



LALA: Building Capacity to Use Learning Analytics to Improve Higher Education in Latin America

Project Reference: 586120-EPP-1-2017-1-ES-EPPKA2-CBHE-JP

LALA Dissemination Plan

v 2.0

(English version)

25/03/2019

Authors: Lorena Siguenza-Guzmán¹, Miguel Ángel Zúñiga¹, Paola Pesántez¹, Lizandro Solano¹, Jorge Maldonado², Pedro J. Muñoz-Merino³, Margarita Ortíz⁴

¹ Universidad de Cuenca (Ecuador)

² Pontificia Universidad Católica de Chile (Chile)

³ Universidad Carlos III de Madrid (España)

⁴ Universidad Politécnica del Litoral (Ecuador)

Work funded by the LALA project (grant no. 586120-EPP-1-2017-1-ES-EPPKA2-CBHE-JP). This project has been funded with support from the European Commission. This publication reflects the views only of the authors, and the Commission and the Agency cannot be held responsible for any use which may be made of the information contained therein.

TABLE OF CONTENTS

1. Introduction • p. 3
2. LALA Dissemination activities • p. 4
 - 2.1. LALA Community • p. 5
 - 2.2. LALA Regional Workshops • p. 6
 - 2.3. National LALA Training Days • p. 6
 - 2.4. Presentation at Regional, National and International Educational Conferences in the field of Learning Analytics • p. 7
 - 2.5. LALA Website • p. 10
 - 2.6. LALA Bulletin • p. 11
 - 2.7. Project Dissemination using Social Networks • p. 12
 - 2.8. Publication of articles and information related to the advances or results achieved by the project in publications of National and International recognized prestige • p. 12
 - 2.9. Project Dissemination in the media • p. 14
 - 2.10. Permanent Dissemination on the project • p. 15
 - 2.11. Videos • p. 15
 - 2.12. Development and distribution of promotional and dissemination material • p. 16
3. Agenda • p. 16
4. References • p. 18

SECTION 1. INTRODUCTION

The main goal of this dissemination plan is to raise awareness of the positive impact that the use of the LALA results (including the LALA framework, adaptation of learning analytics tools, experiences from pilots and the LALA handbook) will have on improving the academic decision making process in Latin American HEIs and thus improving education in HEIs in Latin American. Several activities, directed to different stakeholders, will be conducted during the execution of the project. The LALA dissemination plan aims to continuously promote and spread the activities and results of the project, both inside and outside of its institutions. This dissemination plan is also designed to evaluate and consolidate the project results over a three-year period. The project dissemination strategy is to share the project's short and long term achievements through spreading the information about its activities and results among clearly defined target groups. The dissemination plan also aims at enabling sustainability of the project results when the project will finish.

Among the specific objectives of the LALA dissemination plan are:

- To make audience **aware** of project activities and results.
- To **inform** and **educate audience** about the project and their results.
- To **influence audience's opinion** of the project.
- To **engage audience in the project and to use the tools and methods to improve education in HEIs.**
- To get audience to **act as multipliers** and **advocates for the project results.**
- To create a **strong community** that will remain active after the conclusion of the project.

The project develops the dissemination of its activities and results at four levels:

- *Internal Dissemination*, focused on the members of the Institutions involved in the project.
- *LALA Community dissemination*, aimed at universities and educational institutions members of the Learning Analytics community in Latin America.
- *Technological/scientific dissemination*, directed to the scientific community.
- *Dissemination to general public*, focused on the general public to report the results and activities of the project.

SECTION 2. LALA DISSEMINATION ACTIVITIES

The efforts of the project dissemination plan during its three years will focus on the development of activities aimed at promoting the project's objectives and to permanently report the status of all its milestones, progress and results obtained.

The main dissemination phase of the project starts at the end of the piloting (roughly December 2019), when the results of the application of the LALA Framework and tools are known. The summarized experiences will be shared with other HEIs in Latin America and Europe. The dissemination channels will be the web page, social media, presentations at relevant conferences and networking meetings, presentations for Faculty and Decision-Makers, or information sessions for students.

During the project, workshop events will be organized at national and regional level to disseminate the results of the project to professors and academic authorities from other universities. Specifically, two workshops (Regional LALA Community Workshops) will be organized: one workshop will be organized in Latin America and the other will be organized in Europe. In addition, National LALA Training Days will also be organized to train stakeholders (specially teachers) to use the tools and results. These presentations will include training on the LALA Framework and the Learning Analytics tools, but contextualized to the reality and local needs of each country.

