EUт+

EUROPEAN UNIVERSITY OF TECHNOLOGY

Deliverable D15

D1.4.1 Administration training week on tools and methods

Del. Rel. No D1.15

WP 1

Description : Training week content (multimodal) and associated documents initiating to tools and methods specific to EUT+ functioning

Comments: As the health situation did not allow for a face-to-face week of training, we put in place an alternative solution to launch the project management. The training week will be held at a later date as soon as the health conditions allow it.

Dissemination level: PU-Public

https://www.univ-tech.eu/phase-1-results

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the European Union

EUт+

EUROPEAN UNIVERSITY OF TECHNOLOGY

Livrable 15

D1.4.1 Administration training week on tools and methods

Del. Rel. No D1.15

WP 1

Description : Semaine de formation sur les outils et méthodes administratives

Commentaires: La situation sanitaire n'ayant pas permis la tenue d'une semaine de formation en présentiel, nous avons mis en place une solution de remplacement permettant le lancement du management de projet. La training week se tiendra à une date ultérieure dès que les conditions sanitaires le permettront.

EUT+ PROJECT

FOREWORD TO DELIVERABLE 4.1.1

JUNE 2021

This deliverable is composed of elements allowing both the management of the EUt+ initiative and the administrative follow-up of the project. Apart from a very pragmatic training to using the tools, the training has a final objective of coherent, smooth and efficient interactions, within the organization. To ensure this, the training of administrative personnel appeared as crucial.

Indeed, administrative personnel has a key role to play in the progress <u>and</u> success of EUt+. EUt+ is a long and ambitious initiative, with a clear meaning, and organized in well-identified elements. Administrative personnel are the ones who ensure that this process unfolds smoothly.

Through this training, the administrative personnel gain an understanding of EUt+: its ambition and its organization, and what role they have to play. They also understand how their personal contribution is integrated in the whole project. In this way, they are involved in EUt+ and participate in the EUt+ adventure.

Coherent with the participatory approach to co-design EUt+ (cf. D5.4.2), the training was <u>not</u> designed as a top-down transmitting training, but as a moment of sharing of good practices, open discussion and meeting of colleagues from other universities. This is the reason why, apart from the video call training sessions, we made the training content available in an accessible multimodal and multilingual form, both in document form (cf. Appendix below) and in short video tutorials form (cf. available on EUt+ website: https://www.univ-tech.eu/administrative-tutorials).

The documents presented here result from an iterative co-construction process and consultation within the Alliance. Some of them will evolve as the project develops and practices are assimilated.

1. Appendix 1: During the first session, we presented and exchanged on the nature of the project, its construction, our vision and the functioning of the project (Admin seminar.pdf and Annex 3.1 Organisation chart.pdf).

2. Appendix 2: During the session, we discussed the functioning of the Workpackages: their number, their content, their tasks, their follow-up. We based explanations on the documents Work Packages in actions_A3.docx and Work Packages in actions_A3.pdf

3. Appendix 3: During this meeting, we discussed the subject of time and expense sheets as well as the use of a translation tool (Annex 4.2 Time and expenditure sheet.xlsx). Annex 4.2 contains confidential information. Its distribution cannot be made public, it is available on request.

4. Appendix 4: The meeting included a session dedicated to the presentation of a budget tracking tool by partner and by Workpackage (Annex 4.4 Budget breakdown planning.xlsx). Annex 4.4 contains confidential information. Its distribution cannot be made public, it is available on request.

5. Appendix 5: Coherent with the approach to make the content accessible and open to everyone, in order to widen participation, short video tutorials propose a contextualized explanation of the documents (available on EUt+ website: https://www.univ-tech.eu/administrative-tutorials).

EUt+ Initiative

WORK PACKAGE 1:

Deliverable 1.4.1

Training week on administrative tools and methods

Content

1. Objective of the training

The training week for the administrative teams has a natural place in the EUt+ Initiative. It responds to the desire to become one same university and to disseminate the values and functioning of a European University well beyond the educational and research aspects.

The EUt+ Initiative is intended to be all-encompassing, and the meeting of the administrative teams contributing to its progress appeared as absolutely important and evident.

Thus, always coherent with the participatory approach to co-design EUt+ and the principles of inclusiveness and embeddedness (cf. WP2), the joint work of the teams of all the partner universities demonstrates both an additional application of multilingualism and a collaboration that necessarily takes multiculturalism into consideration.

2. Training format

The administrative teams did not escape the constraints and necessary adaptations linked to the health crisis. Consequently, the meeting and training week could not be organised in the conditions imagined and initially planned.

Although we are aware of the opportunities arising from real encounters, we considered that delaying this crucial element of the project would constitute a risk for the coherence and the progress in the development of our European University. Indeed, the collaborative work of the teams, including the administrative teams, is essential to the smooth running of the EUt+ project. EUt+ is a long and ambitious initiative, with a clear meaning, and organized in well-identified elements. Administrative personnel are the ones who ensure that this process unfolds smoothly, and therefore have a key role to play in the progress and success of EUt+. The final objective is to have coherent, smooth and efficient interactions, within the organization. To achieve this, the training of administrative personnel appeared as crucial.

