



EUROPEAN
UNIVERSITY OF
TECHNOLOGY

STYX FINAL EVENT
***Collective Convergence Towards a Single Institution:
Condition or Prerequisite?***

26 March 2024



Co-funded by
the European Union

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Today's agenda

10:00-10:10 Foreword by Tine Delva, DGEAC

10:10-11:25 Status and appropriation: Synthetic feedback from the project analysis

- General structure and focus of the project
- A statute for common activities: analysis and feedback
- Common processes: translating macro into micro
- A preliminary sociological analysis of processes appropriation

11:25-11:35 Break

11:35-12:50 EUt+ approach: singularity, idiosyncrasy or typicality? Confronting experiences and perspectives

- Harmonising processes: Which way to success? The efficiency of sharing practices to trigger transformation.
- Creation of a legal status: How to include a legal entity into these processes for acceptance?
- Empowering participants: How to enable action through capacity building; how co-construction can be an appropriation method?

12:50-13:00 Conclusion



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STYX FINAL EVENT

Foreword by Tine Delva, DGEAC



STYX FINAL EVENT – Part 1

***Status and appropriation:
Synthetic feedback from the project analysis***



General structure and focus of the project

Timothée Toury





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ТЕХНИЧЕСКИ УНИВЕРСИТЕТ
СОФИЯ

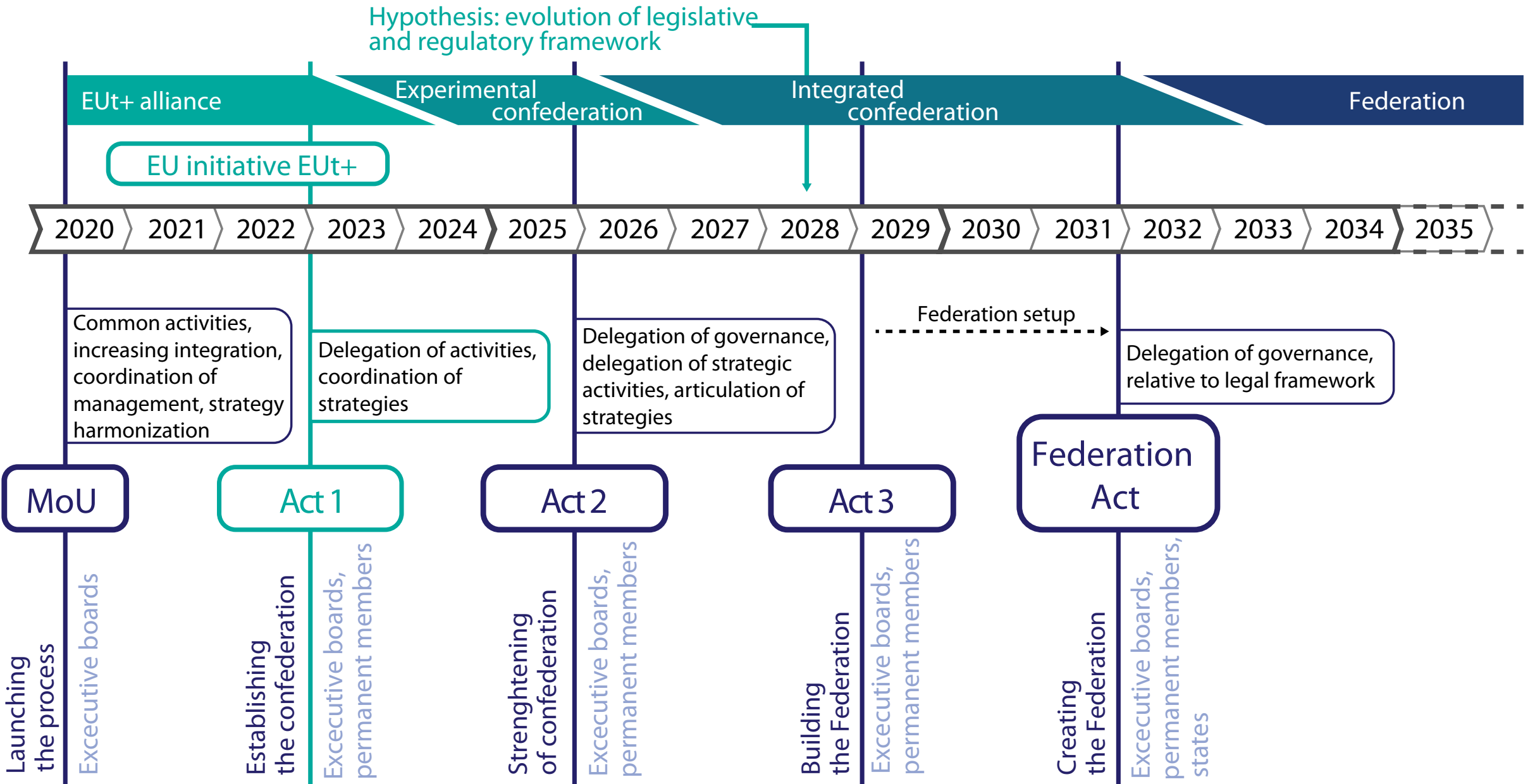
Universidad
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de Cartagena

Cyprus
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Technology



To contribute to the momentum that Europe absolutely needs, we are considering an unprecedented endeavor:

Merging our institutions into a single European University.



ROADMAP TOWARDS AN EVENTUAL SINGLE INSTITUTION

Signed in Limassol, 24 September 2021



Key question:

Merging = single institution?

