COLUMN

COMMUNICATION, DISSEMINATION AND EXPLOITATION PLAN

Deliverable 1.3

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About this document
The Communication, Dissemination and Exploitation plan is based on Grant Agreement ARTICLE 17 — COMMUNICATION, DISSEMINATION AND VISIBILITY.

Plan for the dissemination and exploitation of the project's results
The Communication Dissemination and Exploitation Plan comprises key components:

I) Identification of target stakeholders
II) Selection of tools and channels
III) Delineation of communication activities
IV) Formulation of the overarching message to be conveyed by the project
V) An implementation plan.

This exploitation plan is dynamic and will undergo refinement throughout the project as we gain insights into the challenges associated with decolonizing heritage globally.

A finalized exploitation plan will be presented at the project's conclusion, outlining the sustainable, long-term implementation strategy. The core message in our communication activities underscores that collaborative efforts focused on decolonizing university and academic heritage serve as an effective means to promote and critically examine European values beyond the continent.

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I) Target stakeholder groups

We have identified a suite of actors which we will target using tailored deliverables. It is important to note we have discussed this project with international guideline-setting entities in the field of academic heritage (UMAC & Universeum). We will include and invite these partners in our workshops and WPs. This collaboration will lead to co-drafted guidelines that are adopted by other universities in Europe and beyond.

COLUMN targets the following stakeholder groups:

Stakeholder group	How the group benefits from COLUMN	How their involvement maximizes impact
Cultural heritage scholars	Understanding of how university cultural heritage intersects with colonialism	Future interest in researching related topics on university heritage
Colonialism scholars	Understanding of how cultural heritage intersects with colonialism and can be a vehicle for collaboration	Increased interest in including cultural heritage as a relevant area of decolonization
CCI sector	Rediscovers collaboration with science and sees itself as agent of change in restoring collaborations between Global South-North	Network building and proof of concept for collaboration around colonial heritage
Politicians interested in cultural collaboration of Europe	Awareness of the unfinished conversation around spreading and promoting values; awareness that when tackled right colonial history is not and impediment but vehicle for building bridges abroad	Better understanding of how cultural heritage institutions can be used for restoring dissonant relations with the Global South
Cultural heritage practitioners	Understand how university and academic heritage is a form of dissonant heritage that can undermine the global credibility and attractiveness of educational and cultural institutions	Intergenerational exchange, multiplicators concerning active promotion of decolonization of a chance for institutions to be more global relevant
Exhibition and workshop attendees	Introduced to past and present tensions around university heritage and the political collaborations universities some face; becomes inspired by decolonization as a practice for redefining Europe in a changing global setting	Citizens aware of the role and importance of a strong of the European knowledge society; pride in current engagements with coloniality
Other EU funded projects	Share knowledge and establish long term collaborations	Maximize visibility, synergy between EU funding

II) Tools and Channels

To engage with these stakeholder groups, COLUMN will employ a diverse array of dissemination and communication channels and tools. A primary channel will be a substantial online toolbox crafted by the University of Graz assisted by Studio Louter, a project partner boasting considerable expertise in communicating cultural heritage sector exhibitions and projects. Participation of representatives from international and European networks focused on university heritage will be integral to optimizing impact. Further specifics regarding the toolbox's contents can be found in WP16.

Stakeholder group	Communication channels	Communication tools
Scholars	Scientific publications; Project-organized events; online toolbox.	Peer-reviewed publications; toolbox publications; project website; event organized at main cultural heritage sector meeting; social media (LinkedIn).
Politicians interested in decolonization as a practice for transcultural exchange	Exhibitions; policy guidance.	Direct invitations to activities (e.g. policy makers meeting in WP16); toolbox publications on CCI-academic collaborations.
Cultural heritage practitioners	Exhibitions; event at cultural heritage meeting; toolbox; workshops.	Physical exhibitions; digital portal with exhibition materials and toolbox; invitations to cultural heritage practitioner event in WP14; significance analysis workshops.

Exhibition attendees	Exhibitions; online exhibition materials; public announcements.	Announcements published in NGO communication channels; social media advertisement; project website; physical exhibitions and workshops; museum pedagogical programs.
Industry professionals	Workshops; exhibitions; public announcements.	Direct invitations to events; social media advertisement; project website; physical exhibitions and workshops.
Other EU funded projects	Project-organized events in WP5; Personal contact.	Physical events; online toolbox; project website.
Broader public	Exhibitions; online exhibition materials; public announcements	Announcements published in by museum channels; social media advertisement; project website; physical exhibitions and workshops; museum pedagogical programs; social media (LinkedIn).