The main lines of action are the following:

- LALA Community, including meetings.
- Regional Workshops.
- National Training Days.
- Conference Presentations. Participation of project members in the main events in the field of Learning Analytics.
- Update with the latest information and permanent use of the project's website, publishing the different results.
- LALA Bulletin.
- Use of various social networks to disseminate the project.
- Publication of articles and information related to the project progress. These articles will be presented and published on conferences and journals recognized nationally and internationally.
- Use of different means of communication for the dissemination of the project.
- Continuous dissemination of the project among HEIs (local, national, Latin American, etc.)
- Videos.
- Preparation and distribution of promotional material.

2.1. LALA Community

The LALA Community is formed of people and institutions related to the academic and technological fields of learning analytics (i.e. people interested in the management of learning analytical tools) at national and international level, interested in the possibility of joint development of the project's applications. The management and organization of the creation of the Community is in charge of the PUC. They are in charge of creating and preparing information to be distributed among the Community, such as, conferences, projects, deliverables and LALA activities. UCuenca, as coordinator of the WP6, will be responsible for the compilation and layout of the emails to be distributed among the Community. These emails include information about the LALA project. They will also support the training and strengthening of the LALA Community (e.g. incorporating new HEIs) through e.g. the following activities:

- LALA community meetings.
- Regional LALA Workshops.
- National LALA Training Days.

Each institution can join the LALA community at two levels: level 0 is only for receiving information about the LALA project, and level 1 is to use the methods, tools and experience of the LALA project. The statutes of the LALA community have been published online as well as the request letter to join the LALA community.

Within the first achievements of this line, we had the integration of the CEDIA network (National Research and Educational Network of Ecuador), the Guatemalan National Council for Science and Technology to the LALA Community, and the Learning Analytics Peru. So far, 65 institutions are part of the LALA Community (in case the CEDIA network is considered as just one institution, then this number would be 20). An email distribution list has been created with all the members of the LALA community. So far, a total of 11 emails with information have been sent to the LALA community.

Finally, to help to the creation and strengthening of the LALA Community that will provide sustainability to the project, two events have already been organized during the project and at least one more will be organized in the last year of the project. All of them are LALA community meetings. The objectives of these events are to share experiences and best-practices from academic and technical members of the LALA Community and attract new members from the participating public. These conferences enable interested stakeholders in Latin American to submit papers that are evaluated by a peer-review committee and accepted papers are presented in the conference.

Results:

Conference Name	Place	Date	Number of attendances
I Conferencia Latinoamericana y Summer School de Analíticas de Aprendizaje – LALA 2018 (Learning Analytics Latin America Workshop 2018, initial LALA community meeting)	Guayaquil – Ecuador	July, 19 – 21, 2018	60 attendants

II Conferencia Latinoamericana de Analíticas de Aprendizaje – LALA 2019 (LALA Workshop 2019, second LALA community meeting)	Valdivia – Chile	March, 18 – 19, 2019	54 attendants
III Conferencia Latinoamericana de Analíticas de Aprendizaje – LALA 2019 (LALA Workshop 2020, third LALA community meeting)	Cuenca – Ecuador	September, 2020	Will be done in the future

2.2. LALA Regional Workshops

The LALA Regional Workshops will be an opportunity to disseminate the LALA Framework, the adaptation of Learning analytics tools, the pilots and the results of the project to a wider audience. There will be two Regional Workshops, one for Latin America and one for Europe. During these events, which will be probably attached to a bigger Educational conference to increase their interest, beneficiaries and staff of the LALA project will present their experiences and expectations. Examples of possible conferences include EC-TEL in 2019 (<http://www.ec-tel.eu/index.php?id=918>) and LACLO 2019 (Latin American Community of. Learning Objects - <http://lacio2019.com/>).

2.3. National LALA Training Days

To help with the dissemination and exploitation of the project results, each Latin American partner organizes national training days where professors and other stakeholders will be trained on topics such as the LALA Framework or Learning Analytic tools. Each Latin American partner organizes at least two National Training days where the LALA Framework or the results of the pilot will be presented to authorities and faculty members from the own and other institutions in Ecuador and Chile. Besides, the training will include general aspects of Learning Analytics.

