal Quality Assurance Committee for continuous monitoring and improvement.

The Academic Steering Committee will have one sub-committee at each Degree-awarding Partner Institution and at TUKE. Each sub-committee will be chaired by the representative who is a member of the Academic Steering Committee plus two other academics of the corresponding Partner. The aim of the sub-committees is to solve all the academic issues within their own institutions.

#### *3.6.2 The UlysseusAI Selection Jury*

The UlysseusAI Selection Jury works in cooperation with the Admission Services of Haaga-Helia. The latter is the body officially in charge of the application, access and admission process related to the Programme. The two cooperate in the fields of admission criteria and selection procedure. The Selection Jury will be formed by one academic from each Partner Institution and one person representing the associated partners. None of them can be a member of the Academic Steering Committee. The Jury will meet (online or on-site) before the beginning of each joint Master's edition to coordinate with the Admission Services, in order to finalize the student selection process.

The UlysseusAI Selection Jury is in contact with the Ulysseus Academic Recognition Board that will ensure the coordination with relevant bodies in the Partner Institutions, in order to promote flexible and automatic academic recognition within Ulysseus.

#### *3.6.3 The UlysseusAI Internal Quality Assurance Committee*

The UlysseusAI Internal Quality Assurance Committee ensures the internal quality assurance (hereinafter: QA) of the Programme and suggests improvement strategies. This Committee is made up of one academic from each Partner, two representatives of the associated partners, and two students of the current edition of the Programme. This Committee will implement the internal evaluation strategies and mechanisms described in the Self-Evaluation Report (SER) of UlysseusAI and those to be implemented after the submission of the SER.

The UlysseusAI Internal QA Committee will be in contact with

- the Ulysseus body for internal monitoring: RADAR Observatory (internal monitoring and foresight) and
- the HH Unit for QA Management, which participates in coordination of the accreditation and following up of the Programme in contact with the external QA Agency AQAS.

### *3.6.4 The UlysseusAI Joint Master's Secretariat*

The Joint Master's Secretariat is the operative unit in charge of executive management, communication with other Partners, and of administrative and financial management. It is located at HH and is composed of the UlysseusAI Academic Coordinator, the Administrative Coordinator, and one Administrative Assistant. It is supported by the staff of Admission Services. If necessary for the running of the Programme, additional assistance can be provided by the Guidance Counsellors of the degree.

The Joint Master's Secretariat is in contact with

- the local administrative and financial staff at Partner Institutions in order to supervise the exchange of student documentation among Partners, as well as dealing with financial issues. The two other Degree-awarding Partners and the Mobility Partner will establish an Administrative Contact Point, following a single window principle, that will act as a recipient of any queries and petitions and will present them to the Academic Steering Committee when not able to provide an adequate answer to them. It will offer services to students, academic staff, administrative staff, and the general public.
- HH International Services and the local Ulysseus Mobility Officer of HH that are in contact with the Mobility Office of Degree-awarding and Mobility Partners and the Ulysseus International Mobility Office. During the mobility periods, the Coordinating Institution will communicate necessary student data to the Host Institutions. In this process, the GDPR rules will be respected.
- The Host Institutions will ensure that all students benefit from services like student housing, canteen, library, language courses, etc. during mobility periods.

### *3.7 Distribution of roles among Partner Institutions and students in UlysseusAI*

The Programme follows an integrated approach involving the participation of Partner Institutions and students.

- HH is responsible for coordinating the accreditation of the Programme and is supported in this process by the five other Consortium Partners. The Programme will be accredited in Finland, Austria and Spain (upon recognition by the Austrian and Spanish Evaluation Agencies after a positive decision by the AQAS).
- As the Coordinating Institution, HH will issue the joint degree (diploma) and the joint diploma supplement, awarded by HH, MCI and USE.
- HH will be in charge of the administrative and financial management of the Programme.
- The Partner Institutions participate in the joint academic governance, admission and recognition, teaching, and evaluation, Master's thesis process, mobility, and internal QA procedures, according to mutual agreement on different parts of the process. They all provide student support, resources and promotion and dissemination of the Programme.

Ulyseus students participated in the co-creation process of the Programme and will participate in UlyseusAI academic governance and internal QA procedures. They will be offered the opportunity to also participate in peer-teaching and assessment, on a voluntary basis.

All students admitted to UlyseusAI will sign a specific Student Agreement prior to commencement of their studies. The Student Agreement lists the rights and responsibilities of the student while studying in any of the institutions of the Consortium. Partners will have the opportunity to comment on the Student Agreement draft before it is taken into use. A draft of the Student Agreement is provided as the Annex 2 of this Agreement.