III)   Communication Activities

The communication strategy has been designed to ensure a high project visibility and maximise the impact of results with the different target groups identified above. A distinct strategy will be designed for each specific audience, using targeted messages, means and language. During the period of the grant, COLUMN will utilise the following communication measures:

Communication measure	Objectives	When used
Project website	Make all project materials accessible. Relay news about the project's progress.	Launched at project start. Continuously through the project. The website will have a news/blog functionality.
Social media account (LinkedIn)	Relay news about the project's progress. Invite the public to participate in open events.	Launched at project start (https://www.linkedin.com/company/column-horizon/). News items published when publications or deliverables available; when events are scheduled; when events happen; when there is other media coverage of the project.
Press releases	Relay news about the project's progress through established university press channels and the cultural heritage institutional channels in the various languages of the project.	At project start, at publication of major products, when exhibitions/workshops will take place.
Advertisements in public media	Interest citizens in attending workshops and exhibitions	In conjunction with pilot interventions.
Outreach activities	Inform and reach out to society. Show the benefits of research.	In conjunction pilot interventions – we will use the existing channels of our cultural sector partners to reach their audiences.
Publication of the results on the Commission's public website	Periodic reports that include a publishable summary of such quality that the Commission can publish it in the public domain and will be understandable for a lay audience.	Periodic reports, as part of WP1-2-3 activities.
Coimbra-Group (interuniversity groups)	Periodic reports on the outcomes of the various project steps; inform on public activities; link to project website.	Launched at project start, then on regular basis according to the project steps.
UMAC-ICOM & Universeum (academic heritage network)	Periodic reports on the outcomes of the various project steps; include key representatives in design of deliverables to ensure implementation	At start of project for network building and at the end for the design and promotion of policy recommendations and other deliverables.

COLUMN will actively engage in clustering activities with other selected projects, facilitating regular exchanges through activities like meetings, peer learning, and peer counselling. These interactions aim to share the diverse outcomes, best practices, and results from various pilot sites. The project plans to organize and host an exchange meeting with other previously funded projects, focusing on the role of academic heritage in fostering engagement and collaboration with partners in the Global South. Additionally, participation in clustering activities organized by other projects within the cluster or EU programs is part of our collaborative approach.

The stakeholder groups will be involved at different points in the project. Especially WP6 through WP12 (exhibitions in WP and WP16 (toolbox).

News/Blog
The COLUMN website will contain "news"/"blog" updates to the project as the project progresses. These can include:
- Reflections on personal interest.
- Activities project members have been involved with that can encourage others to try them.
- Summaries of interesting research undertaken as part of the project.
- Preliminary project results.
- Summaries of project results.
- Abstracts of and links to academic articles produced for the project.
- Notes on team members' expertise and what they bring to the project.
- Explanations about the various phases of the project.
- Anything interesting that the project team encounters whether directly linked to the project results or not.
- Blogs/news links to other relevant sites to create cross traffic.

Social Media
COLUMN will use LinkedIn (https://www.linkedin.com/company/column-horizon/) as the primary social media platform. It offers access to a professional audience, making it ideal for engaging with scholars and experts. It will allow to share news about the project's progress. Invite the public to participate in open events.

Broader Public
The involvement of the broader public will be facilitated through partnerships with museums and public exhibitions. Eexisting channels of our cultural sector partners to reach their audiences, this allows for diverse audiences beyond academia.

I) Formulation of the overarching message to be conveyed by the project
Our primary communication focus will emphasize that engaging in the decolonization of university heritage as a collaborative effort with Cultural and Creative Industries (CCIs) and partners from the Global South can present opportunities for joint endeavors rooted in European values. This approach has the potential to surmount existing transcultural barriers. Additionally, the decolonization of university heritage is imperative for fortifying the strategically significant European knowledge society and fostering increased trust in universities as educational institutions.

This message will be reflected by the logo and branding.

II) Implementation plan
The management and exploitation clusters of the project (more specific WPs 1-2-3-16) are designed to ensure the exploitation and dissemination of the project results.

The communication, dissemination and exploitation plan (task 1.2) is developed in collaboration with the project consortium and the European Commission. During the bimonthly project meetings partners will be reminded of the shared approach agreed in both plans. We work towards an online toolbox for the heritage university sector (task 16.1) and policy briefing for the EC (task 16.3).

COLUMN comprises museum collections, botanical gardens, historical and contemporary built environments, and other bearers of identity and cultural meanings. These partners work collectively on four pilot interventions experimenting with new collaborative methods to productively engage with dissonant heritage and colonial pasts. Strategically we selected different types of heritage (intangible, collections, built and natural heritage) and types of artistic media to develop tailored contextual solutions to pressing heritage issues.
　　　Building on existing, long-term cooperations with partners from the cultural and creative sectors, it provides explorations of various cooperative strategies between artistic and academic approaches to the topic of university heritage. Throughout the project, the specific themes and issues are tested and discussed in different compositions, with different stakeholders, in different academic and societal settings. Central to the clusters are mutually productive conversations with student and academic communities and, through artistic interventions on key heritage sites, with

the public. Consequently, we create pilot interventions to test hypotheses that originate in analyses of current curatorial practices concerning European cultural policies.