Cautionary tales:

- University of London
- University of California
- "Communautés d'Universités"
- Networks with a status

→ An (overarching) status does not mean merging

Report of the Board of Directors

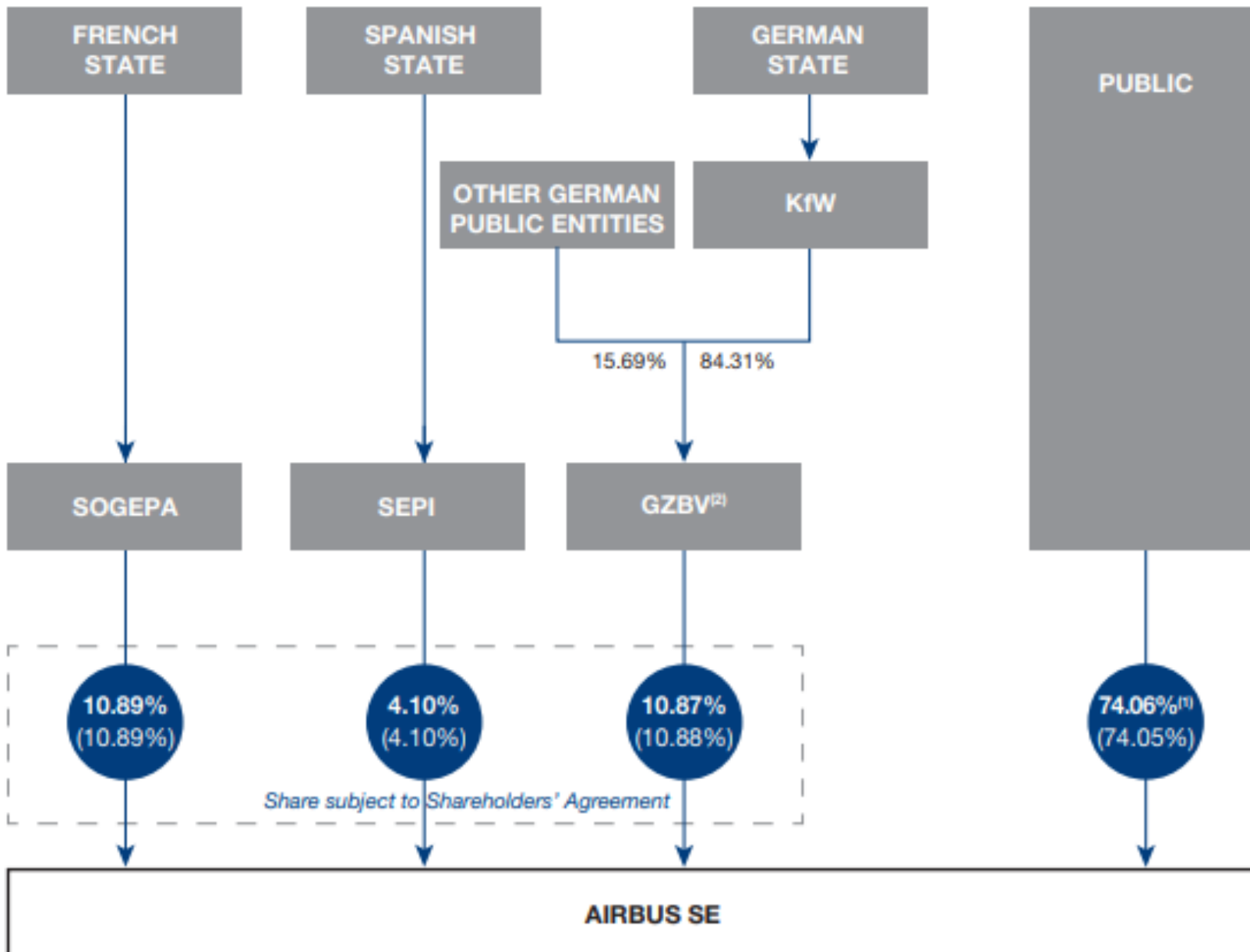
(Issued as of 16 February 2023)

This document is an unaudited PDF-format version of the Board Report and is not the original report included in the audited financial report pursuant to article 301 of Book 2 of the Dutch Civil Code and as specified in the Regulatory Technical Standards on ESF (Delegated Regulation (EU) 2019/815).

The ESF-compliant Annual Financial Report of Airbus SE, which includes the Board Report, for the year ended 31 December 2022 has been filed with the AFM in XHTML format and is available on the AFM's website (<https://www.afm.nl/en/professionalsregisters/making-register-financeoverslaggen/>) as well as on Airbus SE's website (<https://www.airbus.com/en/investors/financial-results-annual-reports>).

In any case of discrepancy between this PDF format and the XHTML format, the XHTML format prevails.

