

EUT⁺

EUROPEAN UNIVERSITY OF TECHNOLOGY

Deliverable 97

D.7.3.3a.b Global gateways and mirror-campuses

Del. Rel. No D7.6

WP 7

Description: 3 mirror-campuses established every year

Comments:

Dissemination level: **PU**-Public

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

The content of this deliverable represents the views of the authors only and is their sole responsibility. The European Commission and the Agency do not accept any responsibility for use that may be made of the information it contains.

This initiative has received funding from the European Union's Erasmus+ programme under grant agreement 101004088 — EUT — EPP-EUR-UNIV-2020.

FOREWORD TO DELIVERABLE 7.3.3A

This document reports on the progress of the EUT+ global strategy as of January 2022. The document will show the status of the different global outreach activities at the time of the submission. It will be updated yearly.

This terminology updates the terms / concepts of “**mirror campuses and gateways**” as defined in the bid. Proposing an alternative to “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.).

Strengths and weaknesses of EUT+ global outreach have been analyzed rigorously. One example is the lack of a single legal entity representing EUT+, where signing an agreement between one partner and the 8 EUT+ members involves at least 9 legal departments, 9 different sets of regulations, etc. However, this is potentially compensated by the proper use of the brand and an effective communication strategy, which can counteract to a relevant extent, the lack of a legal status for the alliance.

The aim of Task 7.3 is to **position EUT+ in the international arena**, providing EUT+ with a profile that is strong, distinctive, and recognisable to potential partners. This deliverable describes how the objective will be attained, by establishing EUT+ strategic partnerships all over the world (9 of them by 2023). It complementarily follows D7.3.2 EUT+ Global Gateway Strategic Plan Issue 1.0 (reference EUT-UPCT-WP7-CONF-ENG-PL-001), which presents the guidelines, standards, and criteria of Task 7.3.

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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 January 2022. The document will show the status of the different global outreach activities at the time of the submission. It will be updated yearly.

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 Section 5 reports on the achievements of our different actions. Main conclusions are drawn in Section 6. Finally, Section 7 defines the next steps 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+ alliance, as defined in the proposal.
- + **EUT+ partner:** Any university outside the EUT+ alliance that has signed an agreement (MoU, MoA, or other) with EUT+.
- + **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 first one defined in the bid, which was based on the **concepts of mirror campuses and gateways**. The term “mirror” has been the 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 the incoming and outgoing student flows, research and educational partnerships through specific agreements, Erasmus+ KA171 projects and Erasmus+ KA2- Capacity Building projects in the area of Higher Education (CBHE projects).

In June 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 (reference EUT-UPCT-WP7-CONF-ENG-PL-001).

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 presented at the end of this the document.

4.1. Strategic Line 1: Establishment of partnerships: Growing Together

Objective for the 1st 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+. EUt+ members negotiated	Number of signed agreements (MoUs, MoA, etc.)	3	<ul style="list-style-type: none"> · Sarvajanik University (India) · Nalla Malla Reddy Engineering College (India) · Vivekanand Education Society (India) · RNSBLP Vyavasai Vidya Pratishtan (India)

	with external partners in an organized fashion.			<ul style="list-style-type: none"> · Charutar Vidya Mandal University (India) · Nepal Engineering College (Nepal) · Sagarmatha Engineering College (Nepal) · Universidad Antonio Nariño (Colombia)
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Table 1. Monitoring of Strategic Line 1.



Figure 1. Signature Ceremony of Eut+ MoUs between Indian and Nepali partners and the Eut+ alliance represented by UPCT.



Figure 2. Snapshot of a video call for the presentation of EUT+ to LATAM partners.

4.2. Strategic line 2: Accessing EUT+ through gateways: Open Doors

Objective for the 1st year	Action	Indicator	Expected	Achieved
To have gateways in all continents.	Signing initial agreements so that they provide reciprocal value and show a willingness to	Number of continents in which we have signed agreements (MoUs, MoA, etc.)	3 continents: South and Central America, Asia, Africa	2: Asia, South and Central America

	<p>grow together with EUT+.</p> <p>EUT+ members negotiated with external partners in an organized fashion.</p>		<p>NB: After 14 months the expectation is to have a significant number of MoUs in a certain region that could lead to a future hub.</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</p>	<p>Number of regions in which we coordinated the submissions to the KA171 call.</p>	<p>At least 3</p>	<p>9</p> <p>Western Balkans, Neighbourhood East, Russian Federation, Asia, Central Asia, Sub-Saharan Africa, Latin America, Caribbean,</p>

	willing to be) in that region.			South Mediterranean
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	0	Some partners have already shown 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, and Federal University of Rio Grande de Norte in Brazil

Table 2. Monitoring of strategic line 2.

4.3. Strategic line 3: Global Outreach: increasing our offer

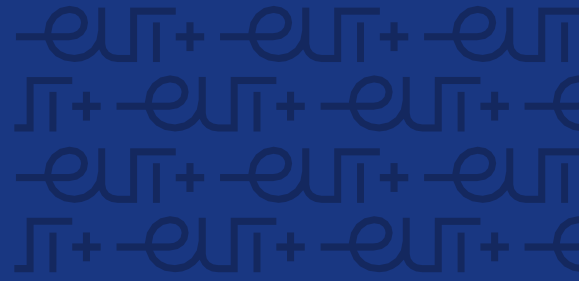
Objective for the 1st year	Action	Indicator	Expected	Achieved
To increase students, professors, and staff mobility.	Establish/create a common scheme for applying for Erasmus + KA171 calls as EUT +.	Number of KA171 proposals featuring the EUT+ alliance in their strategy and intended partnerships	8 (the total number of partners)	At least 6 NB: At the time of submitting this deliverable two EUT+ members had not confirmed.
	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/ Positions are not included yet as at the time of this submission as we do not have responses from the KA171 call.
		Number of mobilities featured in	At least 50 student mobilities.	Aggregated figures from 6 EUT+ members: Regions: 9*

		<p>the KA171 applications</p>	<p>As least 8 specific agreements for staff mobility.</p> <p>At least 8 specific agreements for PhD students.</p>	<p>HEIs: +200**</p> <p>Incoming students: +560</p> <p>Outgoing students: +160</p> <p>Incoming Staff: +310</p> <p>Outgoing Staff: +290</p> <p>NB: This number is a tentative one and represents our best estimate, as the KA171 application was not closed at the time of submitting this deliverable.</p> <p>* This is not the addition of the regions applied by each partner, but the total number of regions featuring EUT+ from our applications as a whole.</p> <p>** This is the addition of the number of HEIs from each partner. However, it must be considered that some HEIs are the same.</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 discussions with external partners, we have identified interest in research collaborations, but this is not translated yet into EUt+-level partnerships.
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	<p>At the time of submitting this deliverable, the number of common CBHE applications is 3.</p> <p>The proposals are the following:</p> <ul style="list-style-type: none"> · Evolving Internationalisation in HEIs in Egypt (EIHEI). <i>Fostering access to cooperation in higher education.</i> EUt+ members: RTU+UPCT

				<p>· 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.</p> <p>· To enhance the relevance of Higher Education for the labour market and the society. Coordinated by Nalla Malla Reddy Engineering College, India. Participants: Sarvajanik University, India; CVM University, India; Indubhai Parekh School or Architecture; India; St. Joseph Engineering College, India. EUt+ members: RTU+UPCT.</p>
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Table 3. Monitoring of strategic line 3.



EUT+ research

European Institutes of Research & EUT+ Doctoral School
Joint Research Institutes to address global challenges and relevant specialization. European PhDs.

First pilots in
Culture & Technology,
Sustainability,
Data Science,
Nano-technologies,
Pedagogy

Specialization strategy

Specialization index	h_da	RTU	TUS	TU DUBLIN	UTT	TUCN	UPCT	UTT
Agricultural and Biological Sciences	0.17	1.03	0.23	1.20	1.38	0.52	2.62	0.10
Arts and Humanities	1.16	0.33	0.21	2.39	2.35	0.62	1.18	0.38
Biochemistry, Genetics and Molecular Biology	1.83	0.42	0.24	1.99	1.46	0.93	1.28	0.81
Business, Management and Accounting	1.20	0.88	0.70	1.48	1.55	0.28	1.52	1.39
Chemical Engineering	0.68	1.36	0.57	0.91	0.71	1.03	1.31	0.83
Chemistry	0.99	0.67	0.52	1.61	0.61	1.32	1.13	0.99
Computer Science	2.02	0.72	1.29	0.65	1.01	1.13	0.83	1.42
Decision Sciences	1.21	0.92	2.13	0.56	0.50	0.71	0.58	2.42
Earth and Planetary Sciences	0.28	0.57	0.75	0.44	1.78	1.15	2.01	0.28
Economics, Econometrics and Finance	1.88	0.73	0.36	1.60	2.21	0.15	1.73	0.93
Energy	0.16	1.77	2.05	0.41	0.63	0.84	0.53	0.36
Engineering	0.57	1.09	1.47	0.65	0.56	1.19	0.77	1.21
Environmental Science	0.48	1.23	0.59	0.79	1.24	0.71	1.83	0.64
Materials Science	0.53	1.29	1.14	0.72	0.70	1.11	0.62	1.45
Mathematics	1.00	0.61	0.93	0.54	0.96	1.51	1.21	1.06
Medicine	1.32	0.26	0.57	2.67	2.27	0.71	0.56	0.40
Physics and Astronomy	0.56	1.16	1.73	0.84	0.65	0.80	0.88	1.11
Social Sciences	1.50	0.62	0.74	2.06	1.61	0.52	1.25	0.51



EUT-UPCT-WP7-PRES-ENG-PUB-005 November 2021
Rafael Toledo, Principal Representative of EUT+ Cartagena Campus. rafael.toledo@upct.es

Figure 3. Slide used for the presentation of the research specialisation areas across the 8 EUT+ campuses during the presentation of the alliance to some Indian and Nepali partners.



Una alianza conectada

Collaboration in H2020-funded R&I projects (co-participation).
Only TUDublin, RTU and UTCN

GLOBAL OUTREACH

Map of Europe showing partner universities: ITALIA (TECHNOLOGICAL UNIVERSITY OF APPLIED SCIENCES), LETONIA (BEGAS TECHNICAL UNIVERSITY), ALEMANIA (HOCHSCHULE ESSEN/FAKULTÄT UNIVERSITY OF APPLIED SCIENCES), FRANCIA (UNIVERSITÉ DE TECHNOLOGIE DE TROYES), RUMANIA (UNIVERSITATEA TEHNICA DIN CLUJ NAPOCA), BULGARIA (TEHNICKA UNIVERSITET COVINA), ESPAÑA (UNIVERSIDAD POLITÉCNICA DE CARTAGENA), CHEQUIA (TEHNOLOGICKÝ ÚSTAV KOŠICE).

Figure 4. Slide used for the presentation to prospective partners of the LATAM region showing the main collaborators of H2020-funded R&I projects for 3 universities of EUT+.

4.4. Strategic line 4: Eliminating obstacles and publicising EUT+

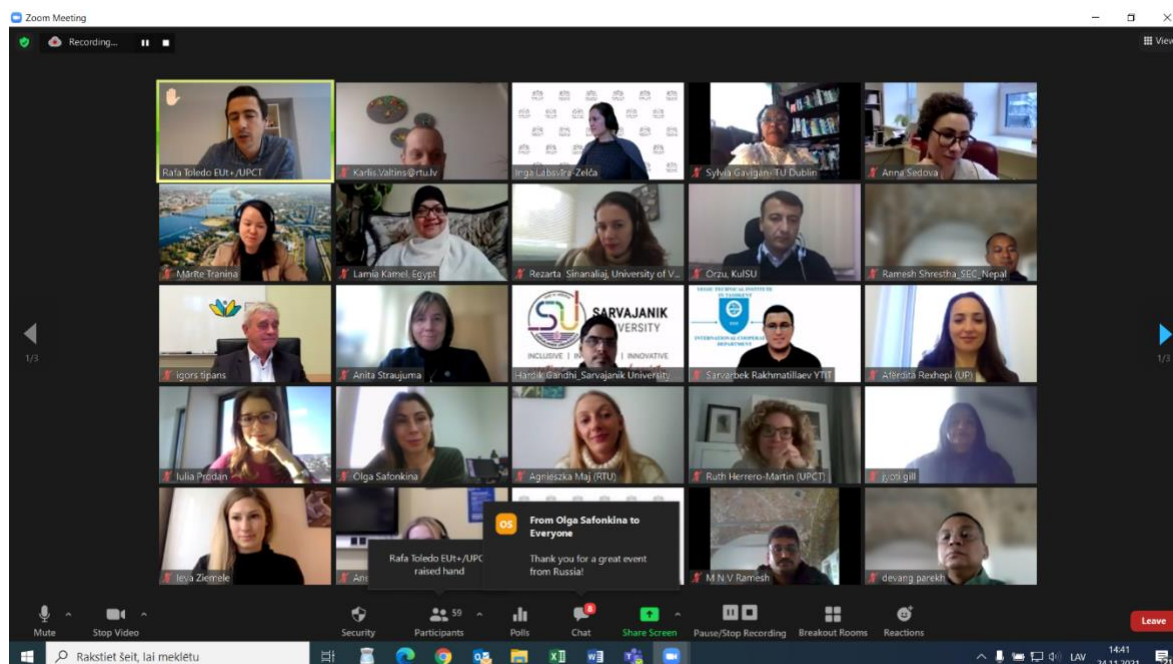
Objective for the 1st year	Action	Indicator	Expected	Achieved
To provide funding	Application to the related calls	Budget of the application/grants	Not defined	The aggregated budget of KA171 applications is +5.300.000€. NB: This number represents a rough estimate as the application is not finalized at the time of this submission. The budget for CBHE is still TBD.
	Apply for a dedicated charter for	Request	0	0

	joint EUT+ KA171 proposal			The charter was requested but not granted
To foster EUT+ mission and values.	Presentation of the EUT+ initiative to external partners	Number of partners reached	Not defined	<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>Organisation of the Riga Technical University/EUT+ Erasmus+ International</p>

				<p>Staff Training Week, with 200 registrations and approximately 150 participants.</p> <p>In January 2021 EUT+ participated 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</p>
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				countries (almost 200).
	Participation as EUT+ in major conferences related to Education	Number of events	Not defined	Agreement to join EUT+ booth and representation in NAFSA 2022, and EIAE 2022 (not celebrated yet)
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	We continue working following the structure described in the bid.

Table 4. Monitoring of strategic line 4.



(c)

Figure 5. Snapshots of the Riga Technical University/EUT+ Erasmus+ International Staff Training Week of November 2021. The event featured keynote presentation on EUT+ 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 EUT+; (b) Workshop on proposals for the new KA171 call; (c) Group photo during the second day of the event.

5. Conclusions

During the first 14 months of the project we have designed, developed, and grown our global outreach plans. Below, we elaborate on the weaknesses and strengths that we have identified throughout the process.

5.1. Weaknesses

Despite the progress made during the first 14 months of the project, there are some issues that limit the progress our joint global outreach.

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).

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 involves at least 9 legal departments, 9 different sets of regulations, etc.

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 could prevent us from making the most out of our potential.

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.

The EUT+ degrees have not materialised 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.

The Covid-19 pandemic still imposes severe restrictions for mobilities. After almost two years since its public discovery, it 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 jeopardises meeting our objectives in a timely manner.

5.2. Strengths

The absolutely generalised 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 recognisable, 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 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 customisation 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, 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 year, 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 6. EUT+ booth design for an international conference and fairs.

6. 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. We have agreed to create a common fund that will simplify the process.

The creation of a Global Outreach Committee (GOC) was initially planned to happen after the project was finished. However, its earlier creation will be brought to the agenda of a future Rectors Board, in order to ensure that the ambition of the bid remains strong along the way, and that the necessary resources are allocated to the task.

Regarding the implementation of hubs and highways, we foresee the following calendar for physical meetings at the hubs.

Hub country	Intended theme/model	Date of appointment of EUt+ delegation
Russian Federation	Hardware and technology, research-oriented	May 2022
Brazil	Sports, sustainability	July 2022
Mexico	Internships and traineeships	September 2022
China	Inclusion, multiculturalism and studies	July 2022

Table 5. Summary of the prospective hubs and visits of EUt+ representatives to them.

EUT⁺

EUROPEAN UNIVERSITY OF TECHNOLOGY

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D.7.3.3a.b Global gateways and mirror-campuses

Del. Rel. No D7.6

WP 7

Description: 3 mirror-campuses established every year

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FOREWORD TO DELIVERABLE 7.3.3B

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As such, this deliverable follows the same principles and present the same type of information as D7.3.3a, that have been updated on that period, with a new Section (8), that defines the next steps in accordance with the strategic principles.

Strengths and weaknesses of EUT+ global outreach have continued to be analysed rigorously. Limits and inherent difficulties remain. For example, the EUT+ degrees have not materialized end of 2022. This limits our current offer to multilateral agreements with independent EUT+ campuses and programmes, which is not our desired goal for the medium term. Also, the issue of unsynchronized academic calendars among EUT+ partners is not solved yet. The EUT+ European Research Institutes are still not in place (except one, ECT Lab in March 2023), and therefore not ready for other cooperations.

However, EUT+ has also strong assets. 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. 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. Overall, the general feedback from our external partners continues to be very positive, with a strong willingness to become part of the EUT+ initiative.

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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+ alliance, as defined in the proposal.
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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 (reference EUT-UPCT-WP7-CONF-ENG-PL-001).

4. EUT+ global outreach status

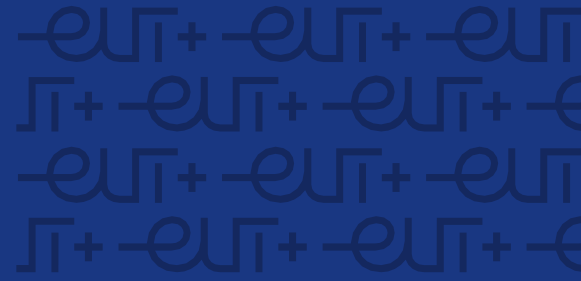
The report is organized following the strategic lines described in D7.3.2 EUT+ Global Gateway Strategic plan and derived from the SWOT analysis presented at the end of this the document, and has been updated with the recent signing of partnerships and participation in events, since the last deliverable D7.3.3a.

4.1. Strategic Line 1: Establishment of partnerships: Growing Together

Objective for the 2nd year	Action	Indicator	Expected	Achieved
Achievement of initial	Signing initial agreements so	Number of signed	6	UTT: 10

<p>collaboration agreements with EUt+</p>	<p>that they provide 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>		<ul style="list-style-type: none"> · 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) · National Tsing Hua University (Taiwan) · Federal University of Rio de Janeiro (UFRJ) (Brazil) · Federal University of
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				<p>Minas Gerais (Brazil)</p> <ul style="list-style-type: none"> · USFQ (Ecuador) · Peruvian University of Applied Sciences UPC (Peru) <p>UPCT: 16</p> <ul style="list-style-type: none"> · Sarvajanic University (SU) (India) · Nalla Malla Reddy Engineering College (NMREC) (India) · Vivekanand Education Society (VES) (India) · RNSBLP Vyavsai Vidya Pratishthan (India) · Charutar Vidya Mandal
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				<p>University (CVM University) (India)</p> <ul style="list-style-type: none"> · 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: 4</p> <ul style="list-style-type: none"> · Azerbaijan Technical University (Azerbaijan) · L'Universite de Douala (Camerun) · Universite Ngaoundere (Camerun)
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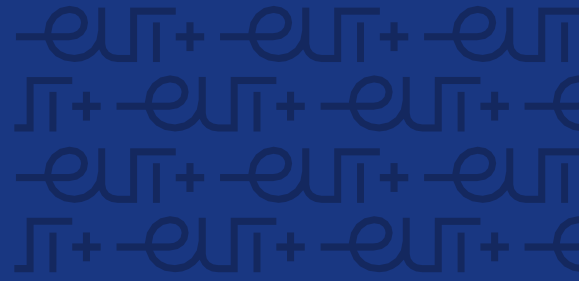
Figure 1. EUT+ booth at the Conference of the European Association for International Education (EAIE) in Barcelona, 13-16 September 2022. The EUT+ global outreach team attended pre-booked meetings and welcomed walk-in participants too.

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

Objective for the 2nd 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:	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>NB: After 24 months the expectation is to have a significant number 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>9</p> <p>Western Balkans, Neighbourhood East, Russian Federation, Asia, Central Asia, Sub-Saharan Africa, Latin America, Caribbean,</p>

	in that region.			South Mediterranean
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	0	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.

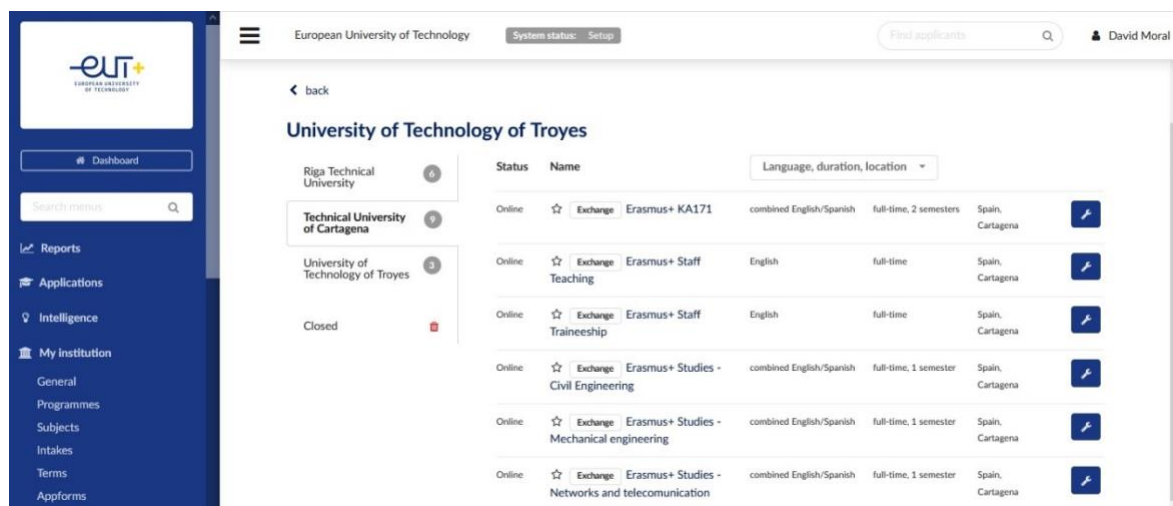
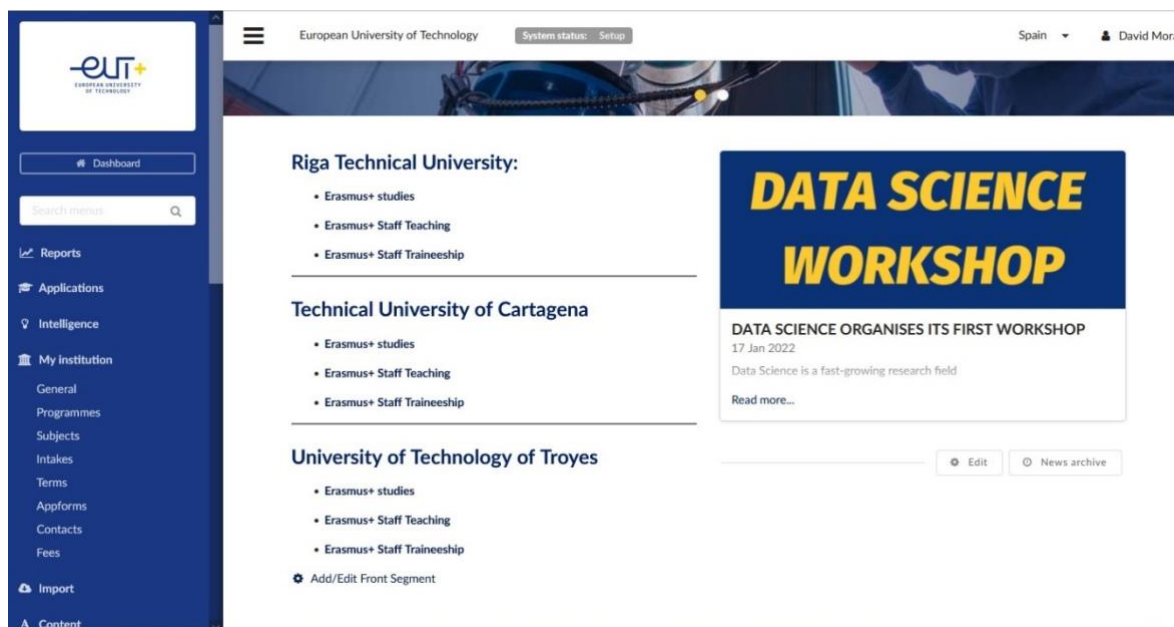
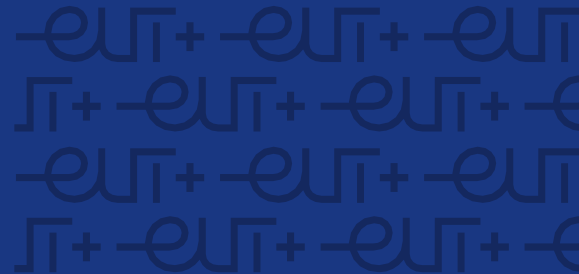


Figure 2. (Top) EUT+ Mobility platform (<https://mobility.univ-tech.eu/>) features grants available for incoming students and staff. (Bottom) Detail of grants for Technical University of Cartagena (UPCT).

4.3. Strategic Line 3: Global Outreach: increasing our offer

Objective for the 2nd 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/

		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	UPCT: Regions: 6 (2020) → 7 (2022) Mobilities: 108 (2020) → 125 (2022) Budget: 332,610 € (2020) → 572,225 € (2022) 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) UTCN: Regions: 7 (2020) → 9 (2022) Mobilities: 49 (2020) → 98 (2022)
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				<p>Budget: 143,071 € (2020) → 258,571 € (2022)</p> <p>HDA (2020+2022): Regions: 4 Mobilities: 46 Budget: 206,998 €</p> <p>Collectively we have achieved global numbers well below the objectives. The exact number of grants for PhD students. Will only be known once the period is closed.</p>
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 Buthan (RTU and UPCT, led by UPCT, 2020-2023)
		Other submissions under preparation	Not defined	<ul style="list-style-type: none"> • Evolving Internationalization in HEIs in Egypt (EIHEI). <i>Fostering access to cooperation in higher education.</i> EUt+ members: RTU+UPCT • To increase the accessibility of the students/staff with fewer <i>opportunities</i>. Coordinated by

				<p>Sarvajanik University, India. Participants: CVM University, India, Ganpat University; India, D Y Patil College of Architecture, India. EUt+ members: RTU+UPCT.</p> <ul style="list-style-type: none"> To enhance the relevance of Higher Education for the labour market and the society. <p>Coordinated by Nalla Malla Reddy Engineering College, India. Participants: Sarvajanik University, India; CVM University, India; Indubhai Parekh School or Architecture; India; St. Joseph Engineering College,</p>
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				India. EUt+ members: RTU+UPCT.
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Table 3. Monitoring of Strategic Line 3.



Figure 3. 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).

4.4. 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	<p>KA171: granted budget (+3.291.853 €) versus application 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>
	Apply for a dedicated charter for joint EUt+	Request	0	0 The charter was requested but not granted. The conversations

	KA171 proposal			with different representatives of national agencies seem to indicate that a common charter should not be expected 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	In January 2021 EUt+ participated 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

			<p>on the dissemination thanks to the wide participation of countries (almost 200).</p> <p>UPCT: 5 meetings with KA107 partners, 9th International Staff Week, Dissemination of EU+ to 56 delegates from HEIs in the Dominican Republic.</p> <p>TUCN: International Students Days; Event within TUCN and Erasmus+Office, PRO INVENT</p>
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				<p>2022, Vietnam Education Fair, IEF Fair Kazakhstan, Romanian Universities Fair.</p> <p>HDA: Presentation of EU+ 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</p>
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				with +20 HEIs from the LATAM region. Organization of the RTU/EUt+ Erasmus+ International Staff Training Week, with 200 registrations and approximately 150 participants.
	Participation as EUt+ in major conferences related to Education	Number of events	Not defined	Participation with joint EUt+ booth and representation in NAFSA 2022, EIAE 2022, and agreement to participate in APAIE 2023 (not celebrated yet)
To implement	Define and implement	Creation of the necessary bodies	Not defined	We continue working

a global outreach governance system at the EUT+ level.	internal management structures and processes to steer and assess global outreach.	for decision making		following the structure described in the bid.
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Table 4. Monitoring of Strategic Line 4.

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 4. 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.



Figure 5. 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/docbricj144.pdf). The Buddy Network is accessible to those searching for extra help.

RTU enrolled 54 new Ukrainian students this last semester. RTU is waving registration fees 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 gets 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.

6. Conclusions

During the first 24 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.

6.1. Weaknesses

Despite the progress made during the first 24 months of the project, there are some issues that limit the progress our joint global outreach.

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 due in February 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.

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.

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. The EUT+ European Research Institutes are still not in place, and therefore not ready for other cooperations.

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.

6.2. 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 two 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 6. EUT+ booth at NAFA (Association of International Educators), in Denver, Colorado, 31st May 3rd June 2022.

7. 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, NAFA and APAIE. So far, expenses are covered on a case-by-case basis. We have agreed to create a common fund that will simplify the process.

The creation of a Global Outreach Committee (GOC) was initially planned to happen after the project was finished. However, its earlier creation will be brought to the agenda of the future Rectors Board, in order to ensure that the ambition of the bid remains strong along the way, and that the necessary resources are allocated to the task.

Regarding the implementation of hubs and highways, we foresee the following calendar for physical meetings at the hubs.

Hub country	Intended theme/model	Date of appointment of EUt+ delegation
Brazil	Sports, sustainability	December 2022
India	TBD	2022 (cont. on 2023)
Sri Lanka	TBD	2022 (cont. on 2023)
Turkey	TBD	2022 (cont. on 2023)

Table 5. Summary of the prospective hubs and visits of EUT+ representatives to them.