Being given the importance of this training, and the importance not to delay the appropriation of the EUt+ Initiative and its operating rules, the need to organise video conference training sessions appeared as evidence. These training sessions do not replace the face-to-face training week initially planned. The latter will take place as soon as the health conditions allow it in order to continue the

exchanges and to provide all the necessary data and tools. The Administrative Contacts will have a first meeting during the Alliance meeting in Cyprus from the 20th-24th of September. With regard to the participants' feedback and the content that was usefully delivered (cf. Appendix; video tutorials), we believe that the purpose of our current initiative, presented in this deliverable, which is not to delay the project's takeover by all types of stakeholders, was quite successful.

1) Videoconference sessions

The first step was to co-construct a new model with the Principal Representatives to respond to the changes brought about by the pandemic and to ensure their support.

a. The model in place

The model set up as a result of this presentation is to organise sessions of 3.5 hours on the second and fourth Tuesday of each month. 8 sessions are scheduled.

Each session brings together very different profiles for all the partners. The mix of languages, functions and cultures allows for a very different understanding of the subjects, and therefore was useful to enrich the sharing of perspectives. During the first sessions, the disparity of functions was very important. The audience was composed of academics, Principal Representatives *and* administrative staff. Gradually, the staff not involved became aware of the need for a space dedicated to direct interaction between people in charge of the administrative management of the project. From then on, the circle of participants has been tightened around the "administrative contacts" of each partner university, who invited some of their colleagues according to the topics discussed.

In order to facilitate the understanding of the participants, the explanations were given in English, French and Spanish. Based on the insights of this experience, when it will be possible to meet, the objective is to have bilateral or trilateral sessions, in the participants' language, to ensure multilingualism and maximum understanding. From the second session onwards, we decided to implement "Microsoft Translator", an online automatic translation service. Even if the transcription is not perfect, it is a first step to overcome the language barrier which remains a major obstacle in the attendance of the participants. The sessions were organised around several stages:

1. The round table discussion and introductions of possible newcomers,
2. A round of questions that might follow on from the last issue raised or any other issue encountered by a member of the Alliance,
3. The presentation of the topic of the day,
4. Questions and answers

As a general principle, the administrative team of the EUt+ Coordinating team close the meeting only when all participants have confirmed that they have assimilated the information provided and/or when further explanations in a small group have been scheduled. Participants are also informed that they can contact the team at any time.

The four sessions were held on 18th May, 1st June, 15th June and 29th June 2021.

2) Dedicated sessions for each partner

In the absence of certain participants, due to reservedness or the need to understand the subjects with a little more time, each document is taken up again, on request, for an explanation in a restricted committee. As with group training sessions, the partner decides who will take part in these more confidential discussions and how long they will last, depending on one's needs.

These bilateral meetings are organized via videoconferences. We exchange on the role and tasks of each partner, tools and common operating methods. This place of exchange is a privileged channel for the collection of the good administrative practices of each.

3. Collaborative and co-constructed tools

The tools necessary for administrative management were devised during the initial construction of the initiative. Their development is based on co-construction, with each partner sharing its needs, rules, habits and customs. This mode of operation makes it easier for everyone to appropriate tools.

4. Topics presented in the first 3 sessions

Tools' presentations are available asynchronously. You may find them following the link below:

https://www.univ-tech.eu/administrative-tutorials

The videos that are confidential (because of confidential and/or personal data) require a password. Please contact the EUt+ coordinating team by email, who will be glad to provide it.

1. EUt+ Presentation (Admin seminar.pdf and Annex 3.1 Organisation chart.pdf)

2. EUt+ Timesheet (Annex 4.2 Time and expenditure sheet.xlsx)

3. EUt+ Travels and expenditure sheets (Annex 4.2 Time and expenditure sheet.xlsx)

4. EUt+ Budget Breakdown (Annex 4.4 Budget breakdown planning.xlsx). The video and the document contain confidential information and will be available upon request.

5. Reporting chain

6. Eut+ Participatory approach

7. Information sharing questionnaire

Ce livrable est composé d'éléments permettant, à la fois, le management de l'initiative EUt+ et le suivi administratif du projet.

Outre la familiarisation très pratique à l'utilisation des outils, l'objectif final de permettre des échanges cohérents, fluides et efficaces, au sein de l'organisation.
En cela, la formation du personnel administratif est apparue comme cruciale.

En effet, les personnels administratifs ont un rôle clé à jouer dans le bon déroulé et le succès d'EUt+. EUt+ est une initiative longue et ambitieuse, qui a un sens clair, et qui est découpée en des éléments clairement identifiés. Les personnels administratifs sont précisément ceux qui veillent à ce que ce processus se déroule de manière fluide.

Grâce à cette formation, les personnels administratifs acquièrent une compréhension d'EUt+ : son ambition et son organisation, et aussi le rôle qu'ils ont à y jouer. Ils comprennent comment leur contribution personnelle est intégrée dans l'ensemble du projet. De cette manière, ils sont impliqués dans EUt+ et participent à l'aventure EUt+.