## Article 4. Degree Programme

### 4.1 General overview of the Programme structure and content

UlyseusAI is a 120 ECTS Master study programme (EHEA-QF second cycle or EQF level 7), divided into two years (4 semesters, 30 ECTS each):

#### Curriculum structure of UlyseusAI per semester

Semester 1	ECTS
<b>AI for Business – General</b>	
Orientation to Ulyseus AI	0
AI in Modern Business	5
Management of Digital Service Development	5
Mathematical Principles of AI	5
Data Analytics	5
Academic Writing	2
Evolving Organisations OR	5
Learning Culture in Organisations	(5)
Applied Design Research 1	3
	<hr/>
	30

Semester 2	ECTS
<b>AI for Business – Advanced</b>	
Programming Techniques	5
Data and Information Management	5
Smart Systems and Machine Learning	4
Operational Excellence	5
Data Economy	5
AI Innovation Project	5
Applied Design Research 2	1
	<hr/>
	30

Semester 3, specialization 1 (TUKE)	ECTS
<b>Artificial Intelligence Methods</b>	
Deep Learning	6



Computer Vision	6
Advanced Data Analysis Methods	6
Knowledge Discovery	6
Applied Design Research 3	1
Thesis part 1A	5
	<hr/> 30

### Semester 3, specialization 2 (USE)

#### ECTS

#### *AI Under a Multidisciplinary Perspective*

Automating Business Processes Using AI	4
Marketing Data Analysis and Trend Prediction	4
AI Application in Human Resource Management	4
Recommendation and Personalization Systems	4
Security and Fraud Detection in Business Transactions	4
Advanced Data Analysis to Identify Patterns and Trends	4
Applied Design Research 3	1
Thesis part 1 A	5
	<hr/> 30

### Semester 4

#### ECTS

Digital Ethics	5
Capstone Hackathon:	0
Collaborative Solutions for Industry	
Thesis part 1B	5
Thesis part 2	10
Thesis part 3 (includes Hackathon)	10
	<hr/> 30

### Modules

1. AI for Business – General; at HH (20 ECTS)
2. AI for Business – Advanced; at MCI (24 ECTS)
3. AI Methods; at TUKE (first specialization module option, 24 ECTS)
4. Transdisciplinary AI for Business; at USE (second specialization module option, 24 ECTS)
5. Transversal studies; organized jointly (22 ECTS)
6. Master's Thesis; coordinated by HH with the cooperation of Partners (30 ECTS).

Modules 1, 2, 5 and 6 are mandatory, and the students opt either for Module 3 or 4 according to their preferred mandatory specialization.

Module 5 consists of transversal studies: Orientation to UlysseusAI, Academic Writing, Evolving Organisations or Learning Culture in Organisations, Applied Design Research 1-3, AI Innovation Project, and Digital Ethics. All other courses of Module 5 are mandatory, whilst students select either Evolving Organisations or Learning Culture in Organisations in semester 1.



## Article 5. Student administration

### *5.1 Joint student application, selection, and admission procedures*

HH, as the Coordination Institution, is the single-entry point to the Programme. Therefore, the entry requirements and admission criteria for the Programme have been formulated in alignment with the national and institutional regulations mandatory for HH and Finnish higher education. They are the same for all applicants, regardless of the country of origin.

UlysseusAI has been designed for people intending to work in the field of business applications of artificial intelligence. The general requirements of the applicants are the following:

- A higher education qualification corresponding to a Bachelor's degree (EQF level 6) or higher
- A minimum of two years of working experience after the obtention of the Bachelor's degree, according to the Finnish law on Master's degrees in UAS institutions.
- English level corresponding to B2, according to the CEFR (Common European Framework of Reference for Languages), proof of which must be provided as a supporting document. Applicants from countries where English is not an official language must demonstrate their knowledge of English by proving that they have received their education in English, or with a certified language level equivalent to B2 using the CEFR.

#### *Application procedure and documentation*

All applications for admission will be submitted online, through the only official application portal of Finnish higher education institutions: <https://opintopolku.fi/konfo/en/>. (Studyinfo.fi) The website provides the information needed to upload supporting documents that are required for the online application. Information on application and admission will be available moreover on the websites of HH and Ulysseus.

#### *Considerations about the qualifications*

For applicants coming from EHEA institutions (including the Ulysseus partners), Bachelor's degrees will be automatically recognized, according to the Lisbon Recognition Convention and the Ulysseus Framework Agreement on Academic Recognition.

Applicants with a Bachelor-equivalent qualification issued by a non-EHEA higher education institution must provide a document issued by their university that certifies the level of studies of the applicant and stating that the diploma allows the applicant to access to Master's studies. Applicants need to present officially certified copies and translations into English of their diplomas and grades and an official certificate of the ECTS content of the subjects.

#### *Selection Process*

Haaga-Helia Admission Services are responsible for organizing the application and admission process. After closing the applications period, the Haaga-Helia Admission Services will check the eligibility of the applicants based on the documentation submitted to Studyinfo.fi.

The admission policy is intended to ensure equal opportunity of access to higher education for qualified European and Third country applicants. It is the responsibility of the Haaga-Helia

Admission Services to process documents submitted by the applicants to be invited to the interview and to forward them to the Selection Jury.

Based on the list of eligible applicants obtained from the Admission Services, Haaga-Helia Master Secretariat organizes an online entrance examination for eligible applicants. Detailed instructions on the arrangements of the exam will be provided for all eligible applicants.

After the entrance examination, the Admission Services will provide to the Selection Jury a list of the best 60 applicants. They will be selected for the second evaluation round that will be an interview with the Selection Jury. In the interview, the basic academic background of the applicant, relevance of work experience, transversal skills, motivation, communication skills, and English level will be evaluated.

Upon the results of the entrance examination and the interview, the Selection Jury, assisted by the Master Secretariat, will rank the accepted applications.