The purpose of these training days is to raise the awareness about the project, train the correspondent stakeholders and facilitate the exploitation of its outcomes in the Latin American countries participating in the project.

So far, four national training days have been organized, which details are presented:

Event	Place and Date	Number of attendances	Results
Analítica de aprendizaje para la gestión y calidad en Educación Superior	Santiago – Chile. March 21 st , 2018	56 attendants 29 attendants workshop	Initial ideas of the LALA project and LALA framework were presented and discussed.
I Conferencia Latinoamericana y Summer School de Analíticas de Aprendizaje – LALA 2018 (Learning Analytics Latin America Workshop 2018, initial LALA community meeting)	Guayaquil – Ecuador. July, 19 – 21, 2018	60 attendants	The 1st LALA conference was not only a LALA community meeting but it was also a National training day where the LALA project and LALA Framework were

			presented and there were training activities such as for prediction tools in R.
Analítica de aprendizaje para la gestión en Instituciones de Educación Superior. Capítulo Ecuador	Cuenca – Ecuador. November 26 th , 2018	77 attendants	Presentation and training about the LALA project, LALA framework and the adaptation of tools.
II Conferencia Latinoamericana de Analíticas de Aprendizaje – LALA 2019 (LALA Workshop 2019, second LALA community meeting)	Valdivia – Chile. March, 18 – 19, 2019	54 attendants	The 2nd LALA was not only a LALA community meeting but it was also a National training day where the LALA Framework and the adaptation of LALA tools were presented and there were training activities.

A final indicator of the success of the project will be the number of professors and academic decisions-makers that are trained during the different dissemination events. There will be at least four additional training days that will be organized until the end of the LALA project. It is expected that during the life of the project at least 300 new professors from different institutions will be trained in the LALA Framework and outcomes.

2.4. Presentation at Regional, National, and International Educational Conferences in the field of Learning Analytics.

The general objectives of the LALA project, the LALA Framework, the adaptation of tools, the results of the piloting or the LALA handbook will be presented by the partners in Educational Conferences at National, Regional and International level. The purpose of these presentations is to increase the visibility of the project in Latin America, Europe and on the scientific and academic community to obtain valuable feedback from experts in the field.

The members of the project will participate in important events with national and international scope (science fairs, exhibitions, conferences, etc.). Likewise, the members of the project will try to spread the project as much as possible in the events in which they participate as guests or speakers, either within the area of the Learning Analytics as in other areas related to this activity. Among the main events of international scope in which the members of the project can participate as exhibitors, speakers or guests are: LAK, EC-TEL, CLEI and LACLO. The members responsible for the scientific dissemination of the project (UCuenca) will request information every six months of the conferences that the members of the project have attended or intend to attend to follow up on the presentations and papers they have published: a) relationship with the project, b) acknowledgments in the article to the project, among others.

For this, each member must fill a table with information about the event or type of publication

The LALA member participating in an event is responsible for sending details about the presentation to UCuenca. UCuenca will prepare promotional material to advertise the event on the website and social networks.

A final indicator of the success of the project will be the number of presentations at National and Regional Educational Conferences about the LALA project during its duration (at least six presentations according to the project proposal).

So far, a total of 16 presentations have been given, which are detailed in the next table.

