

EUT⁺

EUROPEAN UNIVERSITY OF TECHNOLOGY

Deliverable 98

D.7.3.3c Global gateways and mirror-campuses

Del. Rel. D7.7

WP 7

Description: 3 mirror-campuses established every year

Comments:

Dissemination level: **PU**-Public

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

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Foreword to deliverable 98

The present deliverable focuses on summarizing the results of pooling of international networks of all EUT+ partners as well as establishing common platforms and gateways to key international regions beyond EU borders. The initial aim under Task 7.3. *Pooling of existing international networks and development of global hubs* was to ensure that four campuses of EUT+ namely, the campuses of TU Dublin, UTT, RTU and UPCT, will have a “a mirror campus in the relevant regional area, thus building hubs securing incoming and outgoing student flows and research partnership” and the goal stated in the EUT+ bid was to establish 3 mirror-campus every year. However, it is important to note, as described in the “Glossary of Terms” section of the present deliverable, the terminology has been updated and “mirror campuses” are referred to as “strategic partners” to fully reflect the importance of these partners in achieving the main mission of WP7, namely, establishing “a single identity for global outreach”.

The present deliverable is to be understood as a continuity of D97 (D.7.3.3a.b Global gateways and mirror-campus), and thus elements from the latter are reused here for coherence purposes and to allow the present document to be standalone.

Considering the mission emphasized in EUT+ Phase 2 – *EUT+ Accelerate* - namely, to merge all the members and become “a single entity with a single governance and a joined budget”, presenting ourselves as one whole to our international partners is crucial for a successful continuation of the initiative.

In order to achieve the aforementioned aim, numerous activities were carried out, for example, online and in-person meetings with strategic partners, creating a EUT+ joint platform for non-EU mobility applications, participating in education fairs with a joint EUT+ booth and others. Analysis of the current global outreach status of EUT+

partners was also carried out in order to identify the strengths of each partner and assign dedicated gateways coordinated by specific partners, but “working for all EUT+ campuses”.

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1 Purpose of the document

The purpose of this document is to report on the progress of the EUT+ global strategy as of September 2023. The document will show the status of the different global outreach activities at the time of the submission. This report is the final one for the 3-year period the Erasmus+ EUT+ project corresponding to the alliance phase 1.

The document is organised as follows: Section 3 defines the terms that are used in the document to describe the different kinds of partnerships that exist between the EUT+ alliance and its external partners; Section 4 summarises the global outreach objectives and reports on the achievements of our different actions. Section 5 is specifically dedicated to report the initiatives of EUT+ in support to Ukraine. Main conclusions are drawn in towards the end of the document, alongside the next steps defined in accordance with the strategic principles.

2 Glossary of terms

In order to provide a clear understanding of the different kinds of partnerships, the following terminology will be used in this document:

- + **EUT+ member:** Each of the eight universities of the EUT + consortium, as defined in the proposal.
- + **EUT+ partner:** Any university outside the EUT+ consortium that has signed an agreement (MoU, MoA, or other) with EUT+. The term EUT+ partner may also refer to entities which are not universities.
- + **EUT+ associated partner** (or simply Eut+ **associated**): Any EUT+ partner that shares a double or joint degree with EUT+.
- + **EUT+ gateway:** Any institution that provides access to EUT+. The gateway role can also be taken by EUT+ members and EUT+ partners.

This terminology updates the one first defined in the bid, which was based on the concepts of mirror campuses and gateways. The term “mirror” has been a subject of debate during the preparation of this document, and its meaning has not been agreed. For this reason, instead of talking about mirror campuses, we have chosen to talk about **strategic partners**. A **strategic partner** is one that provides great value in any of the dimensions considered in the project, including teaching, but also supports other equally important areas (research, common projects of all kinds, technology transfer, mobility, etc.).

3 Summary of the global outreach objectives

Task 7.3 is aimed at positioning EUT+ in the international arena, providing EUT+ with a profile that is strong, distinctive, and recognisable to potential partners. This objective will be accomplished by establishing EUT+ strategic partnerships all over the world (9 of them by 2023), securing incoming and outgoing student flows, research and educational partnerships through specific agreements, Erasmus+ KA171 projects, and Erasmus+ KA2- Capacity Building projects in Higher Education (CBHE projects).

In October 2023, EUT+ will have to prove its readiness to become a truly European university. Global outreach must contribute to this end by:

- + achieving three strategic partnerships per year (9 in total by October 2023) both by taking advantage of members’ existing international networks and by creating new ones;
- + establishing or creating 5 gateways for access to and from EUT+ all around the world;

- + collaborating extensively with gateways and partners in HE projects, such as Erasmus+ KA171 mobilities, CBHE projects, etc.

This network of strategic partners and gateways will contribute to the creation of EUT+ since it will:

- + provide a common endeavour for all EUT+ members to work together as a single university;
- + encourage potential students all over the world, as well as members, partners, and stakeholders to identify with us, relate to us, and join us.

Under the global perspective of the initiative's political impact, this network will:

- + facilitate student and staff mobility beyond the borders of the EU, in alignment with KA1 actions;
- + facilitate cooperation among organisations and institutions, in alignment with KA2 actions;
- + foster the EUT+ principles of diversity, inclusiveness, and equity beyond EU borders;
- + promote the expectations of the HE transformation agenda through mobility and cross-border co-operation;
- + promote European degrees by offering them to potential partners and encouraging the implementation of ENQA principles and recommendations whenever possible, considering the characteristics of the educational systems of the countries where partnerships will be located.

For a wider explanation of the objectives of task 7.3, as well as the guidelines, standards, and criteria for their successful operation, please refer to deliverable D7.3.2 EUT+ Global Gateway Strategic Plan Issue 1.0.

4. EUT+ global outreach status

The report is organized following the strategic lines described in D7.3.2 EUT+ Global Gateway Strategic plan and derived from the SWOT analysis introduced in the document.

Strategic Line 1: Establishment of partnerships: Growing Together

Objective for the 3rd year	Action	Indicator	Expected	Achieved
Achievement of initial collaboration agreements with EUT+.	Signing initial agreements so that they provide reciprocal value and show a willingness to grow together with EUT+.	Number of signed agreements (MoUs, MoA, etc.)	10	36 UTT: 10 · Ecole de Technologie Supérieure (ETS) (Canada) · BINUS (Indonesia) · Federal University of Ceara (Brazil) · Ming Chi University of Technology (Taiwan) · Technical Federal University of Parana (UTFPR) (Brazil)

	<p>an organized fashion.</p>		<ul style="list-style-type: none"> · National Tsing Hua University (Taiwan) · Federal University of Rio de Janeiro (UFRJ) (Brazil) · Federal University of Minas Gerais (Brazil) · USFQ (Ecuador) · Peruvian University of Applied Sciences UPC (Peru) UPCT: 16 · Sarvajanic University (SU) (India) · Nalla Malla Reddy Engineering College (NMREC) (India) · Vivekanand Education Society (VES) (India)
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			<ul style="list-style-type: none"> · RNSBLP Vyavsai Vidya Pratishtan (India) · Charutar Vidya Mandal University (CVM University) (India) · Nepal Engineering College (NEC) (Nepal) · Sagarmatha Engineering College (SEC) (Nepal) · Regional Autónoma de Los Andes (UNIANDES) (Ecuador) · Universidad de las Ciencias Informáticas (Cuba) · Podilia State University (Ukraine) · Antonio Nariño (Colombia) · Camagüey (Cuba)
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				<ul style="list-style-type: none"> · Universidad Autónoma del Caribe (Colombia) · U. Tecnológica de Cibao Oriental (Rep. Dominicana) · Kathmandu University (Nepal) · Universidad Central del Este (Rep. Dominicana) <p>UTCN: 9</p> <p>Azerbaijan Technical University (Azerbaijan)</p> <p>L Universite de Douala (Camerun)</p> <p>Universite Ngaoundere (Camerun)</p> <p>Braude College of Engineering (Israel)</p> <p>Universitatea Tehnica a</p>
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				<p>Moldovei(R. Moldova)</p> <p>Amine Elokhal El Hadj Moussa Eg Akhamouk Univ. Of Tamanghasset (Algeria)</p> <p>Hanoi University of Civil Engineering (Vietnam)</p> <p>Istanbul GEDIK Universitesi (Turkey)</p> <p>Sarsen Amanzholov East Kazakhstan University (Kazakhstan)</p> <p>CUT (2)</p> <p>Hangzhou Dianzi university</p>
Improvement and extension of existing agreements.	Revision and extension of agreements to extend agreements	Number of extended agreements	9	<p>+20</p> <p>Most of the MoU signed are in fact extensions of agreements established</p>

	according to EUt+ advances and the interests of the other parties.			between one EUt+ member and one external partner.
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Table 1. Monitoring of Strategic Line 1.



Figure 1. EUT+ booth at the Conference of the European Association for International Education (EAIE) in Barcelona, 13-16 September 2022. The EUT+ global outreach team attended pre-booked meetings and welcomed walk-in participants too.



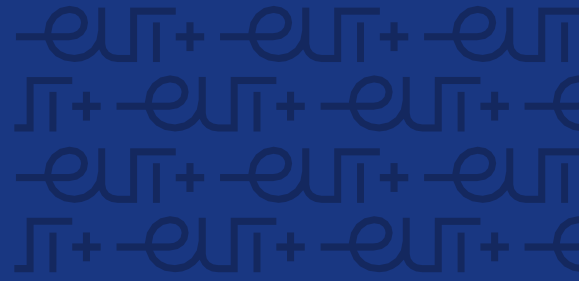
Figure 2. EUT+ booth at the Conference of the European Association for International Education (EAIE) in Rotterdam, 26-28 September 2023. Delegates from EUT+ members (top). Some EUT+ delegates with the representative of the EUNICE alliance (bottom).

Strategic Line 2: Accessing EUT+ through gateways: Open Doors

Objective for the 3rd year	Action	Indicator	Expected	Achieved
To have gateways in all continents.	Signing initial agreements so that they provide	Number of continents in which we have signed	4 continents: NB: After 36 months the	4: Asia, Africa, South and Central America, and North America

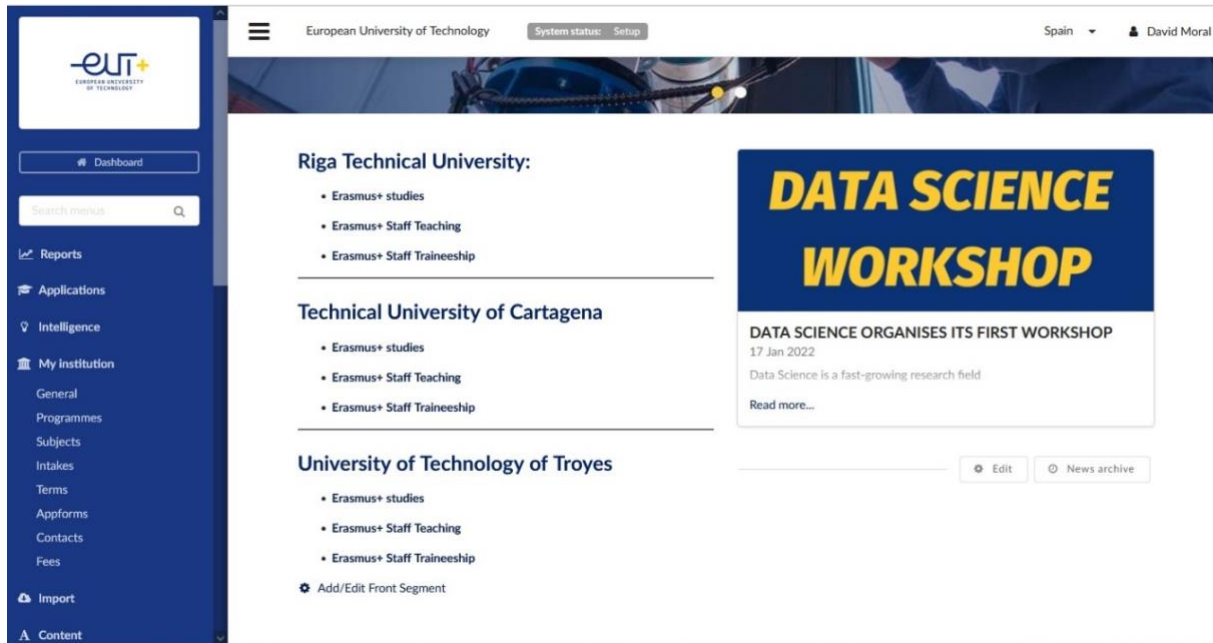
	<p>reciprocal value and show a willingness to grow together with EUT+.</p> <p>EUT+ members negotiated with external partners in an organized fashion.</p>	<p>agreements (MoUs, MoA, etc.)</p>	<p>expectation is to have significant number of interest (in the form of MoUs) in a certain region leading to future hubs.</p>	
<p>To coordinate the different gateways to create a network of gateways.</p>	<p>Definition of a person coordinating each world region (as defined in the KA171 call) and contact persons for each partner that is present (or willing to be)</p>	<p>Number of regions in which we coordinated the submissions to the KA171 call</p>	<p>At least 6</p>	<p>8</p> <p>Western Balkans, Neighbourhood East, Russian Federation, Asia, Central Asia, Sub-Saharan Africa, Latin America, Caribbean,</p>

	in that region.			South Mediterranean Middle East
To turn partners into gateways.	Turn some of the existing partners into EUt+ gateways, helping EUt+ to overcome geographical and cultural barriers.	Number of partners acting as gateway in their region	3 by the end of 2023.	Some partners have already showed their interest in becoming future gateways, including Monterrey Tech, Ming Chi University of Technology in Taiwan, Federal University of Technology of Parana, Federal University of Ceara, Federal University of Parana, Federal University of Rio de Janeiro, Federal University of Rio Grande do Norte in Brazil,



				and Savarjanik University in India.
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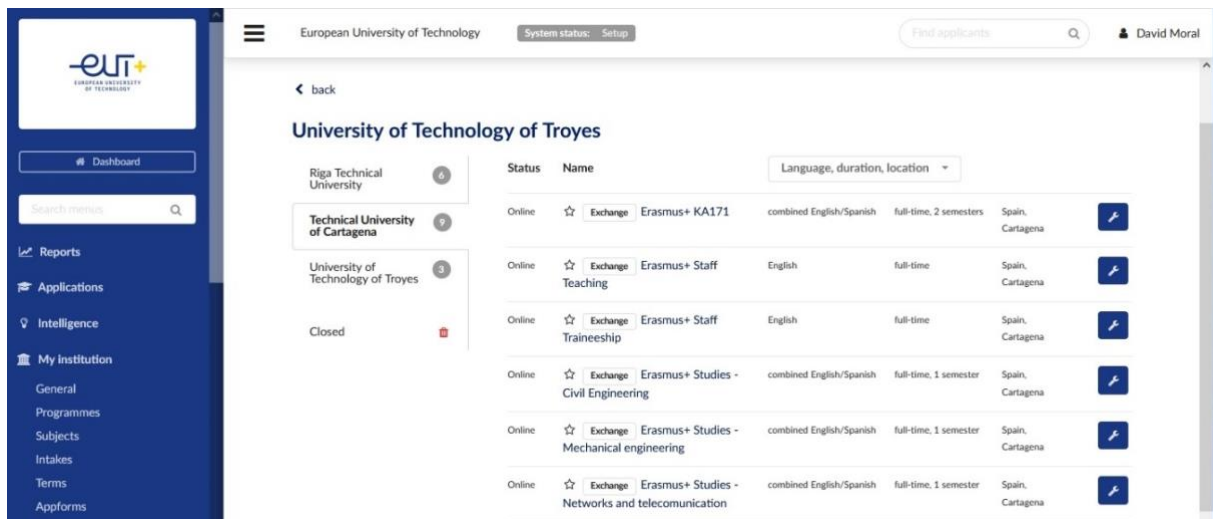
Table 2. Monitoring of Strategic Line 2.



The screenshot shows the EUT+ Mobility platform dashboard. On the left is a navigation menu with options like Dashboard, Reports, Applications, Intelligence, My Institution, and Content. The main content area lists partner universities with their Erasmus+ offerings:

- Riga Technical University:**
 - Erasmus+ studies
 - Erasmus+ Staff Teaching
 - Erasmus+ Staff Traineeship
- Technical University of Cartagena:**
 - Erasmus+ studies
 - Erasmus+ Staff Teaching
 - Erasmus+ Staff Traineeship
- University of Technology of Troyes:**
 - Erasmus+ studies
 - Erasmus+ Staff Teaching
 - Erasmus+ Staff Traineeship

A featured banner for the **DATA SCIENCE WORKSHOP** is displayed, dated 17 Jan 2022, with a 'Read more...' link.



This screenshot provides a detailed view of the grants for the Technical University of Cartagena (UPCT). It includes a table of available grants with the following columns: Status, Name, Language, duration, location, and a search icon.

Status	Name	Language	duration	location	
Online	Exchange Erasmus+ KA171	combined English/Spanish	full-time, 2 semesters	Spain, Cartagena	
Online	Exchange Erasmus+ Staff Teaching	English	full-time	Spain, Cartagena	
Online	Exchange Erasmus+ Staff Traineeship	English	full-time	Spain, Cartagena	
Online	Exchange Erasmus+ Studies - Civil Engineering	combined English/Spanish	full-time, 1 semester	Spain, Cartagena	
Online	Exchange Erasmus+ Studies - Mechanical engineering	combined English/Spanish	full-time, 1 semester	Spain, Cartagena	
Online	Exchange Erasmus+ Studies - Networks and telecommunication	combined English/Spanish	full-time, 1 semester	Spain, Cartagena	

Figure 3. (Top) EUT+ Mobility platform (<https://mobility.univ-tech.eu/>) features grants available for incoming students and staff. (Bottom) Detail of grants for Technical University of Cartagena (UPCT).

Strategic Line 3: Global Outreach: increasing our offer

Objective for the 3rd year	Action	Indicator	Expected	Achieved
To increase student, professor, and staff mobility.	Establish/create a common scheme for applying for Erasmus + KA171 calls as EUT +.	Number of KA171 proposals featuring the EUT+ alliance in their strategy and intended partnerships	8 (the total number of partners)	At least 5 NB: At the time of submitting this deliverable three EUT+ members (CUT, TU Dublin, and TUS) did not confirm.
	Create a common EUT + entry point for student applications.	Available platform available for KA171 student applications	1	1 Available at https://mobility.univ-tech.eu/ ¹

¹ The system was down from September 2023 on, and an alternative is being studied.

		Number of mobilities featured in the KA171 applications	At least 50 student mobilities. As least 8 specific agreements for staff mobility. At least 8 specific agreements for PhD students. At least 10 non-EUT+	UPCT: Regions: 6 (2020) → 7 (2022) → 8 (2023) Mobilities: 109 (2020) → 125 (2022) → 88 (2023) Budget: 332,610 € (2020) → 572,225 € (2022) → 367,015 € (2023) UTT: Total granted 2020: 0 → Total granted 2022: 24 (staff) Budget: 463,010 € (2022) RTU: Regions: 7 (2020) → 6 (2022) Mobilities: 131 (2020) → 178 (2022) Budget: 471,360 € (2020) → 631,060 € (2022) 2023: Regions: 5 Mobilities: 143 Budget: 623,815 € (EC)
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			<p>PhD students enrolled in EUT+ PhD programs</p> <p>At least one active collaborative research project</p>	<p>UTCN: Regions: 7 (2020) → 9 (2022) Mobilities: 49 (2020) → 98 (2022) -> TO BE DECIDED FOR THE CURRENT YEAR Budget: 143,071 € (2020) → 258,571 € (2022) - > 257.190 € (2023)</p> <p>HDA (2020+2022): Regions: 4 Mobilities: 46 Budget: 206,998 €</p> <p>Collectively we have achieved global numbers well above the objectives. The exact number of grants for PhD students. Will only be known once the period is closed.</p>
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To increase participation in international research.	Promote joint research within the consortium and possible scientific dissemination at an international level.	Participation in non-EU research activities	Not defined	During our conversations and global outreach activities, we have identified a strong interest in research collaborations, but this is not translated yet into EUT+-level partnerships, as EUT+ European Research Institutes are not constituted yet.
To increase cooperation and know-how transfer.	Coordinate participation in Capacity Building projects with EUT+ members.	Number of CBHE applications featuring at least 2 EUT+ members	Not defined	UPCT: 2 awarded: InEq-SL (RTU and UPCT, led by Sarvajanik University, granted in call 2022), and B+NESDG Project-Nepal and Bhutan (RTU and UPCT, led by UPCT, 2020-2023)
		Other submissions under	Not defined	<ul style="list-style-type: none"> Evolving Internationalization in HEIs in Egypt (EIHEI). <i>Fostering</i>

		preparation		<p>access to cooperation in higher education.</p> <p>EUT+ members: RTU+UPCT</p> <ul style="list-style-type: none"> To increase the accessibility of the students/staff with fewer opportunities. Coordinated by Sarvajanik University, India. Participants: CVM University, India, Ganpat University; India, D Y Patil College of Architecture, India. EUT+ members: RTU+UPCT. To enhance the relevance of Higher Education for the labour market and the society. Coordinated by Nalla Malla Reddy
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				<p>Engineering College, India. Participants: Sarvajanik University, India; CVM University, India; Indubhai Parekh School of Architecture; India; St. Joseph Engineering College, India. EUT+ members: RTU+UPCT.</p>
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Table 3. Monitoring of Strategic Line 3.



Figure 4. Participants in a meeting of the Capacity Building B+NESDG project with UPCT's rector (Prof. Beatriz Miguel). The project aimed at applying the principles of Sustainable Development in HEIs of two developing countries: Nepal and Bhutan. EUt+ partners: RTU and UPCT (lead).



Figure 5. Visitors from non-member countries at the International Staff Week at UPCT (30th May 2022).

Strategic Line 4: Eliminating obstacles and publicising EUt+

Objective for the 2nd year	Action	Indicator	Expected	Achieved
To provide funding.	Application to the related calls.	Budget of the application/grants	Not defined	KA171: granted budget (+3.291.853 €) versus application

				<p>budget (+5.300.000 €).</p> <p>CBHE 2020: B+NESDG Project-(721.326€) (RTU and UPCT, led by UPCT)</p> <p>CBHE 2022: InEq- SL Project (399,998€; UPCT and RTU).</p>
	<p>Apply for a dedicated charter for joint EUt+ KA171 proposal.</p>	<p>Request</p>	<p>0</p>	<p>0</p> <p>The charter was requested but not granted. The conversations with different representatives of national agencies seem to indicate that a common charter should not be expected</p>

				until a legal status (eligible for this) would be in place.
To foster EUt+ mission and values.	Presentation of the EUt+ initiative to external partners.	Number of partners reached	Not defined	UPCT participated in January 2021 as EUt+ at the EXPO Dubai 2020. We presented our vision and mission to representatives of other Pavilions. The presentation of EUt+ at Expo 2020 can have a multiplier effect on the dissemination thanks to the wide participation of countries (almost 200).

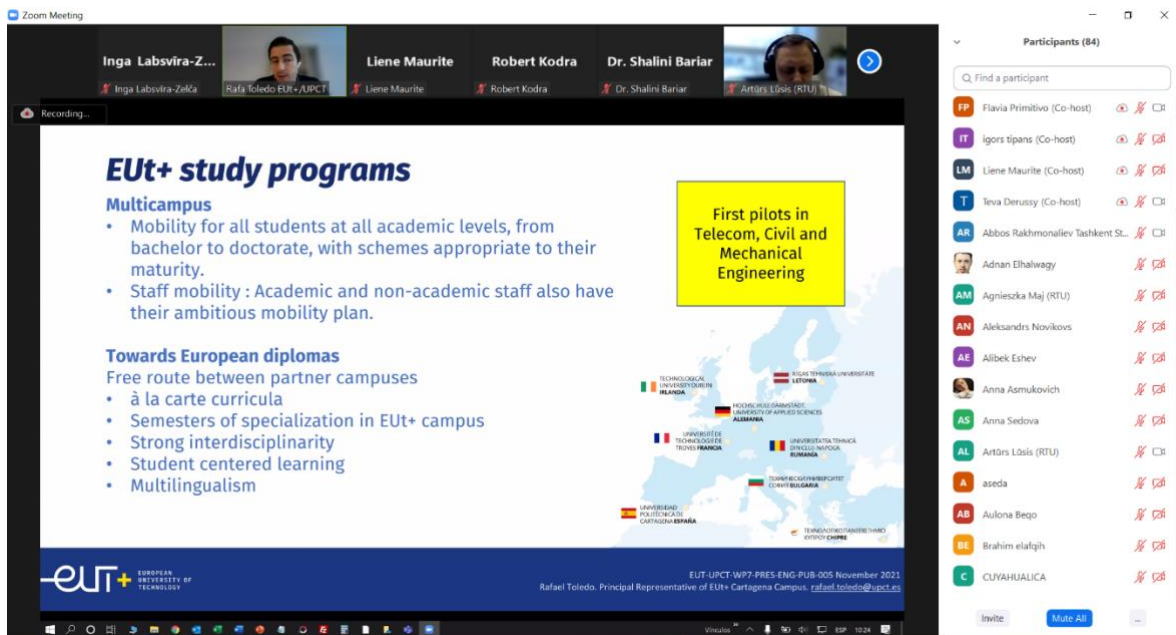
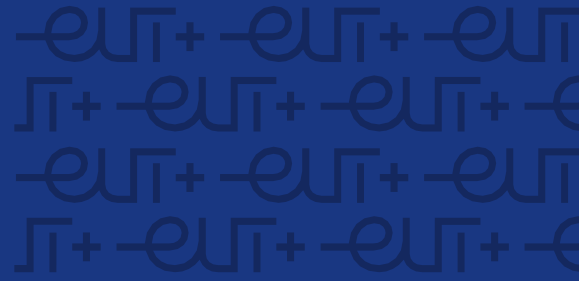
				<p>5 meetings with KA107 partners, 9th International Staff Week, Dissemination of EUT+ to 56 delegates from HEIs in the Dominican Republic.</p> <p>TUCN attended International Students Days; Event within TUCN and Erasmus+ Office, PRO INVENT 2022, Vietnam Education Fair, IEF Fair Kazakhstan, Romanian Universities Fair.</p> <p>HDA presented the EUT+</p>
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				<p>Initiative to the Global Polytechnic Education Alliance.</p> <p>3 physical meetings with partners from Asia and Brazil.</p> <p>Online meetings with individual partners: +15</p> <p>Group online meetings: 3. Two online meetings with +20 HEIs from the LATAM region.</p> <p>Organization of the RTU/EU+ Erasmus+ International Staff Training</p>
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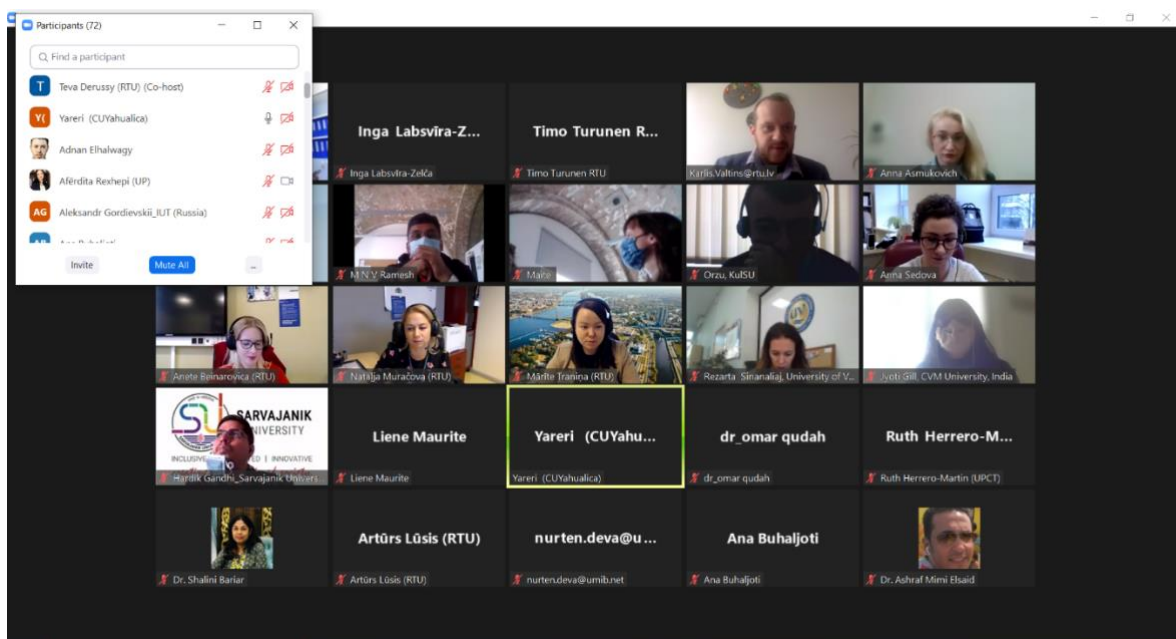
			<p>Week, with 200 registrations and approximately 150 participants.</p> <p>In November 2022, UTT organized its International Fair where it held an EUT+ stand. Since September 2021, UTT has organized at least 2 meetings a year with their students to tell them about the project and the mobility opportunities. UTT also had 40+ meetings with international partner</p>
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				institutions to present the EUT+ initiative.
	Participation as EUT+ in major conferences related to Education.	Number of events	Not defined	Participation with joint EUT+ booth and representation in 5 major events: NAFSA 2022, EAIE 2022, APAIE 2023, NAFSA 2023, and EAIE 2023.
To implement a global outreach governance system at the EUT+ level.	Define and implement internal management structures and processes to steer and assess global outreach.	Creation of the necessary bodies for decision making	Not defined	The definition of the new bodies and its operation is included in phase 2, starting from 1 November 2023.

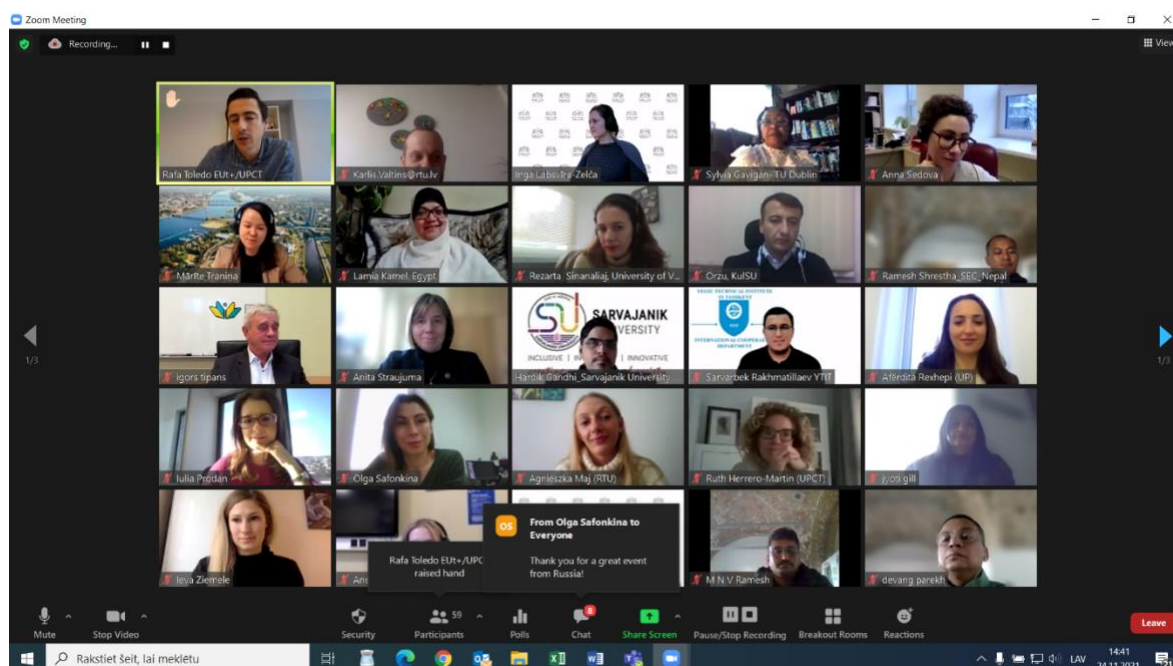
Table 4. Monitoring of Strategic Line 4.



(a)

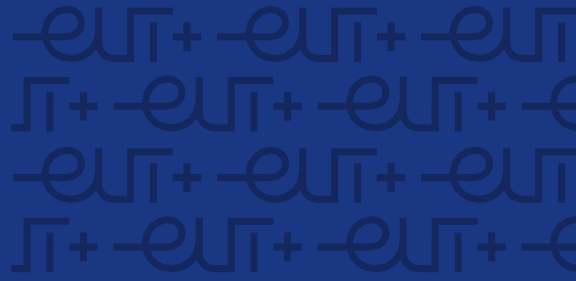


(b)



(c)

Figure 6. Snapshots of the Riga Technical University/EU+ Erasmus+ International Staff Training Week of November 2021. The event featured keynote presentation on EU+ and its global outreach strategy, and workshops on multiple topics, such as lessons learnt from KA107, the new call KA171 and CBHE, and parallel group sessions for the different regions, and CBHE strands. Organized by RTU, with the participation of speakers and moderators from UPCT, UTT, and TU Dublin. In the images, a) Presentation of EU+; b) Workshop on proposals for the new KA171 call; c) Group photo during the second day of the even.



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Expo 2020 Dubai



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Expo 2020 Dubai

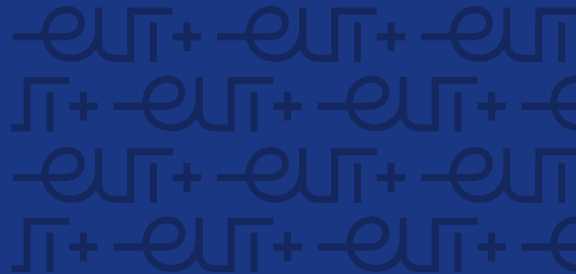


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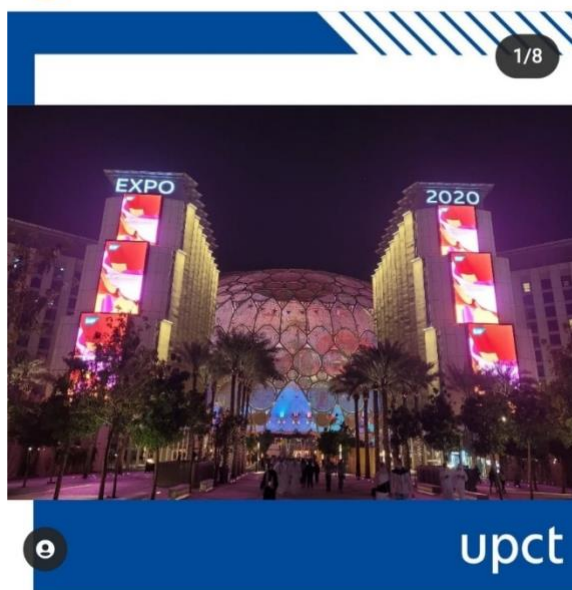


Figure 7. EUT+ representative at seven of the pavilions of the eight EUT+ countries during the Expo Dubai 2020. On the top left, Héctor Salvador Ferri, diplomatic advisor of Spain in Abu Dhabi and General Director of institutional relations and protocol in the Spanish Pavilion at Expo Dubai 2020, with the EUT+ representative at the Spanish Pavilion, with the EUT+ representative, Anna Gargiulo.



Figure 8. Delegates from the EUT+ members attending the NAFSA 2023 conference and fair between May 30 and June 2 with one joint booth and joint brand for all.

5. Initiatives to support Ukraine

When the war in Ukraine started, EUT+ members got themselves mobilized to support the Ukrainian people. Together with the public statement in our website and social media, the Ukrainian refugees and their families benefited from scholar grants and fee waivers, facilitation of study transfers, free language courses, jobs, IT support, training and capacity building, fund raising, waivers in publication fees

for researchers, and free accommodation, consumables like heating, electricity and water, and meals, among other initiatives.



Figure 9. EUt+ statement on Ukraine: EUt+ condemns in the strongest possible terms the invasion of Ukraine, the terrible human suffering that it has caused, and the destruction of Ukrainian infrastructure. More specifically, we condemn the attacks on universities and university staff and students who stand for truth and justice. EUt+ is not just a project, it is an embodiment of the fundamental European values and democratic principles that we share with our colleagues in all Ukrainian universities. EUt+ believes we must Think Human First. Our eight universities stand fully beside Ukraine in spirit and in practice. EUt+ universities will not collaborate with any institution or individual who endorses this war. We stand beside all those who condemn the war. We are in close contact with Ukrainian students and staff to provide help by all available means. We will support students and academic staff of Ukrainian universities by offering scholarships, hostels, and any other available help. We will work together to offer a common answer.

UPCT supported 5 refugees' students in joining different bachelor and master studies. Free Spanish lessons were offered for Ukrainian people, with more than 100

regular attendees, having groups for children, youngsters, and adults. We welcomed 7 incoming students with KA107 grants, and 4 more with KA131 grants. Also 6 Staff members used grants of the KA171 program. Food and life support goods were delivered. Other cooperation activities with different administrations were carried out.

Within the Erasmus+ KA107 Project from 2020, the following mobilities were carried out with Ukraine:

- 4 mobilities for studies.
- 1 mobility for studies transferred from outgoing to incoming.
- 2 mobilities for teaching.
- 2 mobilities for training.
- 1 mobility for teaching transferred from outgoing to incoming.
- 1 mobility for training transferred from outgoing to incoming.
- 1 mobility for studies transferred from Russia to Ukraine.
- 2 mobilities for teaching transferred from Russia to Ukraine.
- 2 mobilities for training transferred from Russia to Ukraine.
- 1 mobility for studies transferred from Spain to Russia, and then to Ukraine.
- 1 mobility for teaching transferred from Spain to Russia, and then to Ukraine.
- 1 mobility for training transferred from Spain to Russia, and then to Ukraine.

Furthermore, 4 mobilities for studies were carried out with KA131 grants.

Within the Erasmus+ KA171 Project from 2022, the following have been carried out with Ukraine so far:

- 10 mobilities for studies.
- 6 mobilities for staff.



Figure 10. The rector of the UPCT, Beatriz Miguel, and the rector of the Podillia State University, Volodymyr Ivanyshyn, sign the MoU between the Ukrainian university and the European University of Technology (EUT+).

TUS was involved in many activities with Ukrainian people. They had 72 students from Ukraine (66 bachelors and 6 masters). They all lived in their dormitory for free (decision of their Senate on 01.03.2022). Starting from that date, they did not pay for the rent, or for consumables (electricity, heating, and water), providing them with 2 free meals (lunch and dinner) in their canteen. They also accommodated 3 Ukrainian families with children to live in their dormitories. TUS accepted papers from

Ukrainian colleagues for publishing in TUS journals and conferences for free. During the summer season, in their IT facilities, TUS provided support for National Multi-Subject Tests for Ukrainian entrants to Ukrainian universities (bachelor and master degrees). Over 200 candidates, who fled the war, attended the tests. The tests were conducted in 5 non-consecutive days for 2 hours per session, 2 sessions per day. According to Ukrainian data, overall, 24,997 people confirmed their desire to take the tests in 23 European countries.

TUCN had 28 students from Ukraine at all levels of study (bachelor, master, and PhD). All the students were accommodated in the University hostel for free and benefit from a scholarship offered by the Romanian government. TUCN, through the Center North of Baia Mare, offered 200 places of accommodation for the Ukrainian refugees as well as dining facilities. In Cluj-Napoca, as well, there were available accommodation places at request for Ukrainian refugees. TUCN has 6 bilateral agreements with Ukrainian universities and 4 Erasmus+ agreements, and there is a EUT + MoU under negotiation with King Danylo University. International Relation Office created the supporting steps for Ukrainian students for continuing their studies in TUCN (Regulation of Academic mobility of students from recognized higher institutions in Ukraine: http://bri.utcluj.ro/docbri_cj/docbri_cj144.pdf) The Buddy Network is accessible to those searching for extra help.

TUCN has organized a pilot event “International Teaching Week” in cooperation with King Danylo University in Ukraine: - 10 courses have been proposed to be delivered in the fields of Journalism, Architecture, Software Engineering, Design, Construction Engineering, Philosophy, Architecture and Software Engineering. Due to electricity problems, only 4 courses were delivered live online, and some others have been recorded and sent to the partners afterwards Almost 60 students registered to these

courses and some of them have remained in contact with the TUCN academic staff afterwards.

Moreover, within the partnership between the Technical University of Cluj-Napoca and ASSOC, the Faculty of Humanities within the North University Center of Baia Mare got involved in the project “Safe Space”, delivering free accredited Romanian Language Courses for Ukrainian refugees.

RTU enrolled 54 new Ukrainian students this last semester. RTU is waving registration fee for all Ukraine students, and they give 70% discount on study fees (they are working on the paperwork to have 100% discount from next semester, anyway - everyone gets support/scholarship). Ukrainian students get Erasmus scholarship 1,050 EUR per month for 5 months and currently 12 people are receiving it. There are 21 Ukrainian student and 2 Ukrainian researcher applications for government scholarship (approval pending). Scholarship is 140 EUR for students and 900 EUR for researchers. RTU development fund raised funds (25k) for extra support to Ukrainian students and staff. RTU is employing 9 Ukrainian staff members and they have 1 volunteer agreement. All 4 PhD students from Ukraine are enrolled in the budget studies. They have Telegram group RTU-Ukraine and website section in international.rtu.lv. RTU has been in contact with embassy and Ukraine universities since 25.02.2022.

CUT has also implemented targeted measures to help and support students from Ukraine. CUT offered 10 scholarships for undergraduate studies for September 2022, offering Greek language lessons, courses in English, and a free meal per day. Researchers from Ukraine were given the opportunity of being employed at the CUT where their academic interests and those of the relevant academic departments are aligned. Full coverage of tuition fees offered to 5 PhD students.



Figure 11. Romanian language courses organized by TUCN for Ukrainian refugees.

Conclusions

During the first 36 months of the project we have designed, developed, and grown our global outreach plans. Next, we elaborate on the weaknesses and strengths that we have identified throughout the process.

Weaknesses

Despite the progress made during the first 36 months of the project, there are some issues that limit the progress our joint global outreach.

The Covid-19 pandemic imposed severe restrictions for mobilities for more than two years since its public discovery, what has impacted negatively on our progress both via practical matters and via its effects on people's mindsets, sometimes creating a wait-and-see attitude that jeopardizes meeting our objectives in a timely manner.

There is yet no frame for a joint Erasmus+ KA171 application, contrary to what was originally intended by the alliance. When the different national agencies were consulted about this, some reported that a common EUT+ application submitted to each national agency would violate the rules of the call, as the applicant is a single university, and not truly a European entity. In this regard, there is a mismatch between both Erasmus programmes (EUI and KA171). At the time of submitting this progress report it seems clear that we will not have a common charter for the application before end of EUT+ phase 1 in October 2023.

The template for a MoU was ready only one year after the project kicked-off. To this date, there is no other template for international agreement more binding than a MoU.

The lack of a single legal entity representing EUT+ creates an unnecessary, though at this time unavoidable, amount of red tape, as signing an agreement between one partner and the 8 EUT+ members involve at least 9 legal departments, 9 different sets of regulations, etc. The decision-making process required to achieve bonding agreements is very different from one partner to another. The differences in the interpretation of the same text made by the multiple legal departments create a loop of comments, discrepancies, and requests for amendments, that prevents the alliance to advance in an agile way. A significant number of EUT+ members do not participate in this loop, but later object to move forward at the Rector Board.

Some EUT+ participants have the perception that the global outreach of the alliance is not a priority. This appears to be a result of the inertia with which some services and departments at HEI operate. Indeed, HEI staff are quite used to creating and working within consortia in order to participate in EU research calls. Cooperation with partners from other regions in CBHE applications, say, is less frequent. It is even more unusual that multiple EU institutions negotiate together a joint programme

with an external partner. Doing this often requires a change in the mindset of the institutions and participants. As a result, efforts are unequally distributed among the partners. This prevents us from making the most out of our potential. Furthermore, even within EUT+ members that care for global outreach and put considerable efforts in attracting non-UE students and academic collaborations, there is still a certain reluctance to share the network and grow together, after years of investments in a global network. During academic fairs like NAFSA and EAIE, staff members of partner institutions in their respective booths declared themselves unaware of the existence of the EUT+ alliance.

Likewise, key personnel have a severe lack of availability to develop the strategy. The development of the EUT+ vision implies a growth in the international dimension of each university that has not been accompanied by the corresponding increase in the people allocated to the task force. The ambition of the alliance in this regard is not appropriately funded. Some EUT+ members have secured extra funds from their national or regional administrations, but this is not the case for all. Connected to this, another difficulty lies in the fact that there is no staff dedicated exclusively to EUT+ global outreach: even for very committed-to-EUT+ international office staff, it is not simple for them to represent EUT+ when discussing with representatives of international (partner) institutions as their number one priority is to talk on behalf of their own institution, it is not always obvious to try and promote EUT+ in the same conversation. It is also complicated because even if most staff from EUT+ member institution international offices know about the EUT+ project and the first academic offers (clusters), they don't really know what is happening on the other campuses of EUT+.

The EUT+ degrees have not materialized so far. This limits our current offer to multilateral agreements with independent EUT+ campuses and programmes, which

is not our desired goal for the medium term. The issue of unsynchronized academic calendars among EUT+ partners is not solved yet. Although 5 EUT+ European Research Institutes were planned, only one was created quite recently. Therefore, ERIs are mostly not ready for attracting external cooperations. The creation of the EUT+ Graduate School was agreed by the Rectors, but in practice it has no operation, and not a joint path. Co-tutels can only be offered for each individual partner, thus having no EUT+ differentiation factor.

Strengths

The absolutely generalized feedback that we are getting from our external partners is that of a strong willingness to become part of the EUT+ initiative. This is something that does not show immediately in the KPIs, since agreements demand time and legal procedures with varying lead times. Non-EU institutions strongly relate to our vision and mission statement.

Our EUT+ brand is recognizable, and an extremely useful tool to use to introduce ourselves to external partners as a single entity. The proper use of the brand and an effective communication strategy can counteract to a relevant extent the lack of a legal status for the alliance. This is paramount during the initial phase of creating awareness, which will be extremely useful for the first EUT+ global outreach ambassadors that will connect us with our external hubs.

The lack of a formal frame for a joint KA171 application has been compensated within the alliance by means of coordinating our submissions, exploiting our different backgrounds and networks, and creating a web platform that will work as a single registration point for our non-EU students, regardless of their EUT+ destination campus. The results of the shared KA171 application have shown that featuring EUT+ in the application has benefits in terms of grants received and the opening of new

regions and collaborations. The EUT+ members who invested the most in a shared EUT+ application have also been rewarded the most.

The templates for MoU and addendum to existing MoU prepared by task 7.4 have proven to be useful, easy to understand, and are receiving the green light with minimal customizations required.

There is a clear growth in the global outreach ambition of EUT+ as an alliance when compared to the actions of the EUT+ members taken individually. Globally, we have doubled the number of mobilities in our KA171 applications. There is a clear traction effect going from the members more active in international partnerships towards the ones with less experience in this area. Furthermore, we are not only expanding our current agreements to the EUT+ level, but we are also approaching external stakeholders together and contacting new partners.

When discussing common programmes, joint degrees, and research collaboration, we consider the full offer of the different EUT+ campuses, thanks to the information gathering work carried out in WP3 and WP4.

From the experience of the first three years, we foresee the creation of a wide variety of relations with external partners. For a more efficient use of resources, we will work on the creation of hubs and highways, in which we concentrate significant numbers of student and staff mobilities. These highways will connect EUT+ with different regions of the world in Asia, the Non-EU Europe, and America.



Figure 12. EUT+ booth at NAFSA (Association of International Educators), in Denver, Colorado, 31st May 3rd June 2022.



Figure 13. Ceremony of the signature of the EUT+ MoU between CUT (Cyprus University of Technology) and HDU (Hangzhou Dianzi university) in China, 2023. CUT's rector signed the MoU on behalf of the alliance.



Figure 14. Meeting between the EUT+ rectors and the Ambassador of the Republic of South Korea to Spain. The EUT+ rectors, the EUT+ Secretary General, and other representative of the alliance debated about the cooperation between EUT+ and South Korea in Cartagena, on September 28, 2023.

Next steps

The EUT+ members agree that our strategic plan is still relevant and applicable, and we must continue working on the objectives set in this document.

The members have decided to attend yearly, under the EUT+ brand, three international academic major events, namely EAIE, NAFSA, and APAIE. So far, expenses are covered on a case-by-case basis. Until the moment we will have a common fund that will simplify the process of covering expenses, we have agreed on taking shifts, including a 4-year plan for phase 2.

The creation of a Global Outreach Committee (GOC), planned to happen after the project was finished, is now part of the EUT+ Accelerate proposal (the alliance phase 2).