Successful admission to the Programme does not imply that the applicant's previous qualification has been validated to a comparable EHEA qualification entitling rights or granted recognition for any other purposes than access to this Master's degree programme.

#### *Transparency of the access and admission*

To guarantee the transparency of the access and admission processes, the information on the call for the upcoming academic year is available on the Ulysseus website and on the Finnish national portal <https://www.opintopolku.fi/konfo/en>. Information on the application and admission processes is available for applicants and eventually, for accepted students, on the national portal.

A more detailed description of the application and admission process is available in the *Self-Evaluation Report*, section 4.1.

### *5.2 Joint academic recognition*

Along the lines of the agreed-on Ulysseus Framework Agreement on Academic Recognition in order to promote flexibility of learning and mobility of students, with smooth academic recognition based on mutual trust between institutions and on the European principles on higher education and its quality assurance, Ulysseus Partners accept the recognition of qualifications and prior learning as well as professional experience for European Joint Master's programs in Ulysseus. The number of credits recognized is based on the QF-EHEA level or EQF level of the previous studies and on their compatibility with the Programme content and Intended Learning Outcomes, within the limitations of applicable national regulations on academic recognition.

In the Framework Agreement mentioned before, academic recognition is defined according to the Lisbon Recognition Convention and to the 2018 Council Recommendation on automatic mutual recognition, as an overarching process that refers to:

- Automatic recognition for access in the admission process: a higher education qualification awarded in one Member State is automatically recognized at the same level for the purpose of accessing further studies at any other Ulysseus partner Institutions, both without adding a specific recognition procedure and without prejudice to the Host Institution for setting specific evaluation and admission criteria for specific programmes.

- Recognition of learning periods abroad: Outcomes of study periods abroad, including regular subjects and Ulysseus “Educational Activities” will be fully recognized by the Ulysseus home Institution, as agreed beforehand in a Learning Agreement and confirmed in the transcript of records, or a certificate of completion of the study period, in line with the ECTS system.
- Recognition of prior learning and work experience: Learning outcomes from formal education or non-formal and informal learning, as well as work experience, may lead to full or partial recognition for the degree that the student is completing or will complete and seeks to get recognized, according to the process of the respective Ulysseus Partner Institutions, as well as the national regulations in force.

The agreement also defines the Ulysseus Academic Recognition Board, composed by one representative per partner, to ensure coordination between the authorities responsible for academic recognition in Ulysseus alliance. The Ulysseus Academic Recognition Board will assist the UlysseusAI Selection Jury when necessary.

### *5.3 Enrolment and mobility*

During the first Programme year, students will apply to and enroll at HH that will be the single entrance institution. They will stay at HH in Semester 1 and at MCI in Semester 2. During Semester 2, students will select their specialization module for Semester 3 that will be delivered as a mobility semester at TUKE (Spec. 1) or at USE (Spec. 2). At MCI and USE students will be enrolled as joint Master's students, whereas at TUKE students will be hosted as incoming exchange students.

During Semester 4, students will work on their Master's thesis and they will have the opportunity to stay either at HH, MCI, TUKE or USE. The choice for the Host Institution needs to be made during semester 3. During the mobility semesters, students will have the possibility to complete online courses offered by other Partners. Moreover, they will benefit from the educational offer of Ulysseus – short courses, language courses, MOOCs, or summer and winter schools. These courses are not part of the UlysseusAI curriculum; however, they will be considered for recognition when the intended learning outcomes of those courses correspond to the ones of UlysseusAI.

### *5.4 Joint Student assessment*

According to the aligned teaching principles, the teaching teams of the Programme will use “Fit-for-purpose” assessment methods of learning outcomes. The assessment will provide students with opportunities to give evidence of their skills and competencies related to the intended learning outcomes.

This focus on the Intended Learning Outcomes calls for the preferable use of “continuous/ formative assessment”, which evaluates student progress throughout the study unit rather than a “single/summative assessment” at the end of a course, unit or module in question.

Alternative assessment methods, when compared to examinations or traditional academic writing, will be promoted. A database of assessment methods will be developed to ensure an innovative approach to assessment on both group and individual assessment.

For consistency and transparency, grades obtained in Partner Institutions can be transformed into a grading system with an assessment scale from 0 to 100%. The Consortium has approved an equivalence table between this system and the corresponding EHEA and national systems (see the table below). This will allow functional communication among the teachers and

administrative staff of the Partner Institutions concerning students' transcript of record. The transcript of record and the degree certificate supplements issued by HH will display grading from 1 to 5, to align with the national legislation and the institutional rules.

To pass a course, students need in general to achieve 50% and above of the Intended Learning Outcomes, unless specified differently by the academic regulation of the Partner Institution delivering the course. The Academic Steering Committee will ensure that a transparent compensation policy will be taken in use before the start of the Programme, with respect of institutional and national rules. Students failing to pass individual taught modules will be able to present for supplemental examination or re-submit required work.