Date	Presenter/Author	Type de article /presentation	Title	Event / Journal Name	Venue / Country	URL
March 5–9, 2018	Maldonado-Mahauad, Jorge; Hilliger, Isabel; Pérez-Sanagustín, Mar; Millecamp, Martijn; Verbert, Katrien; Ochoa, Xavier.	Workshop paper LAK	The LALA Project: Building Capacity to Use Learning Analytics to Improve Higher Education in Latin America	LAK2018	Sydney, Australia	https://latte-analytics.sydney.edu.au/
June 19, 2018	Muñoz-Merino, Pedro J.	Invited talk	SHEILA Project Results and LALA Project	SNOLA Workshop (Spanish Network of Learning Analytics)	Leon, Spain	https://lasi18.snola.es/
July, 3, 2018	Muñoz-Merino, Pedro J.	Invited talk	Hacia la adopción de analítica de aprendizaje en instituciones de educación superior en Europa y Latino América	CRUE-TIC	Santander, Spain	http://eventos.crue.org/event_detail/21949/programme/jornada-gts-folte-crue-tic-y-eol-crue-asuntos-academicos.html
August 29–31 , 2018	Delgado Kloos, Carlos	Keynote	¿Qué podemos hacer en educación con menos fricción? (What can we do in education with less “friction”?)	CITT 2018 - 4th International Conference on Technology Trends	Babahoyo, Ecuador	http://citt.utb.edu.ec/?page_id=774
September 3-5, 2018	Jorge Maldonado-Mahauad, Mar Pérez-Sanagustín, Pedro Manuel Moreno-Marcos	Conference paper	Learners’ Success in a Self-paced MOOC Through Sequence Patterns of Self-regulated Learning.	EC-TEL 2018	Leeds, United Kingdom	https://link.springer.com/chapter/10.1007/978-3-319-98572-5_27
September 11-12, 2018	Maldonado-Mahauad, Jorge	Invited talk	Autorregulación del aprendizaje en cursos en línea: descubriendo estrategias de aprendizaje	Seminario de Ideación en Innovaciones Educativas - SIINNE	Popayan, Colombia	http://www.unicauca.edu.co/innovacioncauca/node/3824

September 21, 2018	Alario-Hoyos, Carlos	Invited talk	De los MOOCs a los SPOCs y a la clase invertida: Desafíos y preguntas de investigación	Seminario de postgrado, Departamento de Ciencia de la Computación, PUC Chile	Santiago, Chile	http://www.mooc-maker.org/?p=3070&lang=es
September 25, 2018	Alario-Hoyos, Carlos	Invited talk	Innovación de cursos virtuales formato MOOC en la educación superior y formación continua de personas	Conferencia en la Universidad Nacional de Asunción, UNA	Asunción, Paraguay	http://www.mooc-maker.org/?p=3079&lang=es
September 26-28 2018	Muñoz-Merino, Pedro J.	Invited talk	Learning Analytics in MOOCs	LWMOOCS 2018 Conference	Madrid, Spain	http://learningwithmoocs2018.org/index.php
October 3, 2018	Maldonado-Mahauad, Jorge	Invited talk	La comunidad LALA: objetivos, resultados y el futuro mediante un grupo de trabajo	CLEI/LACLO 2018	Sao Paulo, Brazil	http://cleilaclo2018.mackenzie.br/pt/index.html
October 4, 2018	Zúñiga, Miguel Angel	Keynote	Red de colaboración LALA. Impacto y beneficios	Congreso Nacional E Internacional De Informática Y Sistemas – Conais 2018	Tabasco, México	http://congresos.ujat.mx/conais/conferencias/
October 11, 2018	Maldonado-Mahauad, Jorge	Presentation of LALA Community	How to map learning activities through URLs?: The case of Coursera platform	II Conferencia Internacional MOOC-Maker, Medellín - Colombia	Medellin, Colombia	
November 13, 2018	Maldonado-Mahauad, Jorge	Keynote Virtual	LA para descubrir estrategias de aprendizaje en Cursos MOOC	II Congreso Internacional De Tendencias En Innovación Educativa	Arequipa, Peru	http://cicieconference.com/#programa
November 21, 2018	Broos, Tom	Keynote	Learning Analytics opportunities in Latin America	TIC-EC 2018 - 6th Conference on Information Technologies and Communication of Ecuador (TIC-EC)	Riobamba, Ecuador	https://ticec.cedia.edu.ec/es/a-cerca-del-congreso/keynotes

March 4–8, 2019	Yi-Shan	Conference paper	Assessing Institutional Needs for Learning Analytics Adoption in Latin American Higher Education	LAK 2019 conference	Tempe, Arizona, US	https://dl.acm.org/citation.cfm?id=3303772
May 29 - 31, 2019	Zúñiga, Miguel Angel	Keynote	Proyecto LALA: Marco de trabajo para la adopción de analítica de aprendizaje en Latinoamérica	Congreso Internacional sobre Avances en Nuevas Tendencias y Tecnologías	Quito, Ecuador	http://icaett.snotracg.org/es/inicio/

2.5. LALA Website

The first tangible outcome of this dissemination plan was a Website (<https://www.lalaproject.org>), where the objectives, activities, deliverables, partners and expected/reached outcomes of the project are described and presented. General public is able to access this website to obtain information and has access to the LALA Framework and Handbook, as well as to other project outcomes. To keep the information up-to-date in the website, all the project members should send to UCuenca all the updated information available that need to be published to an email address. Special attention will be paid to promoting the project website through references and posts in the member websites, social networks, as well as dissemination using different electronic means. This website will be hosted by ESPOL with the agreement to keep it running after the project finalization.