COLUMN involves creative partners for three purposes. First, partners from the arts and the cultural industry will help define what are the most relevant questions to test in the pilot interventions. In some parts of the project artist residencies are built in to ensure creative engagement with the art sector. Second, collaboration with CCIs is instrumental in effectively designing and producing pilot projects that are customised to answer the project's questions. Third, involving the CCIs in testing the outcomes of the pilot interventions can help us analyze their effectiveness, and thus provide Europe and other societal partners with tries-and-tested policies and strategies.

Monitoring and evaluation

Monitoring and evaluation will be carried out on a continuous basis to ensure an effective impact assessment and update or redefinition of dissemination and communication and exploitation activities and ensure their quality. The table below provides a draft of the qualitative and quantitative indicators to measure impact and conduct a more accurate assessment of the proposed activities. These will be revised as the dissemination and communication plan is revised. Key performance indicators to measure the impact of the communication and dissemination activities are given in the table below. These will be updated to reflect any changes in policy as the project develops.

Quantitative target	Number	Description of scale of impact
Number of new heritage interventions offering educational opportunities to learn about decolonization as a European value	4	The exhibitions will deepen and broaden understanding of the constantly changing nature of cultural heritage and assist in promoting conversations around European values at home and abroad. The events will be covered in local media, expanding awareness of the activities and fundamental issues with coloniality.
Number of visitors to the physical exhibitions	75,000	The exhibitions will engage citizens with the ties between universities and colonialism to facilitate alternative thinking about colonialism.
Number of citizens engaged in the online components	20,000	The digital components of the exhibitions in WP 6 through 12 and the toolbox in WP16 will allow the project to reach audiences beyond those near the cultural heritage site partners. These resources will be maintained after the project to ensure continued impact.
Number of engagements by school children	2,500	School pupils will be one of the target audiences of the museum exhibitions in WP11. Specific educational material will be created. Engaging children in debates about European values issues will have a lasting impact as they get older.
Number of workshop Participants	100	The workshops in WP1-2-3 and the collaborative exhibitions in WP6 that both target researchers and citizens will both help those citizens and scholars who attend to deepen their engagement with decolonization, but also raise more awareness in the larger community.
Number of new information deliverables for museum practitioners	4	The COLUMN toolbox will be useful for cultural heritage sites across Europe (and the world) to create approaches to decolonization and academic heritage that bolster promotion and conversation around European values.
Number of new partners in this university/cultural sector partnership	9	COLUMN establishes cross-sectoral partnerships that can be built on for future work.

Exploitation strategy

The implement an exploitation strategy involves:
- Turning the scientific results into intervention programs.
- Connecting to, expanding and developing the international network of the project partners.
- Ensuring the project sustainability after its end.
- Establishing strategic partnerships.
- Mapping finding further funding opportunities to further explore the knowledge generated.

Sustainability strategy for impact

To maximize the project impact and sustainability beyond the project timeframe, the exploitation plan will focus on the interventions designed by the project. We will design an online toolbox sharing the guidelines and best practices in our project. Digital storytelling of experiences will stand central in our online presence and disseminations. These digital narratives of the pilot interventions and the mapping work will be brought together with practice and policy guidance

as a digital toolbox. We will design a website and toolbox in an easily edited format for the community engaging with academic and university heritage. This toolbox will optimize stakeholder engagement by embracing the principles furthered in Open Science research on collaborations between universities and diverse stakeholders.

FAIR data
As stipulated in the data management plan (Deliverable 1.2), all WP's in which data will be created, cq. captured, will offer these data sets in comprehensive data packages with adequate descriptions (metadata), a persistent identifier, user licenses and an accessibility corresponding the nature of the data, i.e. as openly accessible as possible.

Open, Restricted and Closed Access
The terms Open, Restricted and Closed Access, refer to the accessibility of archived data packages. While research is conducted (the 'research phase'), research data will be available only to the researcher involved in the COLUMN program.

All anonymous data packages will be published open accessible.

Use Licenses
Alle Open Access data packages will be published with a CC-BY-SA 4.0 user license. All data packages not offered to the public domain (*Closed* cq. *Restricted Access*), will be offered with the same research-program broad customized user license. No data created in the context of this research program shall remain closed access for commercial reasons.