*UlyseusAI grading system and its equivalence to the EHEA and national grading systems:*

	<b>Fail</b>	<b>Sufficient</b>	<b>Satisfactory</b>	<b>Good</b>	<b>Very Good</b>	<b>Excellent</b>	<b>Exceptional</b>
ECTS	FX-F	E	D	C	B	A	A+
Ulyseus AI	0-49 %	50-59%	60-69%	70-79%	80-89%	90-99%	100%
Spain	0-4,9 Suspendo	5-5,9 Aprobado	6-6,9 Aprobado	7-7,9 Notable	8-8,9 Notable	9-9,9 Sobresaliente	10 Matrícula de Honor
France	0-9,9	10-10,9	11-11,9	12-13,9	14-15,9	16-17,9	18-20
Italy	0-17,9	18-22	23-25	26-27	28-29	30	30L
Italy (graduation marks)		66-83	84-94	94-102	103-109	110	110L
Slovakia I	Nevyhovél	Dobrý	Dobrý	Veľmi dobrý	Veľmi dobrý	Výborný	N.A.
Slovakia II	FX	E	D	C	B	B	A+
Slovakia III	4	3	2,5	2,5	2	1,5	1
Slovakia IV	Fail	Good/M	Good	Very Good/M	Very Good	Excellent/M	Excellent
Austria	5	4	4	3	2	1	1
Finland	Hylätty /Fail (0-0,9)	Välttävä/ Fair (1-1,9)	Tyydyttävä/Satisfactory (2,0-2,9)	Hyvä/ Good (3-3,9)	Erittäin hyvä/ Very good (4-4,9)	Kiitettävä/ Excellent (5)	N.A.

## 5.5. Student records

With respect to assessment and reporting, the Host Institution has the primary and ultimate responsibility for obtaining from the lecturers and professors and transmitting to the Coordinating Institution in timely fashion the assessment records for all UlyseusAI students. Upon requests by students, each Partner Institution shall provide the transcript of the studies it has delivered.

The Coordinating Institution will keep the summary of all student records and will transmit them to the Partner Institutions as soon as possible after the assessment period. When processing personal data, the Parties commit to comply with and act in accordance with the EU General Data Protection Regulation (2016/679) and any other applicable data protection legislation in force. In particular, the Parties will implement the necessary technical and

organizational measures and commit to ensure that all persons that have the right to process personal data are bound by the relevant confidentiality obligations or that statutory confidentiality obligations are applied to them. The Parties undertake to conclude appropriate further agreements (e.g. according to Art. 26 or Art. 28 of EU General Data Protection Regulation) if necessary. According to the Spanish regulation, the University of Sevilla will receive from the Coordinating Institution a copy of the records of all students enrolled in the Programme.

### *5.6. Degree awarding Institutions and Degree*

Each student who successfully completes the Programme and who has fulfilled the requirements of the applicable national legislations will receive a joint Master's Degree testified by a joint diploma on behalf of the three Degree-awarding Partners (HH, MCI and USE) involved in the provision of the Programme to that particular student.

Each joint degree award will be accompanied by a diploma supplement presenting the details of the student's academic programme and academic achievement, following the template developed by the European Commission, the Council of Europe and UNESCO/CEPES and adapted to any further specifications in national legislation where applicable.

### *5.7. Services available for students*

To ensure the best higher education experience, Ulysseus will provide UlysseusAI students, regardless of their location, with access to both joint Ulysseus services and individual services at every Host Institution. In addition, the Consortium puts at the disposal of the students of the Programme the facilities and resources available within the framework of the Alliance and provided by the Consortium Partners.

All these joint and individual university services and facilities will be described in the UlysseusAI Student's Handbook, which will be made available for students at the beginning of studies and updated regularly.

### *5.8. Student's rights and responsibilities*

Each student shall sign a Student Agreement at the beginning of studies. This Agreement shall list the rights and responsibilities of students with respect to the academic component of the Programme as well as any administrative requirements and services available.

The Student Agreement shall be signed by the student and the President and CEO of HH, representing the Consortium.

Without prejudice to the Cooperation Agreement, the Student Agreement, and the student's assessment regulations, students shall be entitled to the same rights and privileges and subject to the same duties and responsibilities expressed in the Partner Institution's regulations, procedures, and customs (including any disciplinary regulations) for elements of the Programme delivered by a given Partner Institution. It is recognized and will be informed to the students that variations in the general regulations of Partner Institutions are acceptable.

The Consortium Partners assume no responsibility whatsoever for any property of the students or persons under the care of any Host Institution and are hereby expressly released and discharged from all liability for any loss, injury or damage to persons or property that may be sustained by reason of activities pursuant this agreement.

### 5.9. Participation costs and other financial matters

Participation fees and Programme funding and finances are determined in the common currency of the European Union, the Euro.

The following contractual principles are followed in terms of participation fees and other practices related to the financing and finances of the Programme:

#### 5.9.1

Each Partner is responsible for the resourcing of its own coursework and the course-specific guidance provided during it, and in those respects for the total costs and income financing of the Programme in accordance with its own national funding practices.

Any external funding that may be obtained for the implementation of the Programme, which is separate from the basic funding of the Partners, for example Erasmus Mundus funding or a uniform contribution to the study program, and its distribution among the Partners, follows the division drawn up for each and already agreed upon in writing during the application phase for external funding, which is based on the funding criteria of each funding application.

#### 5.9.2

The Partner Institutions annually confirm to Haaga-Helia, in the schedule required for the application and admission process of the Programme, the student-specific fee for the following academic year's intake (cohort), broken down into the components that make up the total fee for each Partner.