AIRBUS

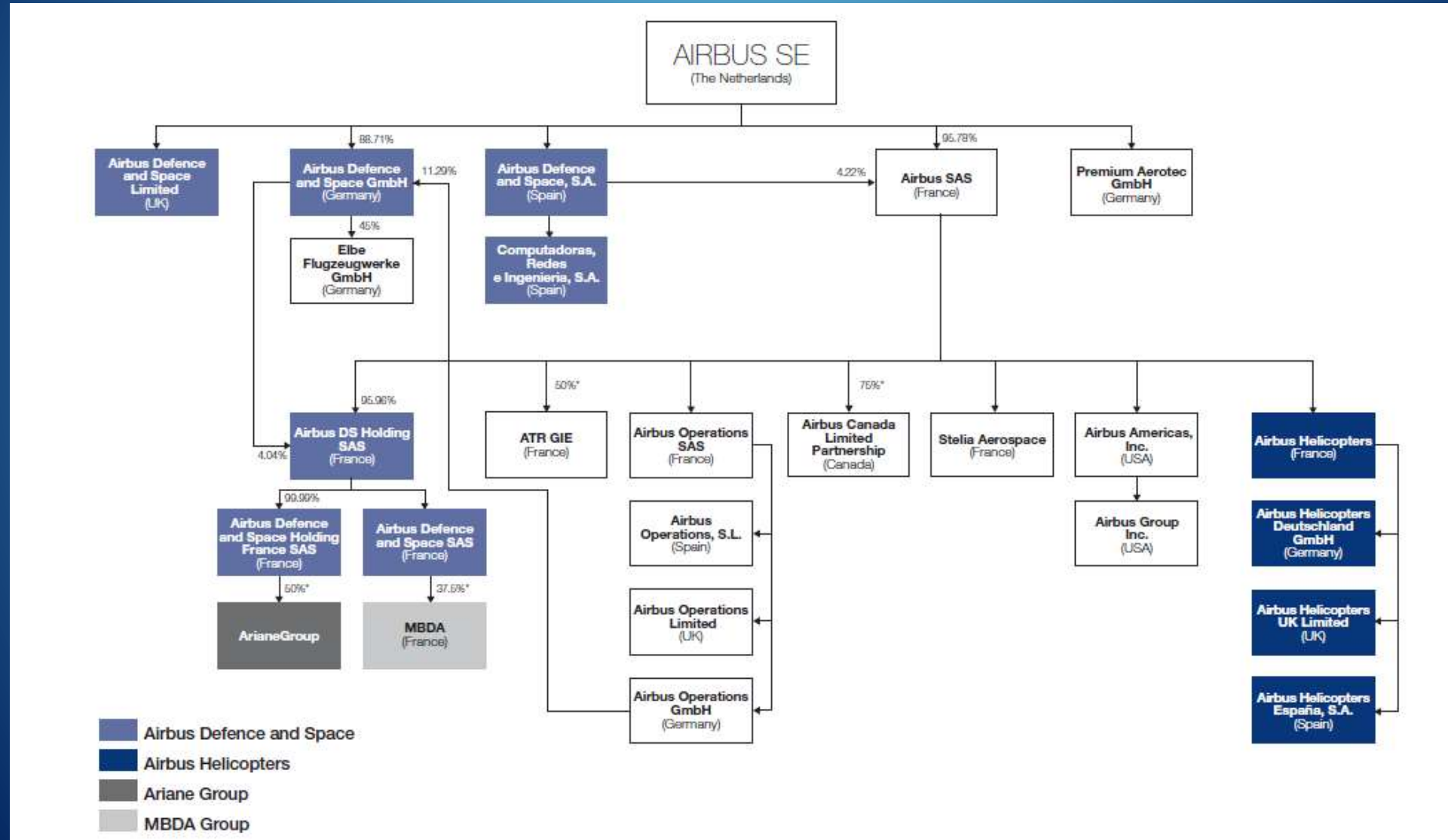


(1) Including shares held by the Company itself (0.08%).

(2) KfW & other German public entities.

AIRBUS

Structures



- Airbus Defence and Space
- Airbus Helicopters
- Ariane Group
- MBDA Group

Key question:

Merging = single institution?

- An (overarching) status does not mean merging
- A merger does not mean a single status

Building European degrees

How ?

By convergence of our national curricula



By advocating the ambition and the need

Building European degrees

How ?

By convergence of our national curricula



By advocating the ambition and the need

Internal
academic
activity

External
institutional
development

True for legal question too!

How?

Creating an affectio societatis and willingness



Finding the right legal structure

Internal
academic
activity

External
institutional
development

What is the challenge?

TWOFOLD (1)

→ working together means harmonising independent internal processes, so that micro-asynchronous becomes macro-synchronous!



What is the challenge?

TWOFOLD (2)

→ Working on analysis of potential for our EGTC from national legal frameworks, national regulations for universities and business aspects