De manière cohérente avec l'approche participative consistant à co-construire EUt+ (cf. D5.4.2), la formation n'a pas été conçue comme une transmission descendante, mais comme un moment de partage de bonnes pratiques, de discussion ouverte et de rencontre de collègues d'autres universités. C'est la raison pour laquelle, outre les sessions de formation en videofconference, nous avons mis à disposition le

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contenu de la formation sous une forme multimodale et multilingue accessible, à la fois sous forme de documents (cf. annexe ci-dessous) et sous forme de courts tutoriels vidéo (cf. disponibles sur le site web d'EUt+ : https://www.univ-tech.eu/administrative-tutorials).

Les documents présentés résultent d'un processus de co-construction itératif et d'une consultation au sein de l'Alliance. Certains d'entre eux sont appelés à évoluer parallèlement au développement du projet et au gré de l'assimilation des pratiques.

1. <u>Annexe 1</u> : Lors de la première session, nous avons présenté et échangé sur la nature du projet, sa construction, notre vision et le fonctionnement du projet (Admin seminar.pdf and Annex 3.1 Organisation chart.pdf).

2. <u>Annexe 2</u> : Lors de session, nous avons abordé le fonctionnement des Workpackages : leur nombre, leur contenu, leurs tâches, leur suivi. Nous avons basé les explications sur le document Work Packages in actions_A3.docx and Work Packages in actions_A3.pdf

3. <u>Annexe 3</u> : Lors de cette rencontre, nous avons abordé le sujet des feuilles de suivi des temps et de dépenses ainsi que l'utilisation d'un outil de traduction (Annex 4.2 Time and expenditure sheet.xlsx). L'annexe 4.2 contient des informations confidentielles. Sa diffusion ne peut être rendue publique, elle est éventuellement disponible sur demande.

4. <u>Annexe 4</u> : La rencontre a fait l'objet d'une séance dédiée à la présentation d'un outil de suivi budgétaire par partenaire et par Workpackage (Annex 4.4 Budget breakdown planning.xlsx). L'annexe 4.4 contient des informations confidentielles. Sa diffusion ne peut être rendue publique, elle est éventuellement disponible sur demande.

5. <u>Annexe 5</u> : De manière cohérente avec la démarche de rendre le contenu accessible et ouvert à tous, afin d'élargir la participation, de courts tutoriels vidéo proposent une explication contextualisée des documents (disponibles sur le site EUt+ : https://www.univ-tech.eu/administrative-tutorials).

Initiative EUt+

WORK PACKAGE 1:

Livrable 1.4.1

Semaine de formation sur les outils et méthodes administratives

Table des matières

1. Objectif de la formation

La semaine de formation des équipes administratives trouve naturellement sa place dans l'Initiative EUt+. Elle répond à la volonté, à terme, de ne former qu'une seule et même université, et de disséminer les valeurs et le fonctionnement d'une Université européenne bien au-delà des aspects pédagogie et recherche.

L'Initiative EUt+ se veut englobante, la rencontre des équipes administratives, contribuant à son avancée, est apparue comme absolument importante et évidente.

Ainsi, et toujours de manière cohérente avec l'approche participative consistant à co-concevoir EUt+, ainsi qu'avec et les principes d'inclusion et d'intégration (cf. WP2), le travail commun des équipes de l'ensemble des Universités partenaires démontre, à la fois, une mise en pratique supplémentaire du multilinguisme et une collaboration prenant, nécessairement, en considération le multiculturalisme.

2. Format de la formation

Les équipes administratives n'ont pas échappé aux contraintes et aux nécessaires adaptations liées à la crise sanitaire. Par conséquent, la semaine de rencontre et de formation initialement prévue n'a pu être organisée dans les conditions imaginées.

Bien que conscients des opportunités découlant de rencontres réelles, nous avons considéré que retarder cet élément constituerait un risque quant à la cohérence et la progression dans le développement de notre Université européenne. En effet, le travail collaboratif des équipes, dont les équipes, administratives est indispensable à la bonne marche de l'Initiative EUt+. EUt+ est une initiative longue et ambitieuse, dotée d'un sens clair, et organisée en éléments bien identifiés. Les personnels administratifs sont ceux qui veillent au bon déroulement de ce processus, et ont donc un rôle clé à jouer dans la progression et la réussite d'EUt+. L'objectif final est de parvenir des interactions cohérentes, fluides et efficaces, au sein de l'organisation. Pour y parvenir, la formation des personnels administratifs est apparue comme cruciale.

Étant donné l'importance de cette formation, et l'importance de ne pas retarder l'appropriation de l'initiative EUt+ et de ses règles de fonctionnement, la nécessité d'organiser des sessions de formation

en vidéoconference est apparue comme une évidence. Ces temps de formation à distance ne se substituent en rien à la semaine de formation initialement prévue. Celle-ci aura lieu dès lors que les conditions sanitaires le permettront afin de poursuivre les échanges et de fournir l'ensemble des données et outils nécessaires. Les contacts administratifs (*Administrative contacts*) participeront à une première réunion lors de la réunion de l'Alliance, qui se tiendra à Chypre du 20 au 24 septembre. De par le retour des participants et le contenu qui a été utilement délivré (cf. annexe ; tutoriels vidéo), nous pensons que l'initiative actuelle présentée dans ce livrable, qui a pour seule vocation de ne pas retarder la prise en main du projet par tous les types d'interlocuteurs présents au sein de l'initiative, est une réussite.