A Financing and Sustainability Plan of the Consortium (a draft as Annex 1) shall be designed and must be updated annually on the basis of facts gathered at each Partner Institution, in line with the agreed on the cooperation in Ulysseus. A Financial Agreement will be designed upon the Financial and Sustainability Plan and it needs to be signed by every Partner prior to the start of a new cohort in the Programme.

A financially sustainable implementation of the Programme requires that there is a sufficient number of eligible applicants who can be admitted for the Programme. The sufficient number will be annually approved for each student cohort, and the decision will be taken by the Collegiate Body of Haaga Helia in collaboration with the Academic Steering Committee.

#### 5.9.3

The Coordinating Institution charges the annual tuition fee from students of the Programme coming from outside the EU/EEA region. The uniform contribution to the Programme by EU/EEA students and another uniform contribution for students from outside EU/EEA will be allocated according to the workload contributed by the individual Partners.

In the pricing of the academic year fee to be charged, the Coordinating Institution takes into account the total cost to the student of completing the Programme in alignment with the tuition fees of Haaga-Helia in general and taking into account the competitiveness of the Programme

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<sup>1</sup> The uniform contribution to the study program charged to all students covers the costs to operate the program beyond tuition.

for applicants. The Board of the Haaga-Helia University of Applied Sciences joint-stock company decides on the amount of the annual tuition fee.

The Academic Steering Committee can, if necessary, set a price ceiling for the fees charged to students.

Partner Institutions will provide information on their relevant institutional and/or national scholarship opportunities for students accepted in the Programme. This information will be made available on the Ulysseus website and on the websites of Consortium Partners, and on the website of UlysseusAI.

#### 5.9.4

Student health care for students in Finland in education leading to a degree organized in accordance with Finnish legislation, including students liable for annual tuition fees, is organized through the Finnish Student Health Service (FSHS). Students pay themselves a fee per semester to the Social Insurance Institution (SII, or KELA in Finnish). Students who have social security coverage from another EU or EEA country, Switzerland, Great Britain or Northern Ireland can use FSHS services even if they do not pay the healthcare fee.

Detailed practices on health care and insurance for students coming from all countries shall be included in the Student Agreement.

#### 5.9.5

Haaga-Helia annually coordinates the financial monitoring necessary to implement the Programme and, in cooperation with the Partners, prepares the financial decisions to be taken by the Academic Steering Committee.

For intake years, in advance of the schedule required by the selection criteria and application schedule, the Academic Steering Committee will propose the budget prognosis to the Partners (both degree awarding and non-degree awarding) prior to the start of a new cohort for checking of the corresponding financial departments or Auditing bodies.

## Article 6. Staff

### 6.1. *Actors in teaching*

The Programme involves transnational and interdisciplinary teaching teams consisting of:

- 6.1.1 Academic staff and researchers from Partner Institutions, their departments and research centers. They are experts in research and innovation in the interdisciplinary fields of the Programme and in transversal skills development.
- 6.1.2 Ulysseus associated partners, coming from public administrations, public companies, technological centers, or citizens' associations, will get the students closer to the real work and participate in the teaching and assessment activities upon mutual consent.
- 6.1.3 Invited experts, both from the academia, research institutions, public and private institutions, will complement the teaching teams with their research and



innovation expertise, and labor market experience, according to the implementation plan of courses or events.

- 6.1.4 UlysseusAI students could participate, on a voluntary basis, in the teaching activities across peer-to-peer modes of teaching and learning.

The Partners agree to appoint sufficient and appropriately qualified academic staff to deliver the various courses of the Programme, and administrative staff to support its implementation. The core UlysseusAI teaching staff consists of academics from the six Consortium Partners who are experts in a variety of disciplines related to AI.

## 6.2. Mobility of staff

The Programme will promote mobility of teachers to develop transnational teaching teams and to facilitate the joint organization of teaching. Mobility will also allow exchanges of views and experiences among peers and close cooperation between them and promote collaboration in research and the planning of joint AI projects.

The Erasmus+ mobility for teaching programme, together with other funding opportunities such as the Erasmus+ KA programmes will be promoted within the Programme. In addition, blended mobility will be encouraged, for example by using the Collaborative Online International Learning (COIL) methodology that connects students and professors in different countries for collaborative projects and discussions as part of their coursework.

Mobility of non-academic staff is also a priority of Ulysseus. A specific exchange programme, supported by Erasmus +, has already been set up, which will support the mobility of people in charge of UlysseusAI administration. The objective is to strengthen the work within the administrative team in charge of the Programme, and to increase the impact and capacity for transformation of Ulysseus activities and initiatives by fostering peer-to-peer learning and the exchange of best practices, lessons learnt and innovative ideas.

## Article 7. Quality Assurance in UlysseusAI

The Programme will develop a joint transnational Internal Quality Assurance System, following the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG, 2015), and following the recommendations of the Tuning Project Higher Education Structures in Europe (Line 5: the role of quality enhancement of the educational process – emphasizing systems based on internal quality culture) and the recommendations in the EUA Guidelines for quality enhancement in European Joint Master's Programmes.

Internal QA procedures in the Programme will be integrated in the UlysseusAI *Internal QA Handbook*. This online handbook will provide a permanent roadmap to proceed effectively and efficiently to collect data from all identified sources, to generate information and proposals for improvement.