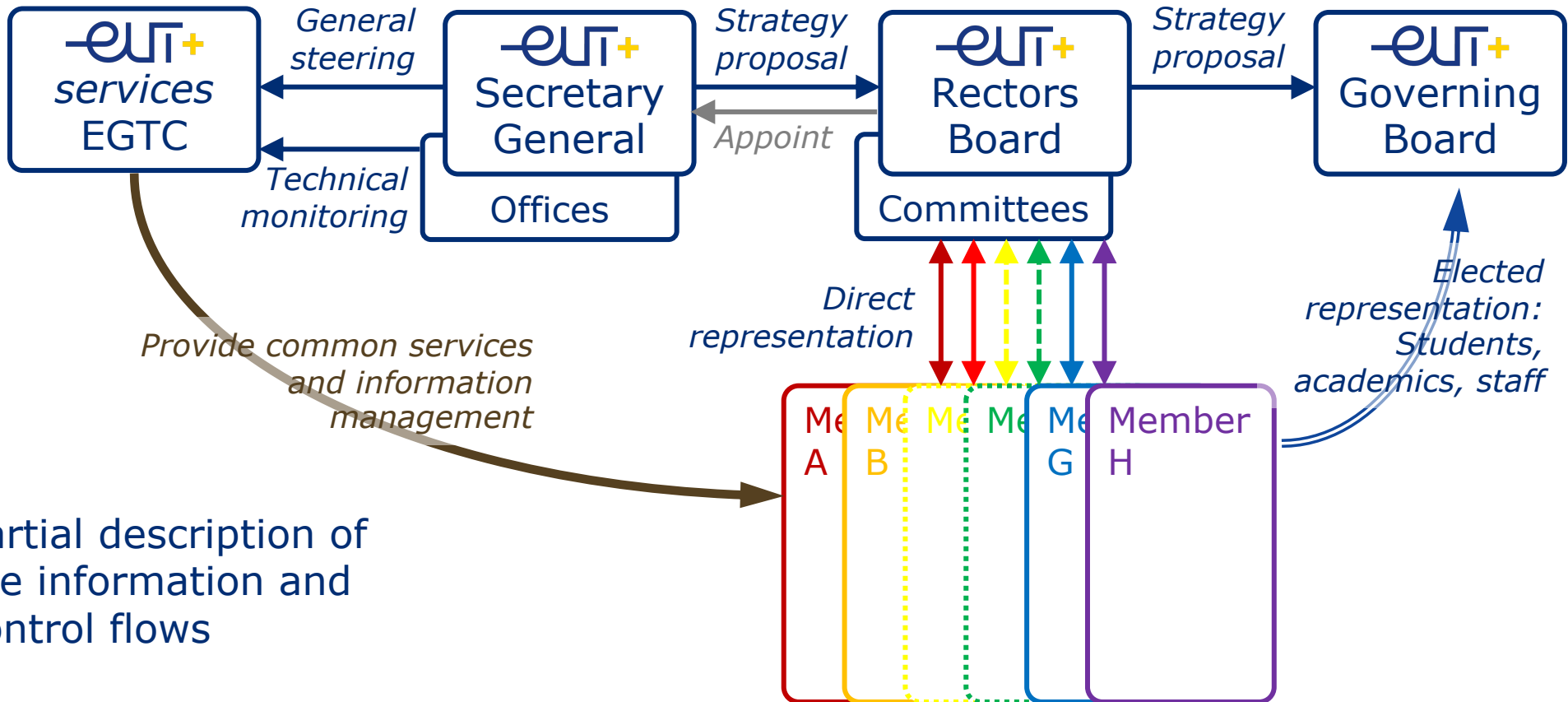


Provision of common services to the partners

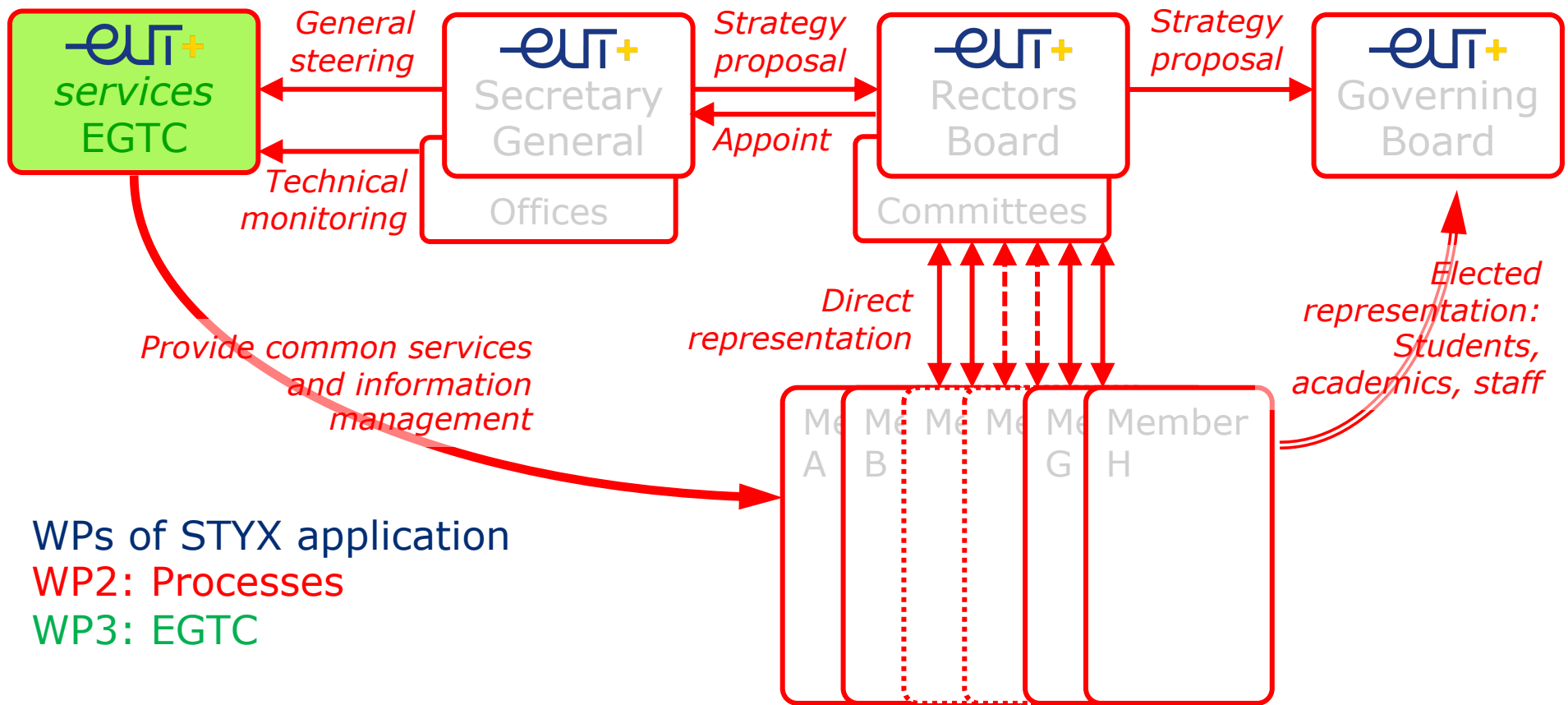
Executive body, strategy proposition

Pre-validation, internal harmonization

Discusses and validates directives



Partial description of the information and control flows



WPs of STYX application
 WP2: Processes
 WP3: EGTC



STYX STATUS AND STRUCTURE EXPERIENCE



Work Package 1 - Project management and dissemination

Work Package 2 - sharing processes: feasibility study and roadmap

Work Package 3 - setting-up an EGTC with a clear service focus

Understanding what happened and why

To be more efficient, to have tools

To go further

To correct what needs to be corrected, to avoid repeating our mistakes

To share

And because we are academics!