The project website includes / will include the following:

- EU logo.
- EU disclaimer.
- Project logo.
- Contact information of the coordinator.
- Objectives of the project.
- Project partners and the teams from each partner institution involved in the project.
- A map showing the locations of the partner and the countries involved.
- Project results.
- Project deliverables.
- Contact details of the coordinator (for people who want more information)
- Agenda with the project activities (News).
- Videos.
- Links to other social media pages.
- Photos (project activities).
- Historical information.
- Blog.

The main deliverables, such as the LALA Framework, are or will be available through the project website and published under a Creative Commons license, in a way that can be used and adapted by any interested party (<https://www.lalaproject.org/deliverables/>).

An indicator of the success of the LALA Website are the website traffic statistics.

2.6. LALA Bulletin

An important activity to disseminate the LALA results is carried out through Bulletins containing a summary of the activities, events and outcomes of the project. Starting from the first issue published on February 2019, the LALA Bulletin will be issued every six months. Bulletins are and will be available in the following URL: <https://www.lalaproject.org/es/boletines/>.



2.7. Project Dissemination using Social Networks

Another approach to disseminate the results of the project is through a continuous Social Media campaign to reach, encourage and involve the general public. In this context, dissemination activities in social networks include:

- Facebook: LALA Community (<https://www.facebook.com/LALA-Community-442858406129668/>)
- Twitter: @LALACommunity (<https://twitter.com/LALACommunity>)
- YouTube: LALA Community Channel
- ResearchGate: Building Capacity to Use Learning Analytics to Improve Higher Education in Latin America (LALA)

For accurate management of the different social media accounts, a specific email address was created. This email address is used as the main point to share anything needed to publish internally in the project. UCuenca will also monitor traffic indicators of the website and social networks in order to gain the customized information on visitors of the site.

Some considerations to take into account when handling social networks include:

- Requires an important amount of time to manage social media, as interaction is required with the target audience.
- Use platforms appropriate to the target audience.
- Post content that the target audience will be interested in (build this task into project activities)
- Post reflects the reputation of our universities but also the European Commission who is co-funding the project.

2.8. Publications of articles and information related to the advances or results achieved by the project in publications of national and international recognized prestige.

The scientific publication is done using indexed journals in the area of Learning Analytics but also important conference with proceedings. In the elaboration of these articles, all the project members are able to participate depending on the specific theme of the article. The objective of this activity is to disseminate all aspects of the project among the scientific and academic community. The periodicity of these publications will be determined by the progress and results of the project. The members in charge of this external dissemination will choose the most relevant publications in their fields for the publication of the articles. According to the project proposal, we will have at least four publications. So far, the project members have already published articles related to the LALA framework and to the designed and implemented learning analytics tools.

The same as for conference articles or presentations, UCuenca will request to fill a form regarding the information of the published articles, such as a) relationship with the project, b) acknowledgments, etc. The LALA member/corresponding author is responsible for sending details about the publication to UCuenca. UCuenca will advertise the publication on the website and social networks. Next, there is a list of publications related to the project so far.

Author	Title	Journal Name	Year	URL
Jorge Maldonado-Mahauad, Mar Pérez-Sanagustín, Pedro Manuel Moreno-Marcos, Carlos Alario-Hoyos, Pedro J Muñoz-Merino, Carlos Delgado-Kloos	Predicting Learners' Success in a Self-paced MOOC Through Sequence Patterns of Self-regulated Learning	Proceedings 9th International Conference on Learning Analytics & Knowledge (LAK19)	2019	http://solaresearch.org/uploads/LAK19_Companion_Proceedings.pdf
Isabel Hilliger, Mar Pérez-Sanagustín, Margarita Ortíz, Paola Pesántez, Eliana Scheihing, Yi-Shan Tsai, Pedro J. Muñoz-Merino, and Tom Broos.	Assessing Institutional Needs for Learning Analytics Adoption in Latin American Higher Education	Proceedings 9th International Conference on Learning Analytics & Knowledge (LAK19)	2019	http://solaresearch.org/uploads/LAK19_Companion_Proceedings.pdf

2.9. Project Dissemination in the Media

The Social Media Campaign will also include more traditional media such as press releases and mailing lists. The use of local and national media to promote the activities, objectives and results of the project allows the members of the project to reach their information to the greatest possible number of people, in a way that the general public, who is not specialized in these topics, can also get to know the project. Dissemination activities using the media will include the following:

- Sending press releases related to the main activities or milestones.
- Collaborating with local and national press (columns, articles, interviews, special reports, etc.), by all members.
- Elaboration of flyers or brochures for distribution with the newspapers or written media.