For all procedures, the objective will be specified along with the data collection system, the data analysis system, and the enhancement system for suggesting and implementing improvements to UlysseusAI, as well as the available instruments for the procedure.

The surveys among students, alumni, staff, and external stakeholders will allow for the identification of strengths and needs for development in the Programme and in the teaching

methods. In particular, the content of the survey to measure graduate outcomes will be aligned to the EUROGRADUATE survey, a pilot survey funded by the Erasmus + programme.

The external QA will be conducted according to the European Approach process initiated with the accreditation process by the AQAS and complemented by the follow-up according to the standard 2.3 of the ESG.

## Article 8. Dissemination of the Programme

### 8.1. Promotion

The Programme will count on the support of the Ulysseus Dissemination Unit, as well as the communication departments of the six Consortium Partners. They will contribute to the implementation of a dissemination plan. The UlysseusAI web page, hosted in the Ulysseus Digital Platform, will include all the information and documentation related to the Programme.

A minimum of one info-session per year will be organized at each Consortium Partner. Introductory sessions in the form of orientation events will be organized by the teaching teams at the beginning of every semester.

All institutions in the Consortium shall agree to work together to create publicity for the Programme.

### 8.2. Use of crest and logos

If a Partner Institution wishes to include the crest, logo, or other identifying mark of another institution in publicity materials, then this use must be approved in advance by the Partner that owns the logo, crest or mark reused.

The Programme materials for visual identity will be based on visual guidelines of Ulysseus.

## Article 9. Force Majeure, Liability, Limited Invalidity, and Dispute

### 9.1 Force Majeure

A Force Majeure Event shall mean an unforeseeable incident beyond the control of a party that prevents a Party or its subcontractor from carrying out its contractual obligations.

Force Majeure Events include, but are not limited to war, mutiny, terrorism, riot, revolution, pandemic, natural disaster, epidemic, including but not limited to earthquakes, floods, cyclones, hurricanes, typhoons, tsunami, lightning; restrictive measures or sanctions imposed by EU/UN or national authorities, but shall not include shortages or delays relating to supplies or services.

If a Party is prevented, hindered, or delayed in or from performing any of its obligations under this Agreement by a Force Majeure Event ("Affected Party"), the Affected Party shall not be in breach of this Agreement or otherwise liable for any such failure or delay in the performance of such obligations. The time for performance of such obligations shall be extended accordingly.

The Affected Party shall:

- a) as soon as possible after the start of the Force Majeure Event notify the other Party in writing of the Force Majeure Event, the date on which it started, its likely or potential duration, and the effect of the Force Majeure Event on its ability to perform any of its obligations under the Agreement; and
- b) use all reasonable efforts to mitigate the effect of the Force Majeure event on the performance of its obligations.

Where a Force Majeure Event occurs, the non-affected Party may suspend performance of its obligations under this Agreement by giving written notice to the Affected Party.

If the Force Majeure event prevents, hinders or delays the Affected Party's performance of its obligations for a continuous period of more than 6 months, then the Party not affected by the Force Majeure shall be entitled to give notice in writing to the other to terminate this Agreement. This notice to terminate must specify the termination date, which must not be less than 30 days after the date on which the notice to terminate is given. Once a notice to terminate has been validly given this Agreement will terminate on the termination date set out in the notice.

## *9.2 Liability*

Neither Party shall be responsible to the other Party for any indirect or consequential loss or similar damage such as, but not limited to, loss of profit, loss of revenue or loss of contracts. The total liability of the Party shall in no event exceed twenty-five thousand euros (25,000 €).

Each Party shall be solely liable for any loss, damage, or injury to third parties resulting from the actions of the said Party. Neither Party to this Agreement is liable for the wrongful acts or negligence of the other.

The Parties are not liable to each other for any special, incidental, indirect, or consequential damages (including without limitation any damages for loss of business profits, business interruption, or loss or corruption or damage to data). The limitation of liability does not apply to situations where a Party has caused the damage through intent or gross negligence, has breached confidentiality or data protection obligations, or has infringed intellectual property rights.

## *9.3 Limited Invalidity*

If any clause, part of a clause or other provision in this Agreement shall be or become void or unenforceable the remainder of this agreement shall remain in full force and Parties shall not be discharged from its remaining obligations under this Agreement.

The parties agree that any disputes arising in connection with this Agreement shall be resolved in a forum agreed by all Parties.

## *9.4 Dispute*

In case of dispute or difference between the Parties arising out of or in connection with this Agreement, the Parties shall first endeavour to settle it amicably. If the Parties are not successful in their dispute negotiations, the dispute shall be finally settled by an arbitration held in Helsinki, Finland in accordance with the Arbitration Rules of the Finland Chamber of Commerce. The language of the arbitration shall be English. The number of arbitrators shall be one.

## Article 10. Validity, Termination, Post-termination Understanding and amendments

### 10.1 Validity and amendments

This *Joint Partnership Agreement* will be valid upon a favorable assessment of the *Self-Evaluation Report* by AQAS and the subsequent accreditation of the Programme, during the validity of the accreditation of the Programme. The Agreement is valid only if it aligns with the content of the *Self-Evaluation Report*.