→ Sociological analysis of the transformation

Our presentation will deliberately complement that of the other projects

→ We share and endorse most of their feedbacks and results



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A statute for common activities: analysis and feedback

Janina Fengel



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Project Description

*Pilot an institutionalised **EU cooperation instrument** to explore the feasibility of a possible **European legal status** for alliances of higher education institutions*

*Goal is to take transnational cooperation to a **new level of intensity** and scope and to develop a genuinely European dimension in the higher education sector based on shared values*

- +** Answering on two inseparably connected levels
 - Definition of common governance bodies and processes with an increasing integrative trajectory
 - Establishment of an EGTC providing common services to the alliance members as, initially, digital backbone to provide information and data services with potential for further support

Work package 3 Setting up a common services EGTC

- + Focus on services for the alliance
- + Addressing the global question of the
 - Legal instrument
 - Service provision
 - Establishment and implementation
- + Experiment with a legal structure
- + Advance the EUt+ trajectory towards merging
- + Pool part of the services that are to be shared at the level of EUt+

STYX WPS3

Legal Status

Work package activities

- + Analysis of EGTC status in the EUt+ alliance member countries and level of involvement and contribution of the relevant authorities involved
- + Installation guide for EGTC
- + Roadmap for common services provision

Background

- + EUt+ as an alliance is based on a network of previous individual connections
- + The legal entity will not replace the current universities (yet)
- + Adding value to our metacampus for certain cases, functions, services, support ...
- + Pre-assessment of instrument suitability
- + Preparation of the future of the alliance
- + Flanking activities
- + Stepwise approach for experimentation
- + Support for a path of potential “**free movement of education**”

Method

- + Setting for an EGTC in European law
- + Case Analysis of utilising an EGTC for cooperation in higher education
- + Analysis matrix for EUt+ EGTC creation
 - Legal documentation analysis: required decisions and procedures for set-up
 - Legal implementation analysis: rules, procedures, applicable laws
 - Economic and managerial analysis: general operational aspects (inclusion of the EGTC in EUt+ governance structure, tasks of the EGTC, organs, choice of legislation, liability, financing, taxation, personnel, public procurement law, amendments to the convention, accession and withdrawal of member and ending the EGTC
 - Partner experience analysis

Analysis

Result

- + Formulation of technical and legal options for defining a EUt+ common services entity as an EGTC
- + Appropriateness and convenience of the chosen legal instrument EGTC
 - at the moment
 - for the present task at hand
- + Need analysis for continuous task delegation towards a digital backbone
 - sharing information and information services
 - long-term reliable information services provision beyond project time constraints
 - overall continuity independently of individual local solutions by an all-encompassing provision of services
- + Meshing with other regulations and laws on the national levels
- + Creation of a non-profit agency by public authorities
- + Choice of seat

Analysis

Added value of EUt+ EGTC - externally for the alliance as a whole

- + Existence, identity, visibility
- + Representation as one single entity
- + Legitimate representation of all members
- + Credibility and reliability for external stakeholders and partners
- + Deployment with non-profit character
- + Allows to transfer continuous tasks
- + Legally binding decisions and ownership through governance inclusion into alliance
- + Facilitation of transnational activities by joint management
- + Simplification of joint service provision
- + Simplification by coordination of resource sourcing
- + Acquisition of funding

Analysis

Added value of EUt+ EGTC for alliance advancement

- + Avoidance of restrictions arising from legal entity forms based on national laws
- + EUt+ in active working modus needs to act
- + Need for unambiguous information distribution, accumulation and usage
- + Permanence through adequate composition and structuring of integrative processes
- + Accountability through mission and tasks definition
- + Harmonisation with regards to European information management layer
- + Mutualisation of resources
- + Pooling and sharing
- + Exploitation of economies of scale
- + Expenditure coordination
- + Long-term operation ensurance
- + Investment securing
- + Governance participation
- + Link into phase 2 of alliance and accompanying projects

Choice of EGTC

- + Only instrument geared for public bodies
- + Enables public authorities to establish a legal entity
- + A uniform setting of European law with equal participation
- + No prior international agreement between national parliaments needed
- + Agreement of each member state concerned sufficient
- + Lean governance structure possible
- + Accountability and liability can be addressed suitably
- + Design of registered office and corporate branch offices in different countries
- + Consideration of prior experiences on national level

Guiding Principles for EGTC set-up

- + Giving EUt+ a legal European personality
- + Choice of EGTC for public authorities
- + Providing common services for the alliance
- + Anchoring in EUt+ governance
- + Value creation
- + Securing the future

EGTC Business Cases

- + Business requirements analyses enablement
- + Consistent method for the definition of given demands
- + Identification of conditions and requirements for their fulfilment
- + Background for the deriving of the EGTC specifics
- + Ensuring its competencies and capabilities necessary
- + Regarding the provision of the desired services

EGTC Business Cases

+ Education

- EUt+ mobility maps, Erasmus without Paper, EUt+ European Student Card, e-learning tool

+ Research

- Research and Innovation R&I toolkit, publication portal, EUt+ Academic Press, Open Access Portal, common research information system

+ General overarching systems

- website, intranet, document management, language support tools, shared online collaboration

+ Quality and management support

- Project management, accounting of the EGTC, reporting

EGTC Business Cases Analysis

- + Morphological Characteristics Analysis Matrix
 - development in workshop and interviews
 - complemented with RE and TCO concepts
- + Segments
 - demand description, service, provision, system selection, technical realization, inclusion into EUT+ IT landscape, operation enablement, specialist expertise assignment
- + Legal Capacities Determination
 - EGTC operation
 - Task fulfillment

Matrix

+ Types of action

- procurement
- sourcing
- contracting
- direct purchases
- agreement closure
- sourcing personnel

Information System:
Demand description:

Service	Area of support	general	education	research	quality	management
	Origin of demand	de jure	de facto	EU+	consolidating partners	technical
	Service users	public	all EU+	selected	-	-
	Support service need	24 x 7	weekdays x 24	weekdays business hours	regular	none
	Scalability need	unlimited	limited	-	-	-
	Requirement	exchange of data	cumulated information	process flows	communication	-
	Tool type envisioned	web page	portal	metalayer creation	database	other
	Point in time for availability	immediately	one year	two years	project end	-
Provision	Tool lifecycle status	in use	use in preparation	selection phase	in definition phase	not yet started
	IT system given	none	one partner	some partners	all partners	to be obtained
	Extensionability of given	needed	possible	not possible	not needed	-
	Software customization	needed	possible	not possible	not needed	-
System selection	Customization expertise	not needed	at one partner	at some partners	at all partners	non inhouse
	Additions required	user, identity management	single sign on	language localising	mapping schemas	none
	Software choice	standard software	specific to academia	EU+ specific	national specific	-
	Tool on market	not needed	on the market	readily available	customizable	own development
	Ownership	own	open source	commercial sourcing	-	-
	Access	on premises	at one partner	virtualizable	ASP	SaaS
	Data transferring	on premises	in an EU+ MS	in European Union	outside EU	-
	Interfaces	given	web services	none	-	-
Installation	Accessibility	given	partially given	extendable	not given	-
	Legal tool compliance	through vendor	by developer	by EU+	-	-
	Further development	possible	envisioned	sunsetting	-	-
	Installation	installed	new	aligned	additional project	-
	Infrastructure extension	not needed	modernising	investments	-	-
	User access	through web browser	mobile app	client installation	-	-
	Operation	stand-alone	multiple installations	jointly used tool	virtualized	-
Inclusion	Hardware provision	on partner premises	EGTC premises	ASP/SaaS	cloud	to be sourced
	Data storage	inhouse centralised	inhouse decentralised	EGTC premises	cloud	to be sourced
	Backup	inhouse centralised	inhouse decentralised	EGTC premises	cloud	to be sourced
	Archiving	inhouse centralised	inhouse decentralised	EGTC premises	cloud	to be sourced
Operation	Legacy systems	none	at one partner	at some partners	at all partners	no concerned
	Systems connection	needed	possible	not required	-	-
	Interfacing	exchange standard given	mapping schema given	schema to be developed	export service needed	-
	Data source	harvesting	delivering	generated	non-automatedly	manual entering
Expertise	Tool Sourcing	purchase	license	development	open source	-
	Licensing	none	universal license	subscription	unit pricing	dynamic pricing
	Number of user licences	all students	all staff	selected students	selected staff	-
	Payment	one time installment	regular fee	usage dependant	user dependant	none
	Support provision	by software vendor	by EGTC	by EU+ member	to be sourced	-
	Training	by vendor	inhouse	by materials	by handbook	none
Expertise	Training needs	IT administrators	key users	specialist training	end users	none
	Extensionability of given	not needed	at one partner	at some partners	at all partners	external sourcing
	Domain expertise	not needed	at one partner	at some partners	at all partners	external sourcing
	Technical project manager	not needed	at one partner	at some partners	at all partners	external sourcing
	Development expertise	not needed	at one partner	at some partners	at all partners	external sourcing
	Technical expertise	not needed	at one partner	at some partners	at all partners	external sourcing
	Maintenance	not needed	at one partner	at some partners	at all partners	external sourcing
User support	not needed	at one partner	at some partners	at all partners	external sourcing	
Staff provision	assignment	secondment	delegation	hiring	at EGTC	

Roadmap design

+ Focus areas

- EGTC Formation
- Service provision
- EUt+

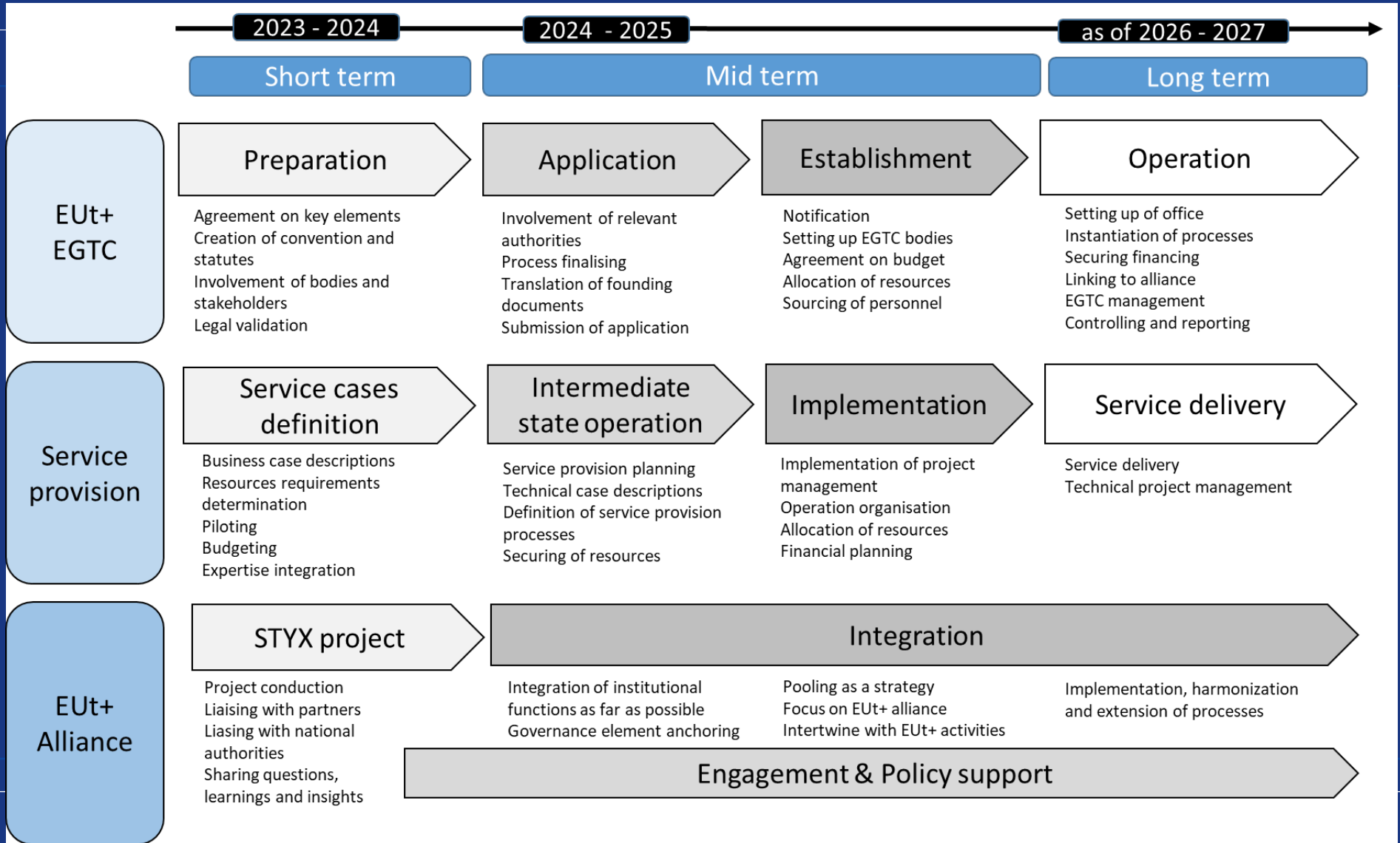
+ Phases short-term, mid-term, long-term

