

MEMORANDUM OF UNDERSTANDING

BETWEEN

CA' FOSCARI UNIVERSITY OF VENICE

UNIVERSITY OF KLAGENFURT

UNIONCAMERE DEL VENETO

CARINTHIAN ECONOMIC CHAMBER

ON

STRENGTHENING CROSS-BORDER COOPERATION BETWEEN UNIVERSITIES

AND THE ECONOMIC SYSTEM IN THE ALPE-ADRIA REGION

BETWEEN

Ca' Foscari University of Venice, henceforth UCF, represented by the Rector, Prof. Dr. Tiziana Lippiello, residing in Venice, Italy, Dorsoduro 3246 - 30123

University of Klagenfurt, henceforth AAU, represented by the Rector, Prof. Dr. Ada PELLERT residing in Klagenfurt am Wörthersee, Austria, Universitätsstraße 65-67 - 9020

Unioncamere del Veneto, henceforth "UCV", represented by the President, Mr. Antonio Santocono, residing in Venice, Italy, via delle Industrie n. 19/D - 30175

Carinthian Economic Chamber, henceforth "CCC", represented by the President, Mr. Jürgen Mandl, residing in Klagenfurt am Wörthersee, Austria, Europaplatz 1 - 9021

hereinafter called individually a "Party", or together "the Parties"

PREAMBLE

WHEREAS the Parties recognise the strategic importance of cooperation between universities and the economic system for regional development, innovation, and competitiveness;

WHEREAS the Parties acknowledge the shared challenges and opportunities within the Alpe-Adria region, particularly in relation to SMEs, start-ups, skills development, and knowledge transfer;

WHEREAS the Parties refer to the outcomes of the workshop "Economy and University – Strengthening Cross-Border Cooperation between University and Business" held on 20 November 2025 in Klagenfurt;

WHEREAS the Parties express their mutual interest in establishing a structured and long-term collaboration framework;

WHEREAS the Parties intend to establish a structured framework for cooperation while maintaining flexibility in the implementation of specific initiatives;

WHEREAS the Parties acknowledge that the activities envisaged under this Memorandum require further specification in terms of scope, responsibilities, timelines, and resources.

ARTICLE 1 – PURPOSE

The purpose of this Memorandum of Understanding (MoU) is to establish a framework for cooperation among the Parties in order:

- to foster cross-border collaboration between universities and businesses;
- to promote innovation, entrepreneurship, and knowledge transfer;

- to support SMEs and start-ups in accessing academic expertise;
- to enhance student employability through practical and international experiences;
- to strengthen the integration of the Alpe-Adria innovation ecosystem

ARTICLE 2 – AREAS OF COOPERATION

The Parties agree to cooperate in the following key areas:

Cross-Border Start-up and Spin-off Support:

- Development of a hybrid (digital and physical) cross-border support hub;
- Organisation of joint networking, mentoring, and pitching initiatives;
- Sharing of existing infrastructures and innovation services.

University–Business Cooperation:

- facilitation of collaboration between SMEs and universities;
- promotion of applied research projects, industrial PhDs, and innovation challenges;
- development of matchmaking tools to connect companies, researchers, and students.

Cross-Border Internships and Mobility:

- promotion of bilateral internship opportunities;
- improvement of matching mechanisms between students and companies;
- dissemination of information on mobility programmes;
- reduction of administrative and informational barriers.

ARTICLE 3 – IMPLEMENTATION

To implement this MoU, the Parties agree to:

- establish thematic working groups corresponding to the cooperation areas;
- define specific joint projects with clear objectives, timelines, and responsibilities;
- regulate the execution of individual initiatives through separate Implementing Agreements, which shall define in detail the scope of activities, roles and responsibilities, timelines, financial provisions, and any applicable legal aspects;
- explore funding opportunities at regional, national, and European level;
- organise periodic meetings and workshops to monitor progress;
- share relevant information, best practices, and tools.

ARTICLE 4 – GOVERNANCE

A Steering Committee composed of representatives of each Party shall be established.

The Steering Committee is responsible for the effective implementation of the MoU and meets at least once a year in order to review the status of the agreed collaboration activities and to follow up the effective execution of the MoU. The primary points of contact prepare the meetings and provide relevant progress reports.