This agreement shall come into force on the day it has been signed by each of the Parties.

The amendments to this agreement shall be made by supplementary agreements signed by all Partner Institutions.

### 10.2 Termination and reviewal of the Agreement

Either Party may terminate the Agreement by giving six (6) months prior notice in writing. The Agreement may also be terminated at any time when mutually agreed by the Parties. Further the Party shall have the right to terminate this Agreement forthwith at any time by giving notice in writing to the other Party in accordance with the provisions of this Agreement:

- if the other Party is guilty of material breach or negligence of any of the terms and/or conditions of the Agreement;
- if the other Party is guilty of any wilful default, negligence, breach of applicable statutory duty or misconduct which has, or is likely to have a material adverse effect on the Party; or
- the Party or the owners of the Party are burdened by a sanction or asset freeze imposed by the European Union (EU), the United Nations (UN), the USA (OFAC), the United Kingdom (HMT) or the Finnish authorities, even if the sanction has been imposed after the beginning of the contractual relation.

The terms of the Agreement, the legal effects of which are intended to extend even after the end of the Agreement (such as confidentiality, proprietary rights and jurisdiction) are valid even after the validity of the Agreement has expired.

### 10.3 Post Termination Understanding

- a) In the event of termination of this Agreement, the Coordinating Institution and Partner Institutions recognise their responsibilities and commitments to existing students. Haaga-Helia agrees to allow the students actively studying in the programme at the date of notice of termination to complete their Programme within the norm study time and upon successful completion, each student shall be entitled to receive the academic transcript and the degree certificate for which they are registered.
- b) In the event of termination, each Party shall return to the other or otherwise dispose of as the divulging Party shall reasonably direct all copies of documents of a secret or confidential nature relating to the implementation and operation of this Agreement and the intellectual property rights to such documents granted to each Party shall cease to exist.

## Annex 1: Financial and Sustainability Plan



### **UlysseusAI**

European Joint Master of Business Administration, AI for Business Transformation

## **Financial and Sustainability Plan (Draft)**

The UlysseusAI Financial and Sustainability Plan consists of five parts. It is defined according to a “fully run” programme setup, i.e. one cohort of students enrolled as 1st year and one cohort of students enrolled as 2nd year. During one academic year, revenues and costs are calculated for the first year of the students of the starting cohort, and for the second year of the cohort that started the previous year.

## **1) Revenues**

The financial models for all tuition related activities (courses, thesis supervision, access to libraries) of the all parties of the Consortium are based on the national legislation in each country, and on the earning models of the respective higher education institutions.

### **a) Revenues based on the Finnish UAS funding model**

Since Haaga-Helia (hereinafter HH) is the Coordinating Institution of UlysseusAI, the core funding of the programme is based on the indicator-based funding model stipulated by the Act on the Financing of Higher Education Institutions in Finland. This implies that the national funding of the programme is based on the number of completed degrees. The national funding per one completed Master's degree is estimated to be of € 11.000 in 2027 when the first cohort will graduate.

The participation fee for students from Partner countries is based on the Finnish statutory tuition fee (2025-2026: €10.500), plus an additional fee for the special events that UlysseusAI organises (2025-2026: €XXX). Both fees increase slightly every year. For students from outside the EU-EEA region, the full academic year fee is charged for participating in UlysseusAI.

### **b) Revenues based on the Austrian UAS funding model**

National Funding for study programs at MCI in Austria is based on the number of students enrolled per semester. In addition, Austrian UAS are entitled to charge a fee of 363,36 € per semester plus the student union fee of 20,70 €/semester to EU/EEA students. For students from outside the EU-EEA region, the full academic year fee is charged.

### **c) Revenues based on the Spanish University funding model**

[to be added]

## **2) Revenues from student costs**

The Partner Institutions agree, and may amend, the participation costs to be charged to students. The participation costs shall be quoted in Euros and shall be applied to all Partner Institutions.

Student participation costs are defined as all costs related to and including tuition fees, library and laboratory costs, and any other mandatory cost related to the students' participation in UlysseusAI, including student's insurance, support in administrative and organizational issues by the Consortium Partners, possible costs for enrolment at the Consortium Partner's institutions, all examinations and the issuing of the final diploma and diploma supplement. Adhoc services set up for international

cooperation such as tutoring for international students involved for joint degrees might be added upon budget availability.

Student participation costs do not cover accommodation, travel to and from partner universities and travel documents (visa, passport) included within the framework of the mandatory mobility program or any costs beyond the standard duration of the degree program such as re-examination fees. Any costs beyond the standard duration of the joint degree program shall be levied at the standard rate of each Partner Institution involved. In case of failure, late graduation and need of new enrolment, the extra costs of this enrolment will be fixed by the host institution and paid by the student by their own funds.

### Intermediate budget option (academic year 2025-2026)

The revenues are based on student participation fees to be collected from enrolled students in each cohort. The participation fee for the Academic Year 2025-2026 will be set by the UlysseusAI Consortium for students from Programme countries and for students from Partner countries respectively.

### **3) Partner costs**

The partner costs consist of the locally claimed fee for the enrolment of the students in the 1<sup>st</sup> and 2<sup>nd</sup> year in the two other degree-awarding Partner Institutions than Haaga-Helia. They are to be covered by the Consortium budget.