Results:

<http://www.eltiempo.com.ec/noticias/cuenca/2/429777/nuevo-reconocimiento-para-la-universidad-de-cuenca>

<https://www.facebook.com/ucuenca/photos/a.134108766662641.27219.130917710315080/1843529782387189/?type=3&theater>

<https://twitter.com/udecuenca/status/965612732455247872>

<https://www.ucuenca.edu.ec/recursos-y-servicios/prensa/5414-universidad-de-cuenca-gano-convocatoria-de-programa-ersmus>

2.10. Permanent Dissemination of the Project

The LALA Project through its WP6 will continuously disseminate information among national and international education-related institutions / organizations related through collaborating institutions, such as: LACLO (Latin American Community on Learning Technologies), CEDIA network and CLARA.

In this context, the main events and activities organized by these institutions (meetings, conferences information sessions, etc.) will be used to report the objectives, updates and results of the project, among HEIs. It is expected that those institutions will continue to disseminate in their regions of influence.

For instance, UCuenca pursued an agreement with CEDIA network to include in the TIC.EC Conference 2018 a Keynote Speaker and a training session on Learning Analytics. The Keynote Speaker was Tom Broos (KU Leuven) (<https://www.cedia.edu.ec/es/ticec2018>).

Results:

<https://docs.google.com/spreadsheets/d/1Lz2XAHfAxJHrITFbn6MZG77SG1RGsSHG-rKouEj2FtA/edit#gid=1700225555>

Conference Name	Place	Date	Number of attendances
Analítica de aprendizaje para la gestión y calidad en Educación Superior	Santiago – Chile	March 21 st , 2018	56 attendants 29 attendants workshop
Analítica de aprendizaje para la gestión en Instituciones de Educación Superior. Capítulo Ecuador	Cuenca – Ecuador	November 26 th , 2018	77 attendants
Learning Analytics for Feedback at Scale	Leuven – Belgium	July 1 st , 2019	

2.11. Videos.

Another dissemination mean are videos, which can be included in the project website, and social networks. Some elements to consider when creating videos are:

- No longer than 5 minutes.
- Not only interview people involved in the project but the end-users of the products and services created and how they have benefitted from them.
- Provide more information about project results rather than project activities and partners.
- Should not be a tourist promotion video for our countries.
- If it includes background music, choose something culturally neutral.
- Interviews should be in English as sub-titles are expensive.
- Get students in the media department in the university to make it for free as part of their course work.

The first video regarding LA definition and LALA objective and Community was released on March 2019 (<https://www.youtube.com/watch?v=7XrYIYLkKg>). These videos will be periodically posted, specially to show the main LALA deliverables (e.g. LALA Community, LALA Framework and LALA Tools).

2.12. Development and distribution of promotional and dissemination material.

An essential element in marketing campaigns is the promotional and dissemination material (“merchandising”). In this context, the LALA project has develop material that can be distributed in any of the activities previously described in the documents, e.g. conferences, seminars, meetings, etc. It is important not to forget to include the logo of the European Commission and LALA, and if possible the LALA website address. These promotional materials are and will be delivered in conferences, events, etc. Photos included must show project results, avoiding tourism related. Promotional material used can be the following:

- Roll ups (3)
- Pens
- Folders
- USB Memories
- Print Material (limiting paper versions to a minimum)
- Stickers
- Seals
- Info graphs (at the end of the project showing the impact of the project has had in numbers)



SECTION 4. REFERENCES

- PROYECTO HYDROSOLAR 21, s.f., Propuesta de Plan de Disseminación After Life, 13p.
- Admincom, 2016, 10 Successful tips for disseminating EU projects <http://communicationpackage.com/10-successful-tips-for-dissemination-eu-projects/>