Each Party shall designate a contact point responsible for operational coordination.

ARTICLE 5 – FINANCIAL PROVISIONS

This MoU does not create any legally binding financial obligations. Any financial commitments shall be subject to separate agreements and availability of resources.

The Parties may jointly apply for external funding.

ARTICLE 6 – INTELLECTUAL PROPERTY

Intellectual property arising from joint activities shall be regulated through separate Implementing Agreements.

Each Party retains ownership of its pre-existing intellectual property.

Use of names, logos, and trademarks shall require prior written consent of the concerned Party.

ARTICLE 7 – NON-BINDING NATURE

This MoU reflects the intentions of the Parties and does not create legally binding obligations.

Any binding commitments, including financial, operational, or legal obligations, shall be governed exclusively by separate Implementing Agreements to be negotiated and signed by the Parties for each specific initiative.

ARTICLE 8 – IMPLEMENTING AGREEMENTS

The Parties agree that specific cooperation activities shall be governed by separate implementing agreements (“Implementing Agreements”).

Each Implementing Agreement shall define including, without limitation:

- scope of activities;
- roles and responsibilities;
- timelines;
- financial provisions;
- intellectual property rights;
- data protection aspects.

Implementing Agreements may involve all or only some of the Parties.

In case of inconsistency between this MoU and any Implementing Agreement, the provisions of the Implementing Agreement shall prevail with respect to the specific activity concerned.

ARTICLE 9 – NON-DISCLOSURE

The Parties undertake to keep confidential any information disclosed within the framework of this MoU and clearly identified as confidential.

Above restrictions shall not apply to confidential information which:

- i. is in the public domain other than by breach of this MoU;
- ii. was in the possession of the receiving Party before disclosure and which was not acquired directly or indirectly from the disclosing Party;
- iii. is lawfully obtained from a third party who is free to disclose it; or
- iv. (iv) either Party is obliged by law or authorised government authorities to disclose.

This obligation shall remain in force for 3 years after termination of the MoU.

ARTICLE 10 – DURATION

This MoU shall enter into force on the date of signature and shall remain valid for a period of 3 years and may be renewed by mutual agreement.

Each Party may terminate the present MoU at any time in writing by notifying the other Parties at least 1 month in advance by registered letter with an acknowledgement of receipt. In case of termination, adequate measures will be taken to mitigate adverse effects on activities already in progress under the initiative.

ARTICLE 11 - EXCHANGE OF INFORMATION AND DATA

The Parties shall comply with Regulation (EU) 2016/679 (GDPR). Any specific data processing activities shall be regulated in the relevant Implementing Agreements.

ARTICLE 12 – DISPUTE RESOLUTION

The Parties agree to settle amicably any dispute arising from this MoU. Failing such resolution, disputes may be submitted to arbitration agreed by the Parties.

ARTICLE 13 – FINAL PROVISIONS

Amendments to this MoU shall be made in writing and agreed by all Parties.

Additional partners may join upon agreement of the existing Parties.

SIGNATURES

For Ca' Foscari University of Venice

Name: **Prof. Dr. Tiziana Lippiello**

Title: **Rector**

Signature:



Firmato digitalmente da
Tiziana Lippiello
Data: 09.09.2026
15:36:47 CEST
Organizzazione:
UNIVERSITA' DEGLI
STUDI DI
VENEZIA/00816350276

For University of Klagenfurt

Name: **Prof. Dr. Ada PELLERT**

Title: **Rector**

Signature:

Signiert von:	Ada Friederike Pellert
Datum:	10.09.2026 08:46:22
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For Unioncamere Veneto

Name: **Antonio Santocono**

Title: **President**

Signature:

For Carinthian Economic Chamber

Name: **Jürgen Mandl, MBA**

Title: **Präsident**

Signature:



Antonio Santocono
15/09/2026 14:14:00 UTC+0200

Unterzeichner	Meinrad Heinz Höfferer
Datum und Uhrzeit	11.09.2026, 14:51 (GMT+02:00)
 ID Austria	
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