1) Des sessions distantielles

La première étape a été de co-construire un nouveau modèle avec les Principal Representatives pour répondre aux changements induits par la pandémie et s'assurer de leur soutien

a. Le modèle mis en place

Le modèle mis en place à la suite de cet exposé consiste en l'organisation de sessions de 3 heures et demie chacune, les deuxièmes et quatrièmes mardis de chaque mois. 8 sessions sont programmées.

Chaque session regroupe des profils très différents pour l'ensemble des partenaires. La mixité de langues, de fonctions et de cultures permet l'appréhension des sujets sous des aspects très différents, et permet ainsi d'enrichir le partage des perspectives. Lors des premières séances, la disparité des fonctions était très importante. L'assistance était, notamment, constituée d'enseignants-chercheurs, de *Principal Representatives,* d'administratifs. Peu à peu, les staffs non concernés ont pris conscience de la nécessité d'un espace dédié à des interactions directes entre personnes chargées de la gestion administrative du projet. Désormais, le cercle de participants est resserré autour des « contacts administratifs » de chaque université partenaire, qui invitent certains de leurs collègues en fonction des sujets abordés.

Afin de faciliter la compréhension des participants, les explications sont effectuées en anglais, français et espagnol. Sur la base de cette expérience, lorsqu'il sera possible de se réunir, l'objectif est d'organiser des sessions bilatérales ou trilatérales, dans la langue des participants, afin de garantir le multilinguisme et une compréhension maximale. À partir de la seconde session, nous avons décidé de mettre en place « Microsoft Translator », service en ligne de traduction automatique. Même si la

transcription n'est pas parfaite, c'est un premier pas pour dépasser la barrière de la langue qui reste un frein important pour la participation. Les sessions sont organisées suivant ce schéma :

1. Le tour de table et les présentations d'éventuels nouveaux arrivants,
2. Le tour des questions qui pourraient faire suite au dernier sujet évoqué ou tout autre sujet rencontré par un membre de l'Alliance,
3. La présentation du sujet du jour,
4. Les questions/réponses

De manière générale, l'équipe de coordination d'EUt+ ne clôt la rencontre que lorsque l'ensemble des participants a confirmé avoir assimilé les informations dispensées et/ou lorsque des explications supplémentaires en comités réduits ont été programmées. Il est également précisé aux participants qu'ils peuvent prendre attache de l'équipe à tout moment.

Les quatre sessions ont eu lieu les 18 mai, 1er juin, 15 juin et 29 juin 2021.

2) Des sessions dédiées à chaque partenaire

En l'absence de certains participants, par réserve ou par besoin d'appréhender les sujets avec un peu plus de temps, chaque document est repris, sur demande, pour une explication en comité restreint. À l'image du fonctionnement des sessions de formation collectives, le partenaire décide des participants à ces moments d'échanges plus confidentiels ainsi que de leur durée en fonction de ses besoins.

Ces rencontres bilatérales sont organisées *via* des Visioconférences. Nous y échangeons sur le rôle et les tâches de chaque partenaire, les outils et les modes opératoires communs. Ce lieu d'échanges est un canal privilégié au recueil des bonnes pratiques administratives de chacun.

3. Des outils collaboratifs et co-construits

Les outils nécessaires à la gestion administrative ont été imaginés lors de la construction initiale de l'Initiative. Leur développement est basé sur la co-construction ; chaque partenaire faisant part de ses besoins, règles, us et coutumes. Ce mode de fonctionnement permet à chacun une appropriation plus aisée des outils.

4. Les sujets présentés lors des premières sessions

Les présentations des outils sont disponibles en asynchrone. Vous trouverez le lien ci-dessous :
https://www.univ-tech.eu/administrative-tutorials

L'accès aux vidéos confidentielles (du fait de données confidentielles et/ou personnelles) nécessite un mot de passe. Merci de vous adresser par mail à l'équipe de coordination EUt+, qui le fournira avec plaisir.

1. EUt+ Présentation (Admin seminar.pdf and Annex 3.1 Organisation chart.pdf)

2. EUt+ Timesheet (Annex 4.2 Time and expenditure sheet.xlsx)

3. EUt+ Travels and expenditure sheets (Annex 4.2 Time and expenditure sheet.xlsx)

4. EUt+ Budget Breakdown (Annex 4.4 Budget breakdown planning.xlsx) : la vidéo et le document contenant des informations confidentielles, leur mise à disposition se fait sur demande.

5. Reporting chain

6. Eut+ Participatory approach

7. Information sharing questionnaire

La présentation des outils dans les différentes langues présentes au sein de l'alliance est enrichie régulièrement.

Context

- **European Commission call for proposals under the Erasmus+ programme**

  "European Universities are transnational alliances that will become the universities of the future, promoting European values and identity, and revolutionising the quality and competitiveness of European higher education."

- **« European University » is not a label, it is an ambition, a vision**

  48 alliances. 24 in 2019 and 24 in 2020. EUt+ selected in 2020.

- **3 years funding – 5M€ / 80% coverage of declared activities /**

- **Experimentation · sustainable model**

- **Same management mode as the H2020.**

8 partners

TUD	Technological University Dublin (Irelande)
UTT	Université de technologie de Troyes (France)
HDA	Hochschule Darmstadt, University of Applied Sciences (Allemagne)
UPCT	Universidad Politècnica de Cartagena (Espagne)
UTCN	Universitatea Tehnică din Cluj-Napoca (Roumanie)
RTU	Rīgas Tehniskā universitāte (Lettonie)
TUS	Технически университет София (Bulgarie)
CTU	Τεχνολογικό Πανεπιστήμιο Κύπρου (Chypre)
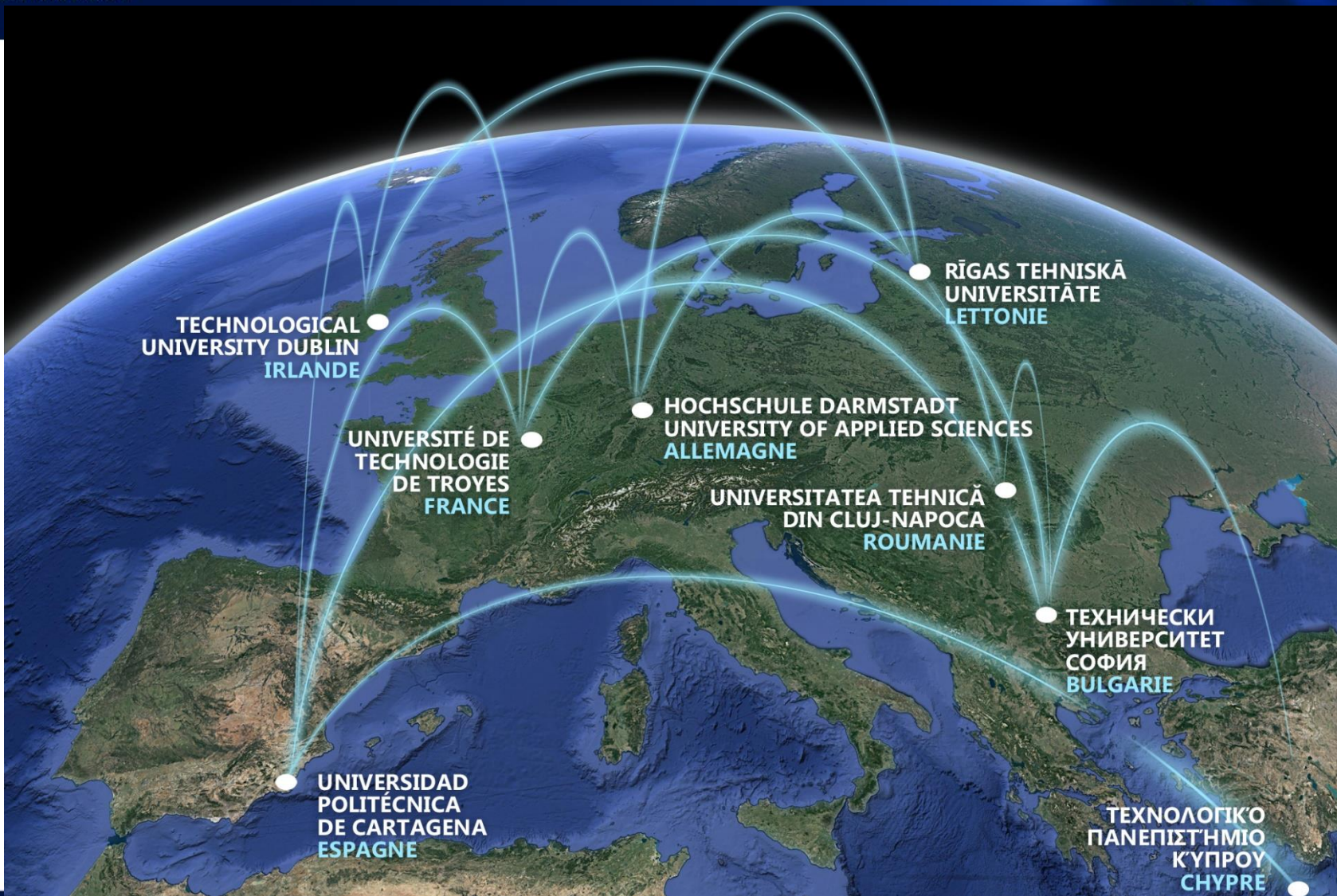
What is EUt+ ?

It's a vision.

- **To develop a radically human-centered model of technology.**
  "Think Human First" motto

- **To take advantage of diversity and multilingualism as an opportunity**
  8 languages / 3 alphabets

- **To build an inclusive university for all**
  "Feeling at home in every campus"
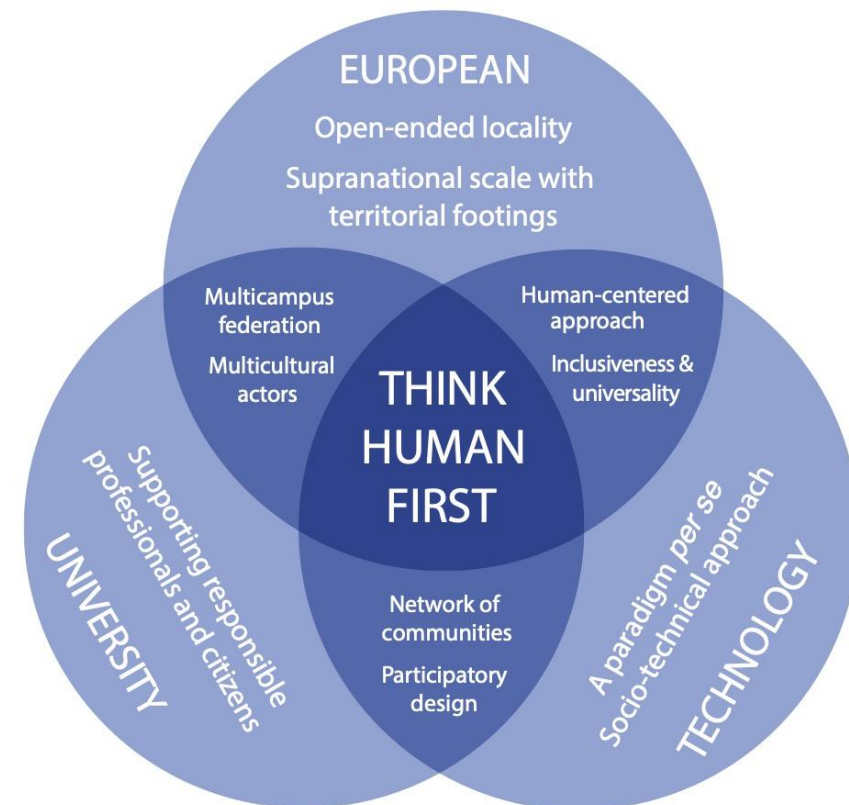
EUt+ in a few figures

- 8 members
- 8 countries, 8 campuses
- 100,000 students
- 12,000 staff members
- 1 single term university
- Only 1 diploma (in construction)

Work Packages

WP N°	WP title	WP Leader
WP1	Management and Coordination	UTT
WP2	Europe for everyone: inclusiveness and embeddedness	TUDublin
WP3	Common curricula spanning Europe	UTCN
WP4	Knowledge-creating teams to structure and engage EUt+ Research and development	h_da
WP5	Beyond mobility: feeling at home in every campus	CUT
WP6	Integrating infrastructure	TUS
WP7	A single identity for global outreach	UPCT
WP8	Sustainability and dissemination	RTU

Beginning of the project

Selection by the European Commission

Jul 9

MoU Signature by the rectors in Cluj-Napoca

Feb 4

Starting date of the Eut+ initiative

Nov 1

| 2020 | Jan | Mar | May | Jul | Sep | Nov | 2021 | Mar | May | 2021 |

Today
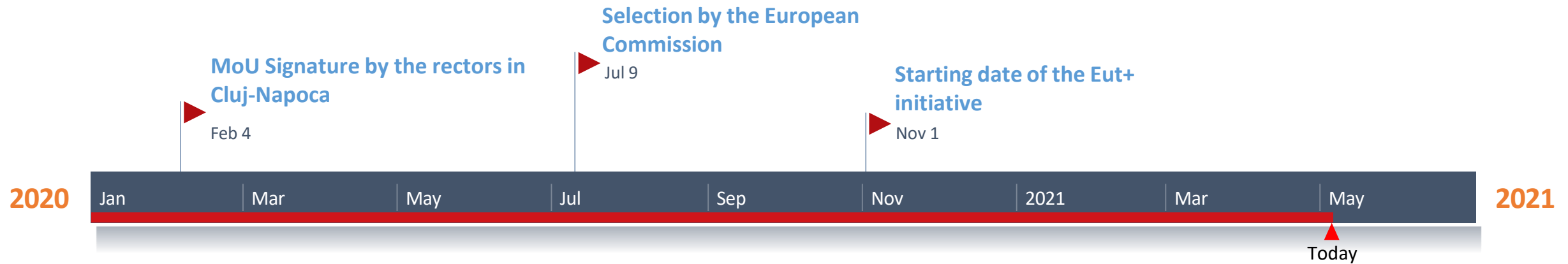
EUt+ in actions

- **European Student Card to facilitate students' mobility**
  - ✓ To facilitate students' mobility

- **Staff mobility**
  - ✓ Numerous opportunities for academic and administrative staff
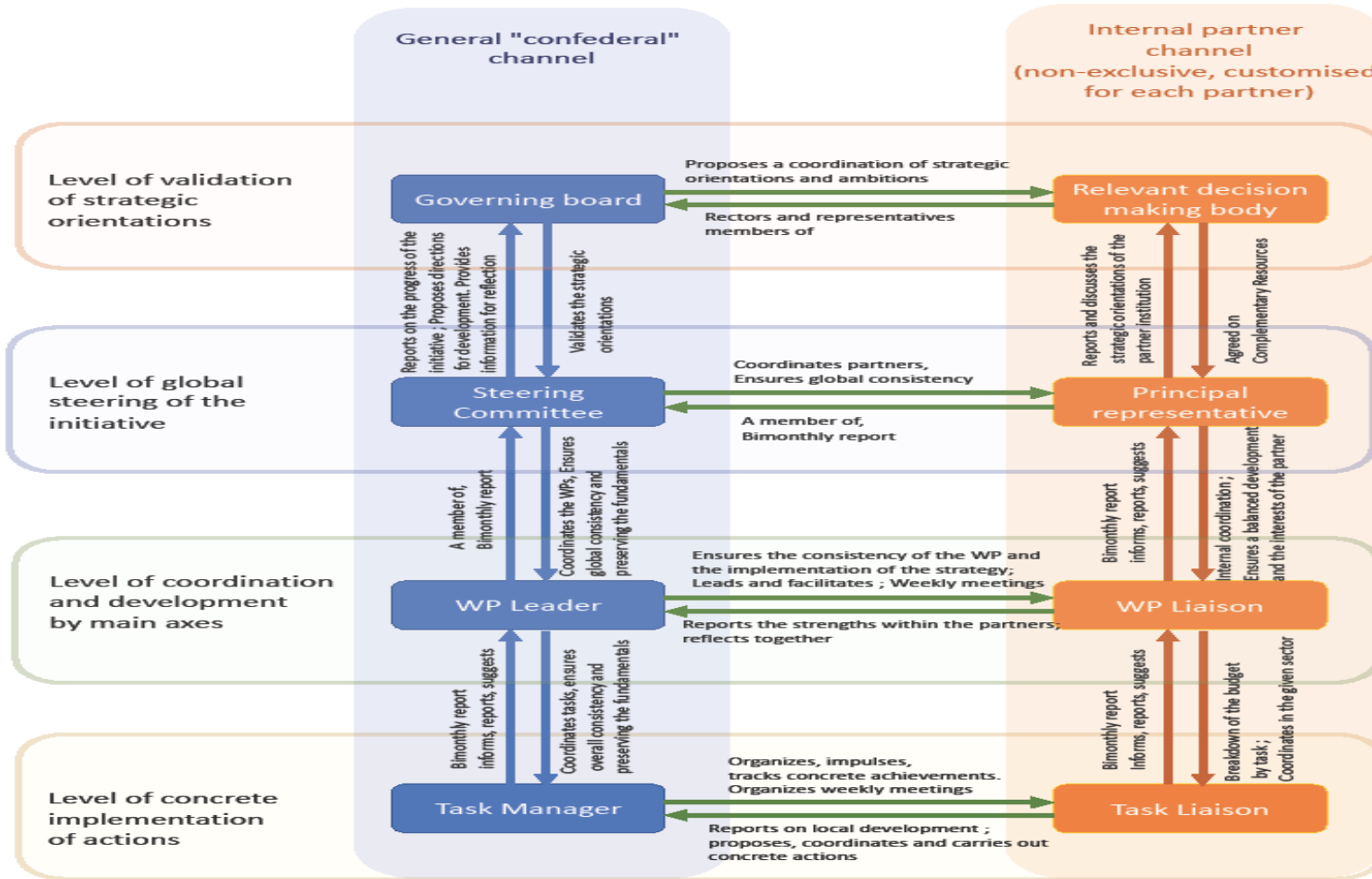
The Reporting Chain

- 2 channels:
  - ✓ General « Confederal » channel
  - ✓ Internal Partner channel

- 4 levels of involvement :
  - ✓ Validation of Strategic orientations : Governing Board
  - ✓ Global steering of the initiative : Steering Committee + Principal Representative
  - ✓ Coordination and development : WP Leader + WP Liaison
  - ✓ Concrete implementation : Task Manager + Task Liaison + Administrative Team

What about us ?

- ▪ *Your role*
  - ✓ Ensure administrative follow-up
  - ✓ Avoid « slippage »
  - ✓ At least once a month

- *Our role (coordination team)*
  - ✓ How to support you ?
  - ✓ For what kind of questions/issues ?
  - ✓ How often ?
  - ✓ Through which channel

Explanation of the differents sheets

✓Time Sheet

✓Travels Sheet

✓Expenditures Sheet

Memo : There is a flat rate man cost

Work Packages in actions

UNIVERSITÉ DE TECHNOLOGIE EUROPÉENNE

WP1 Leader: UTT Colead. UTCN	**Management and Coordination**		
	1.1	UTT	EUt+ High Level Governance and Strategic advisory board
	1.2	UTT	Steering and change management
	1.3	UTCN	Quality management and KPIs
	1.4	UTT	Project management support
	1.5	UTCN	Academic freedom and integrity

WP2 Leader: TUD Colead. UPCT	**Europe for everyone: *inclusiveness and embeddedness***		
	2.1	UPCT	Thriving in multilingualism and multiculturalism
	2.2	TUD	Open and accessible to all: a student population that reflects the general population
	2.3	TUD	A beacon for equal opportunity
	2.4	TUD	Embedded in and connecting territories and citizens

WP3 Leader: UTCN Colead. UTT	**Common curricula spanning Europe**		
	3.1	UTCN	Building European vocational bachelor degrees
	3.2	UTT	Integrating existing Master degrees
	3.3	h_da	Apprenticeship and lifelong learning
	3.4	UTCN	A common laboratory for pedagogical research and student-centered learning
	3.5	TUD	Shared project-based learning platforms

WP4 Leader: h_da Colead. CUT	**Knowledge-creating teams to structure and engage EUt+ R&D**		
	4.1	h_da	Graduate schools for education inside the research lab
	4.2	h_da	Structuring transversal research to tackle global societal challenges
	4.3	TUD	Empowering the *European culture and technology Laboratory* 'ECT Lab+'
	4.4	h_da	Organising industrial contract research and technology transfer
	4.5	CUT	Pooling technological research strengths at the EUt+ level

WP5 Leader: CUT Colead. RTU	**Beyond mobility: feeling at home in every campus**		
	5.1	CUT	Student mobility
	5.2	RTU	Staff mobility (academic and non-academic)
	5.3	UTT	EUt+ ePortfolio and pedagogical framework
	5.4	CUT	Fostering internal engagement
	5.5	CUT	Anchoring the university in local communities

WP6 Leader: TUS Colead. TUD	**Integrating infrastructure**		
	6.1	UTT	Systems interoperability: towards academic information modelling
	6.2	TUS	Administrative integration and efficiency
	6.3	TUS	European student card and services
	6.4	TUD	Common digital tools

WP7 Leader: UPCT Colead. h_da	**A single identity for global outreach**		
	7.1	UTT	Creating a common identity and brand
	7.2	RTU	Showcase communication to support our identity
	7.3	UPCT	Pooling of existing international networks and development of global hubs
	7.4	h_da	Negotiation of public and private partnership agreements

WP8 Leader: RTU Colead. TUS	**Sustainability and dissemination**		
	8.1	RTU	Projects to support and grow EUt+
	8.2	TUS	Impact assessment and analysis
	8.3	TUD	Creating the EUt+ Think Tank « Technology and society »
	8.4	RTU	EUt+ foundation
	8.5	RTU	Planning dissemination
	8.6	TUD	Open Science policy
	8.7	TUD	Development of an open access repository and the EUt+ academic press

WPX1 Leader: UTCN	**Develop human capital to steer Europe towards a new path of excellence**		
	X1.1	UTCN	Develop HRS4R from the angle of technological universities and identify the hurdles
	X1.2	TUD	Establish a change management squad responsible for spreading and promoting the EUt+ culture at all levels of the alliance's member institutions
	X1.3	UTT	Explore institutional levers to facilitate and accelerate staff mobility programmes within EUt+
	X1.4	UTCN	Reaching and sustaining critical mass on a decentralized structure while avoiding brain drain at the research

WPX2 Leader: TUD	**Science and technology with and for society**		
	X2.1	TUD	Setting up the Think Tank back office
	X2.2	TUS	Build an outreach strategy to promote and communicate around European research results, in particular results obtained at EUt+
	X2.3	TUD	Applying ECT Lab+ results and analyses to concretely change the collective and individual practices of researchers in all laboratories

WPX3 Leader: RTU	**Connecting technological research with its peripheral environment**		
	X3.1	RTU	Identify and make accessible student-research results
	X3.2	TUD	Identify and make accessible the demands from SMEs
	X3.3	RTU	Open Science, Academic Freedom and International Cooperation in Technological Research

WPX4 Leader: CUT	**Internal and external "analysis" for informed decision-making**		
	X4.1	UTT	Perform an internal analysis of research collaborations among EUt+ partners and with the local ecosystems
	X4.2	CUT	Perform an external analysis focused on socio-economic developments
	X4.3	CUT	Dashboard supported external analysis on research trends
	X4.4	UTT	Create and strengthen links between research and society through citizen labs

WPX5 Leader: h_da	**Creating commons**		
	X5.1	h_da	Developing institutional levers to direct national funding towards EUt+ commons
	X5.2	h_da	Creating a common research infrastructure pool for the EUt+ alliance
	X5.3	UTCN	Roadmap for EUt+ research

WPX6 Leader: UTT	**Assessment methodology and dissemination**		
	X6.1	UTT-EC2U	Cooperation among European University Initiatives to share knowledge and best practices, build common methodologies, find synergies etc.
	X6.2	UTT	Construct a solid methodology for institutional transformation and evaluation, both as a means and as an end

Steering and information flow channels
A double command by axis and by partner

EUROPEAN UNIVERSITY OF TECHNOLOGY

Co-funded by the Erasmus+ Programme of the European Union

General "confederal" channel

Internal partner channel (non-exclusive, customised for each partner)

Level of validation of strategic orientations

Governing board

Proposes a coordination of strategic orientations and ambitions

Rectors and representatives members of

Relevant decision making body

Reports on the progress of the initiative ; Proposes directions for development. Provides information for reflection

Validates the strategic orientations

Reports and discusses the strategic orientations of the partner institution

Agreed on Complementary Resources

Level of global steering of the initiative

Steering Committee

Coordinates partners, Ensures global consistency

A member of, Bimonthly report

Principal representative

A member of, Bimonthly report

Coordinates the WPs, Ensures global consistency and preserving the fundamentals

Bimonthly report informs, reports, suggests

Internal coordination ; Ensures a balanced development and the interests of the partner

Level of coordination and development by main axes

WP Leader

Ensures the consistency of the WP and the implementation of the strategy; Leads and facilitates ; Weekly meetings

Reports the strengths within the partners; reflects together

WP Liaison

Bimonthly report informs, reports, suggests

Coordinates tasks, ensures overall consistency and preserving the fundamentals

Bimonthly report informs, reports, suggests

Breakdown of the budget by task ; Coordinates in the given sector

Level of concrete implementation of actions

Task Manager

Organizes, impulses, tracks concrete achievements. Organizes weekly meetings

Reports on local development ; proposes, coordinates and carries out concrete actions

Task Liaison

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