On the basis of the annual participation costs agreed on in point 1 (ie : 0€ for an EU student ; 10.500€ for a non-EU student for 2025-2026), the yearly transfer of money from the Consortium budget to the degree-awarding partners will take into account the number of enrolled EU and non-EU students, and the local fees per semester. Local fees applied below are per 2024 and can increase slightly annually.

Concerning fees, the yearly envelope for each degree-awarding partner is defined as follows:

The partner costs consist of the locally claimed fee for the enrolment of the students in the 1<sup>st</sup> and 2<sup>nd</sup> year. The yearly transfer of money from the Consortium budget to Partners will be implemented as follows:

- |     |   |
|-----|---|
| HH  | Y1: X% of enrolled EU students x € 0 (fee/year)<br>Y1: X % of enrolled non-EU students (€ 10.500 (fee/year)   |
|     | Y2: X% of enrolled students x € 0(fee/year)<br>Y2: X % of enrolled non-EU students (€ 10.500 (fee/year)   |
| MCI | Y1: X% of enrolled EU students x (€ 363,36 (fee/semester) + € 20,70 (student union fee/semester)) x 2<br>Y1: X% of enrolled NON-EU students x (€ 7.500 (fee/semester) + € 20,70 (student union fee/semester)) x 2 |



Y2: X% of enrolled EU students x (€ 363,36 (fee/semester) + € 20,70 (student union fee/semester)) x 2

Y2: X% of enrolled NON-EU students x (€ 7.500 (fee/semester) + € 20,70 (student union fee/semester)) x 2

USE Y1 = X% of enrolled EU students x statutory tuition fee (fee/year)

Y1 = X% of enrolled non-EU students x € 9.000 (fee/year)

Y2 = X% of enrolled EU students x statutory tuition fee (fee/year)

Y2 = X% of enrolled non-EU students x € 9.000 (fee/year)

= 1985€/semester *[\*\* if a non-EU student is not partially exempted from differentiated fees [2023-021-exoneration-partielle-des-droits-d-inscription-differencies\\_1678355378784-pdf](#) (univ-cotedazur.fr)]* Local fees can increase slightly annually.

#### 4) Main Consortium costs

The Consortium determines the exact budget and cost division per category each year when approving and signing the budget plan for the incoming cohort of students. These costs are to be covered by Consortium budget. They include the costs for:

- **Project Management:** Working hours of the administrative experts at HH who will be supported by the administrative coordinator of each partner university.
- **Academics and invited experts' mobility:** Mobility of academics belonging to the Consortium and external to teach at different Universities or the common course in different periods to those associated to their university is foreseen in the curriculum. Costs associated to travelling expenses are considered here.
- **Consortium Committees meetings:** Though contact between members of different committees will be continuous through digital means, in-person meetings per one UlysseusAI edition will be organized annually. Costs associated to traveling and accommodation expenses are considered here.
- **Marketing** including e.g. social media outlet costs and the production of promotional material such as posters, brochures and leaflets.
- **Website** creation and maintenance
- **PayPal** costs.

NB: Costs of the non-degree awarding or mobility Partners of the Consortium will be determined in function of their participation in the implementation of the Programme and added to this Plan on an annual basis.

#### 5) Other Consortium costs

These additional costs may be covered by the Consortium budget, if there is availability, although they can possibly be funded by external sources. They include activities such as:

- Share of costs for the administrative coordination in degree-awarding and mobility partners of the joint degree
- Guidance: each student will have specific guidance counselling at each partner university involved in the mobility scheme
- New laboratory equipment, material, and visits. The equipment is provided by each partner university, however some lecturers pointed out that some new experiments require special equipment.
- Welcome and Graduation ceremonies. Joint events like summer or winter schools to bring together all students and faculty of the program.

Transfer of money from the Coordinating Institution to the partners will be managed in due at Haaga-Helia.

Consortium losses will be equally covered by Partners, upon mutual agreement. Consortium surpluses will be reinvested in improvements of the programme or student activities for the respective or future student cohorts.

*Concerning the academic year 2025-2026 the Financial and Sustainability Plan will be discussed by the Academic Steering Committee to be set up for the first UlysseusAI edition.*

*The Financial and Sustainability Plan will be updated on the basis of facts gathered at each partner institution and may be reviewed every year, in line with the agreed on Ulysseus educational policy. For incoming years, the Academic Steering Committee will propose the budget prognosis to the participating (both degree awarding and non-degree awarding) Partners prior to the start of a new cohort for checking of the corresponding financial departments/auditing bodies. The financial agreement based on the Financial and Sustainability Plan needs to be signed by every participating university prior to the start of a new cohort.*

Annex 2: The Student Agreement [included as a separate Annex 19 to the *Self-Evaluation Report*]

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## Signatures

President and CEO TEEMU KOKKO, Haaga-Helia University of Applied Sciences

Date:

Rector MIGUEL ANGEL CASTRO ARROYO, Universidad de Sevilla

Date:

Rector ANDREAS ALTMANN, MCI Management Center Innsbruck

Date:

Rector Peter MÉSÁROŠ, Technická univerzita v Košiciach

Date:

President JEANICK BRISSWALTER, Université Côte d'Azur

Date:

Rector FEDERICO DELFINO, Università di Genova

Date:

