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EUROPEAN UNIVERSITY OF TECHNOLOGY

Deliverable 73

D5.2.3a Mobility evolution evaluation

Del. Rel. No D5.10

WP 5

Description: Annual report and evaluation of staff mobility and evolution of the incentive plan

Comments: /

Dissemination level: PU-Public

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EUROPEAN UNIVERSITY OF TECHNOLOGY

Livrable 73

D5.2.3a Evaluation de l'evolution de la mobilité

Del. Rel. No D5.10

WP 5

Description : Semaine de formation sur les outils et méthodes administratives

1. Introduction

Mobility and training within EUt+ is one of the essential parts for both academic and non-academic staff. It opens up the whole EUt+ campus to any staff member, regardless of their current position and experience level. Through intense staff interaction, our alliance can stimulate collaboration and mutual learning among the universities and their local/national ecosystems.

The main goal of staff mobilities within the EUt+ is to create a productive and inspiring work environment for all staff members, and to realize the vision of a European University. The alliance strives to support and increase the professional capacity for all staff members with regard to their knowledge, skills and talents and to empower all staff to build the European University of Technology. Therefore, EUt+ has developed an Incentive plan for Staff Mobilities, which aims at increasing the mobility among both academic and administrative members of staff. The plan provides opportunities for universities staff to spend time at other EUt+ institutions through a tailor-made to individual staff member's development needs.

This annual report and evaluation of staff mobility and evolution of the incentive plan considers both – Incentive plan for staff mobilities and the general growth plan for mobilities under WP5. To reflect the connection, it consists of several parts:
- Introduction to EUt+ incentive plan for staff mobility – starting point for staff mobilities;
- Staff mobility evolution – current situation;
- Evaluation of the mobility evolution;
- Forecast for the next calendar year.

However, it should be mentioned, that this deliverable has to be carefully viewed in the context of the worldwide factors, taking into account the global pandemic COVID-19 measures and worldwide travel restrictions and the very short time period since delivering the «D5.2.1 Incentive plan for staff mobility» – the backbone of this evaluation.

2. Introduction

La mobilité et la formation au sein d'EUt+ constituent l'une des parties essentielles à destination des personnels académiques et non académiques. Elle ouvre l'ensemble du campus EUt+ à tout membre du personnel, quels que soient son poste actuel et son niveau d'expérience. Grâce à une interaction intense au sein du personnel, notre Alliance peut stimuler la collaboration et l'apprentissage mutuel entre les universités et leurs écosystèmes locaux/nationaux.

L'objectif principal des mobilités du personnel au sein d'EUt+ est de créer un environnement de travail productif et stimulant pour tous les membres du personnel, et de concrétiser la vision d'une université européenne. L'alliance s'efforce de soutenir et d'accroître la capacité professionnelle de tous les membres du personnel en ce qui concerne leurs connaissances, leurs compétences et leurs talents, et de leur donner les moyens de construire l'Université européenne de technologie. C'est pourquoi EUt+ a développé un plan d'incitation à la mobilité du personnel visant à accroître la mobilité des membres du personnel académique et administratif. Ce plan offre au personnel des universités la possibilité de passer du temps pour se former dans d'autres institutions de l'UEt+ grâce à un programme adapté aux besoins de développement de chaque membre du personnel.

Le présent rapport annuel et l'évaluation de la mobilité du personnel et de l'évolution du plan d'incitation tiennent compte à la fois du plan d'incitation à la mobilité du personnel et du plan de développement général de la mobilité dans le cadre du WP5.

Pour refléter ce lien, il se compose de plusieurs parties :
- Introduction au plan d'incitation à la mobilité du personnel EUt+ - point de départ pour les mobilités du personnel ;
- Évolution de la mobilité du personnel - situation actuelle ;
- Évaluation de l'évolution de la mobilité ;
- Prévisions pour l'année civile suivante.

Toutefois, il convient de mentionner que ce document doit être examiné attentivement dans le contexte des facteurs mondiaux, en tenant compte des mesures de lutte contre la pandémie mondiale COVID-19 et des restrictions de voyage dans le monde entier, ainsi que du très court délai écoulé depuis la présentation du "D5.2.1 Plan d'incitation à la mobilité du personnel", qui constitue la base de la présente évaluation.

3. Summary of EUt+ incentive plan for staff mobility

The incentive plan as such describes the existing trends in staff mobility among the partner universities and identifies shared challenges and possible solutions both at the university and the EUt+ level.

In order to establish the status quo and discover the main staff mobility trends within the EUt+ consortium, a mapping was carried out at the start of the implementation of the initiative in 2020:

+ Mapping survey was created by the WP5, Task 5.2. Leader
+ Survey was structured into two parts, focusing on the overview and statistics related to staff mobilities (overall number of staff, incoming and outgoing staff mobility numbers, etc.)
+ Distributed in all 8 institutions to create an overview of the different trends existing in the participating institutions.

How appears, the overall number of academic and administrative staff differs significantly across the EUt+ consortium, as does the way staff mobilities are organized. However, a common trait for all EUt+ institutions is that no mobilities are mandatory. Due to that, the number of staff members who use this opportunity greatly differs across the consortium. In addition, most common obstacles for going on a mobility were also identified and together with the results of the Mapping Questions were summarized and presented in the Incentive Plan. Furthermore, actions to incentivise all EUt+ staff members to use the mobility opportunities were developed and laid out in the Plan.

In addition, when developing the Incentive plan, consideration to the quantitative measures already established by the Growth plan was also given, therefore the plan consists not only of the qualitative suggestions and incentives for staff, but also quantitative calculations to reach the target of EUt+ staff mobilities.

4. Staff mobility evolution – current situation

Before analyzing specific numbers in more details, it is important to determine the starting point of this, what we call, evolution. After doing the first staff mobility assessment survey and understanding the differences in numbers among the partner institutions, it was agreed to start from the year 2021 from the ground zero. However, another factor worth consideration is the already mentioned global pandemic COVID-19 and worldwide travel restrictions that have had significantly huge influence and changes in numbers of the physical mobility in general. And the third aspect is the fact that the deliverable Incentive plan was finished and submitted only in September, 2021, respectively, 3 months ago, which means, that any numbers before Autumn 2021, should be still considered as the numbers "before the evaluation" (see Figure 1 EUt+ Staff Mobility Spring 2021).

STAFF MOBILITY - SPRING 2021

Activity type columns (repeated for each destination): M = Mobility linked to academic activities (teaching, co-creation); R = Research related activities; E = Eut+ events (physical meetings, conferences, thematic staff weeks etc.); I = Individual mobilities; V = Virtual mobilities.

Institution	To UTT (M R E I V)	To h_da (M R E I V)	To RTU (M R E I V)	To TU DUBLIN (M R E I V)	To TUS (M R E I V)	To CUT (M R E I V)	To UPCT (M R E I V)	To UTCN (M R E I V)	Total Staff Sent
UTT	■ ■ ■ ■ ■	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0
h_da	0 0 0 0 0	■ ■ ■ ■ ■	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0
RTU	0 0 0 0 0	0 0 0 0 0	■ ■ ■ ■ ■	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0
TU DUBLIN	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	■ ■ ■ ■ ■	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0
TUS	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	■ ■ ■ ■ ■	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0
CUT	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	■ ■ ■ ■ ■	0 0 0 0 0	0 0 0 0 0	0
UPCT	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	■ ■ ■ ■ ■	0 0 0 0 0	0
UTCN	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 5 0	0 0 0 0 0	■ ■ ■ ■ ■	5
									5

	UTT	h_da	RTU	TU DUBLIN	TUS	CUT	UPCT	UTCN
KA103 funding	0	0	0	0	0	0	0	5
Other source	0	0	0	0	0	0	0	0

Figure 1 EUt+ Staff Mobility Spring 2021

STAFF MOBILITY - FALL 2021

Activity type columns (repeated for each destination): M = Mobility linked to academic activities (teaching, co-creation); R = Research related activities; E = Eut+ events (physical meetings, conferences, thematic staff weeks etc.); I = Individual mobilities; V = Virtual mobilities.

Institution	To UTT (M R E I V)	To h_da (M R E I V)	To RTU (M R E I V)	To TU DUBLIN (M R E I V)	To TUS (M R E I V)	To CUT (M R E I V)	To UPCT (M R E I V)	To UTCN (M R E I V)	Total Staff Sent
UTT	■ ■ ■ ■ ■	0 0 13 1	0 0 0 0	0 1 0 0 0	0 0 4 0 0	0 19 1 0	0 0 0 3 0	1 0 0 2	45
h_da	0 0 0 0 0	■ ■ ■ ■ ■	0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 12 0 0	0 0 0 1 0	0 0 2 0	15
RTU	0 0 2 0 0	0 21 0 2	■ ■ ■ ■ ■	0 0 0 0 0	0 0 5 0 0	0 12 0 0	0 0 0 2 0	0 0 0 0	44
TU DUBLIN	0 0 0 0 0	0 5 0 1	0 0 0 0 0	■ ■ ■ ■ ■	0 0 0 10	0 3 0 0	5 2 10 0	0 0 0 2	50
TUS	0 0 0 0 0	0 10 0 0	2 2 0 0 0	0 0 0 0 0	■ ■ ■ ■ ■	0 10 0 0	2 0 0 0	2 2 0 0	30
CUT	0 0 0 0 0	0 14 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	■ ■ ■ ■ ■	0 0 0 0	0 0 0 0	14
UPCT	1 0 0 0 0	0 20 1 0	0 0 1 5	1 0 0 0 12	0 0 10	1 0 15 0 0	■ ■ ■ ■ ■	0 0 0 0	67
UTCN	0 0 0 0 0	0 30 0 0	0 0 0 0 0	0 0 0 0 0	0 0 5 0	0 11 0 0	0 0 4 0 0	■ ■ ■ ■ ■	50
									315

	UTT	h_da	RTU	TU DUBLIN	TUS	CUT	UPCT	UTCN
KA103 funding	3	15	20		8	0	24	0
Other source	42	0	20	22	14	34	50	

Figure 2 EUt+ Staff Mobility Autumn 2021

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Even though, there was one survey already done among all the partners to identify the state of art in therms of staff mobilities, it focused only on staff mobilities in general during the previous ECHE period for 2014-2020, therefore it was decided to collect new data that would reflect only EUt+ mobilities particulary, since the start of the European University of Technology initiative (see *Attachment No.1)*.

This data was collected during late November 2021, early December 2021 and was divided by the two traditional semesters and five sections - Mobility linked to academic activities (teaching, co-creation); Research related activities; Eut+ events (physical meetings, conferences, thematic staff weeks etc.); Individual mobilities; Virtual mobilities - that would reflect the evolution of mobilities since the restart of traveling depending on the different areas of mobility.

Even though, for most of the year 2021 no traveling at all between the partner institutions was possible until the summer of 2021, when the first face to face meetings restarted (Limassol week in September, 2021) and the overall number of the mobilities performed is still lower then expected, the second picture - Staff Mobility Autumn 2021 (Figure 2 EUt+ Staff Mobility Autumn 2021) shows a completely different picture. It can be observed that most of the mobilities have been carried out during these physical meetings or other EUt+ linked events offline. For almost all partners, *Limassol week* was the first chance to finally meet the partners of the alliance and during this meeting also the Incentive plan for staff mobilities was finalised and initiatives kick-started.

During another physical meeting in Darmstadt, in November, 2021, it appeared, that there are also discrepancies in the use of budget sources for financing the physical mobilities among the partners, which for some might have been another indication for a lower or higher numbers of implemented staff mobilities. Therefore, this data has been also collected and summarised along with the mobility numbers to have an overview of the use of resources to finance the staff mobilities.

	UTT	h_da	RTU	TU DUBLIN	TUS	CUT	UPCT	UTCN	Total
KA103 funding	3	15	20	-	8	0	24	5	75
Other source	42	0	20	-	22	14	34	50	182
									257

Figure 3 Division of mobility funding 2021

Unfortunately, not all the partners have been able to provide the sufficient data, however, from the ones, that succeeded, it can be concluded, that only 29,2% percent of the mobilities were financed with KA103 funding, when initially KA103 was estimated to support all mobility for non-academic staff, and for 40% of academic staff (Figure 3 Division of mobility funding 2021).

Moreover, when looking at the areas, where most of the mobilities have been implemented during the Autumn 2021, it can be observed, that only 12 of the 257 mobilities were in some extent related to academic activities, from which it can be concluded, that financial issues should not have influenced the number of successfully implemented mobilities.

5. Evaluation of the mobility evolution and planning for the next year

This section further on will explain in more details the main reasons and constrains behind the numbers and results visualized earlier.

In September 2021, when the Incentive plan was released, it presented five different areas/activities for staff mobilities. At that point, however, these activities were only ideas partners from all institutions had agreed on.

Development of the **mobility map** under academic mobility activities is still in process by WP3. Significant progress was made during the EUt+ alliance meeting that took place in Sofia in December 2021, during which representatives of WP3 and WP5 met to synchronize the activities and to better understand the progress made by each work package. WP3 presented the current status on the mobility map and explained how it can be used as a tool to facilitate both student and staff mobilities. First round of the mobility map is planned to be ready by the end of 2021, thus creating the possibility also for the academic staff, that has not been involved in the development process before, to get actively involved into the joint academic processes of the alliance. It is foreseen that the mobility map will be actively used starting from 2022 as well as improved and expanded as the mobility numbers increase.

As mentioned in the Staff Mobility Incentive Plan, **availability of information** was listed as one of the main obstacles for academic and administrative staff members alike. At the start of EUt+ implementation, extensive information campaigns in all eight partner institutions had to be carried out, starting from the University management, to inform local university communities not only about the initiative itself, but also the additional opportunities it provides to students and staff, including mobility. The EUt+ alliance has worked actively for the past year to improve on this and remove obstacles caused by a lack of available information completely. Taking into account that the number of mobilities implemented increased towards the end of 2021, it can be concluded that there is more information available and staff members are beginning to use the opportunities provided by EUt+ more actively.

The **application procedure** has been made easier in several EUt+ universities already. For example, in Riga Technical University, staff members traditionally can apply for mobilities only during a certain period of time when the call for applications is in progress, however, an agreement with the International Mobility Unit was reached in 2021 and applications to EUt+ universities are being accepted all year round. This approach allows more flexibility for the staff members, fits within their schedules better and elevates the status of EUt+ within the University. Numerous staff members used this opportunity to attend EUt+ face-to-face

meetings that happened in autumn and winter of 2021 as they were able to apply for the funding without waiting for the next call to be open. This approach has proven to be successful in a very short period of time and will be encouraged across the EUt+ alliance.

The Staff Mobility Incentive Plan emphasized the role of **thematic Staff Weeks** as a significant booster for the staff mobility numbers. The idea about the thematic staff weeks has just been established and they need to be planned in advance, therefore, the alliance was unable to start their implementation in 2021. Nevertheless, a schedule for the EUt+ thematic Staff Weeks has been created for year 2022 and each partner university has been assigned a specific topic for the week that they will be hosting (for more details see the EUt+ Staff Mobility Incentive Plan). The first thematic staff week is planned to take place in the January 2022. In order to facilitate the organization of the events and tackle the problem of **availability of information**, a template has been created as one easy-to-use tool that can be accessed by all partners for the dissemination purposes of their staff week (see *Attachment No.2*). The usage of said tool will not only facilitate the information flow, but also help with dissemination activities and foster the promotion of common EUt+ brand.

Language proficiency issues hinder the implementation of mobility activities to a certain extent and have been identified as one of the obstacles in the Staff Mobility Incentive Plan. During the face-to-face meetings in 2021, the consortium has discussed the inclusion of language classes in all thematic staff weeks as an opportunity for staff to familiarize with the languages of the alliance, refresh existing language skills and promote the multi-lingual environment of EUt+. As the implementation of these is tightly bound with the **thematic Staff Weeks**, it can be foreseen that the organization of the staff weeks will not only boost the staff mobility numbers, but also simultaneously increase the language proficiency of the EUt+ staff members and strengthen their intercultural literacy.

In addition to that, the organization of the staff weeks will also significantly contribute to the **hosting mechanisms**, starting from processing the staff member's application to welcoming them in the host institution. As already mentioned, certain mechanisms are in place already (e.g. accepting staff mobility applications to EUt+ destinations outside the usual Erasmus+ call) and the increase in mobility activities towards the end of 2021 prove the efficiency of these mechanisms. It will be the task of the alliance to use the expand on the effective mechanisms and make sure they are in place across EUt+.

Issues related to how the **study process** is organized in different institutions also has to be taken into account. In some partner institutions there are strict limitations on the number of people who can be in the classroom (e.g. h_da), while in others a certain number of classes are still taking place online (e.g. RTU). That has had a significant effect on academic staff mobilities as if the classes are happening online, the academic staff member cannot visit the partner institution to deliver lectures in person. In addition to that, the restrictions for organizing in-person events set by the governments of certain EUt+ alliance partner countries, had a negative effect on administrative staff mobility flows as well. For example, the inability to organize

annual and bi-annual staff weeks that always gather a large number of mostly administrative participants had a damaging effect on the overall EUt+ mobility numbers.

Finally, one has to take into account that the Covid-19 restrictions are still in force and they had a significant effect on the mobility numbers in the last month of 2021. For example, the meeting in TU Dublin at the start of December 2021 was cancelled due to the emergence of the new Covid-19 variant Omicron, because of which TU Dublin management made a decision to cancel all face-to-face events. Considering that not only EUt+ general meeting was planned in Dublin, but also the first annual ECT Lab+ conference and a meeting of the European Research Institutes, it can be said with certainty that the cancellation of it had a significant negative impact of the staff mobility numbers across the EUt+ alliance. This is yet another proof that **alternative mobility types** have to be explored and implemented more actively, especially in *force majeure* circumstances when physical mobility poses significant risks to the mobility participants' health and wellbeing.

Notwithstanding the number of obstacles faced during the last year, it is clear that partners are dedicated and focused to reach the targets set for the 2022, which can be observed not only by the overall progress of the WP and the initiative as such, but also when looking at even very restrained estimates for the next year.

Figure 4 Planned staff mobility for 2022

According to the Growth plan for staff mobilities in 2022, the overall number of incoming academic staff mobilities should reach the number of 271, where the partner current calculations, while still in finalisation process of the mobility map consist only of 61, but for non-academic mobilities, when the incoming mobilities target is set to number of 308, EUt+ partner calculations already exceed the number of 570 mobilities per year *Attachment No.1*). By the very rough calculations at the moment, it is planned to reach 776 mobilities during the next study year, which is slightly below the target in the Mobility Growth plan, however, as already mentioned before, these are only very rough and realistic calculations, taking into account all the different factors influencing implementation of the mobilities, especially during the time of the global pandemic.
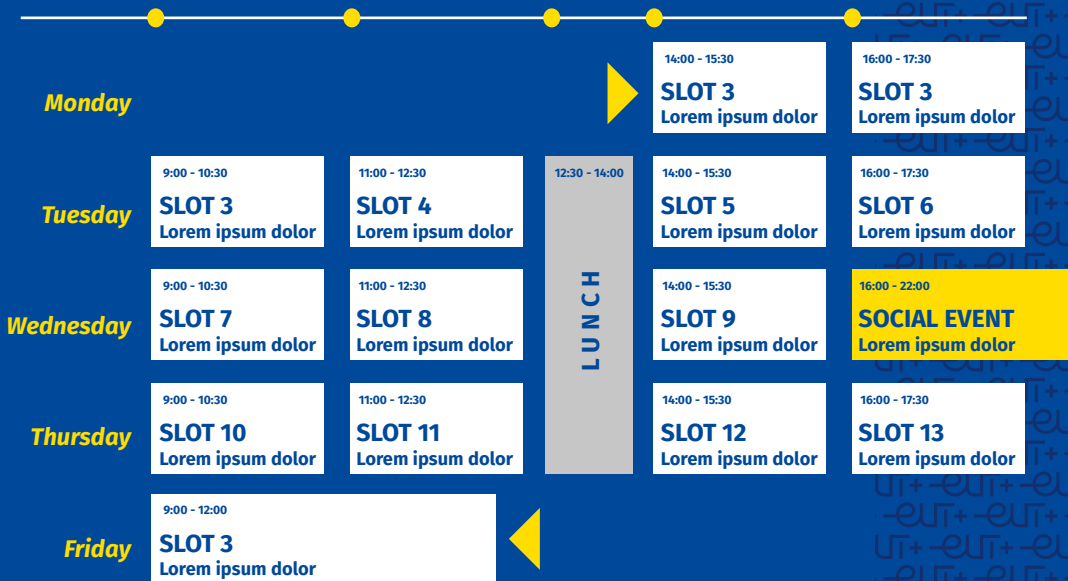
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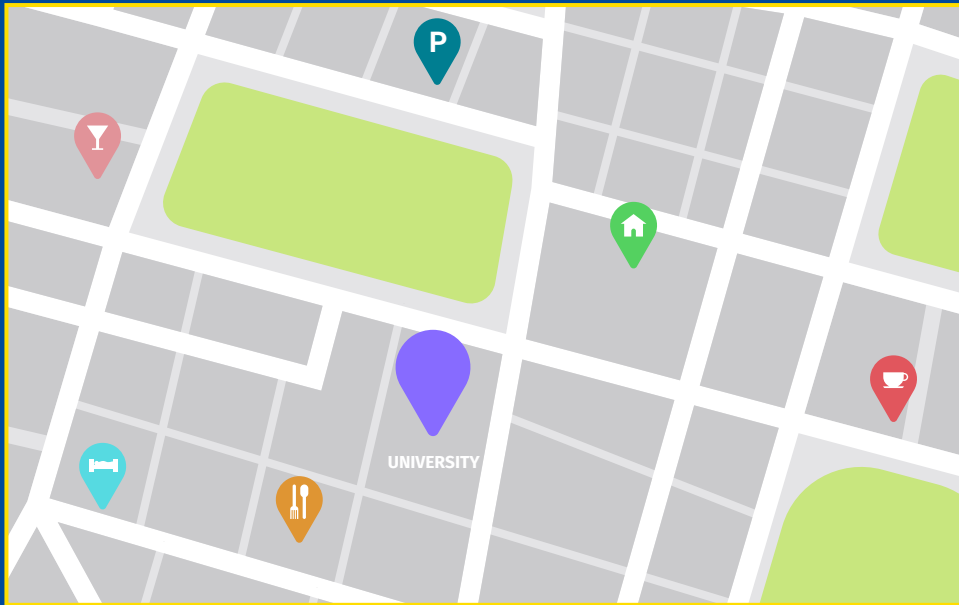|					
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