+ Activity groups according to EGTC establishment

- Preparation
- Application
- Establishment

- Operation

STYX Roadmap



Conclusions

- + EGTC for public authorities as a path for defined tasks
- + Strategic approach to integrate EUt+ and support the integrative trajectory
- + Equal levelling of all alliance members
- + Initial start based on given laws with service provision to gain experience
- + Need for accommodating European Universities identified
- + **Obstacles identified to proceed as a HEI**
- + Wish for flexible expansion of given regulation

The tasks given to an EGTC "shall not concern the exercise of powers conferred by public law".

Recommendations for adaptation of the existing EGTC Regulation

- +** Addition of **EGUC (European Grouping for University Cooperation)** as a special type of EGTC
- +** Recognition as public HEI enables
 - existence and accreditation according to defined quality criteria
 - execution of powers for awarding academic degrees (national and European)
 - enrollment of students
 - access to Erasmus Charter
 - eligibility for university funding programmes
- +** General suggestions for ease of operation as public non-profit entity could ease
 - founding, membership, liability, taxation, audits, staff, data, seat, sites, ...



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Common processes: translating macro into micro

Rafa Toledo



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STYX: EUt+ PROCESSES AND HARMONIZATION STRATEGY

How they can help to make the alliance move forward

EUt+ Governance

Rectors Board, Thematic Committees, Secretariat General, and other bodies and teams.

Define policies, make decisions, facilitate agreements, ...

EUt+ Legal Instrument

Joint activities and services that add value.

Will execute decisions within the scope of the entity.



EUt+ Members

Transformation of strategies, processes, programs, etc.

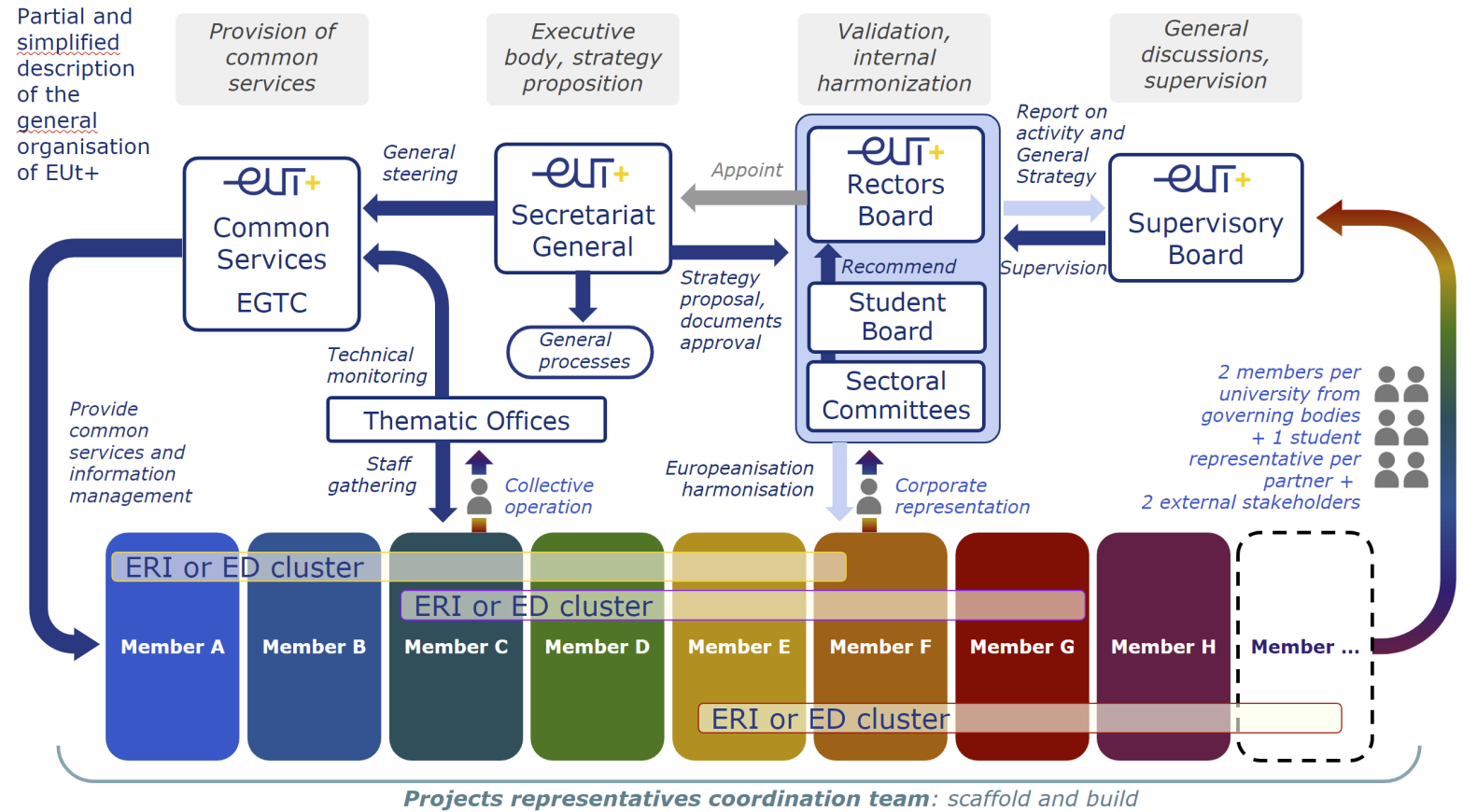
Carry most of the weight to execute the decisions, create new processes, transform the current ones, etc.

STYX: EUt+ GOVERNANCE

Summary of the EUt+ governance and its founding principles

The design is built upon the following principles to achieve excellence

- + Efficiency
- + Accountability
- + Transparency
- + Engagement of stakeholders



STYX: EUt+ GOVERNANCE

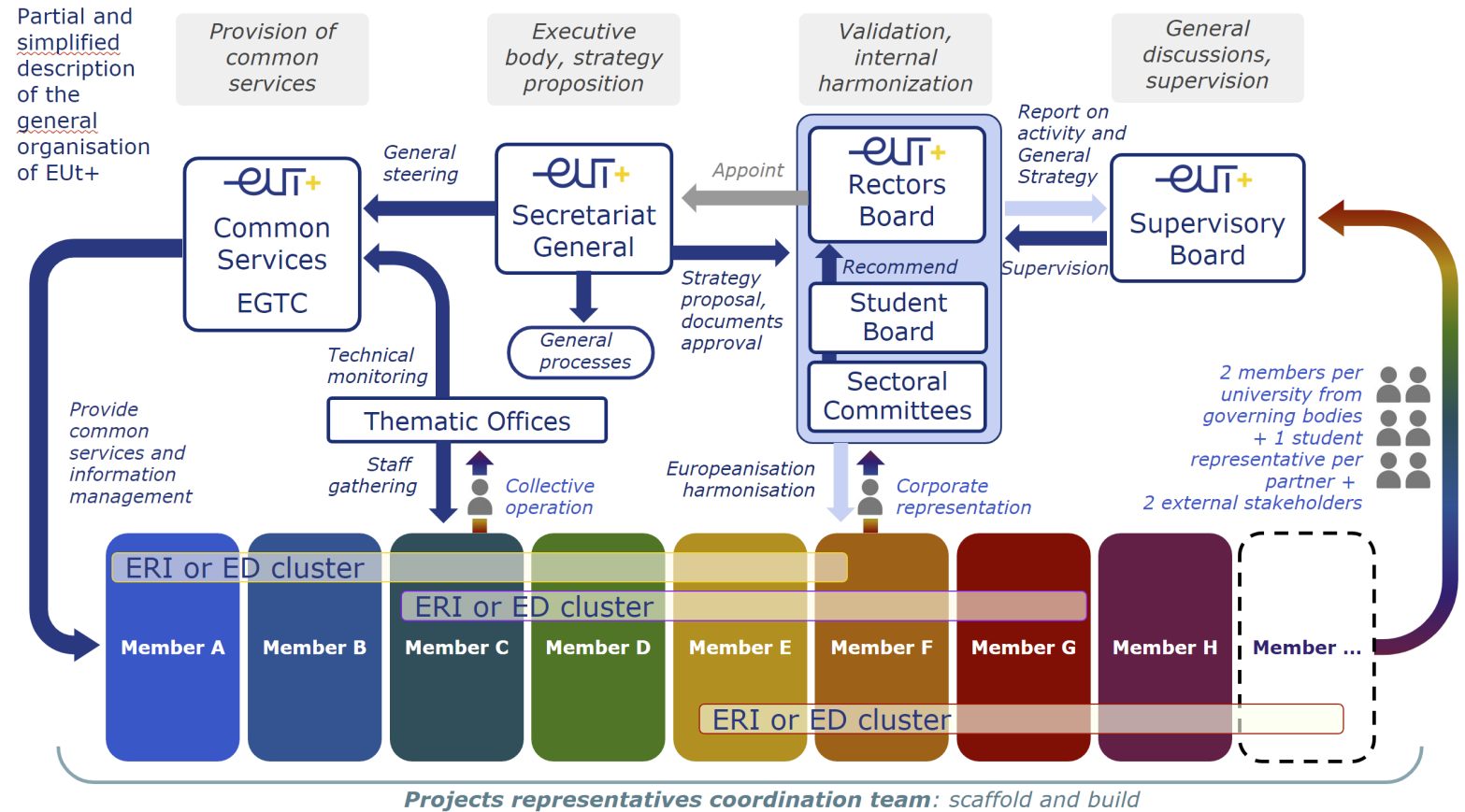
Summary of the EUt+ governance and its founding principles

The design is built upon the following principles to achieve excellence

- + Efficiency
- + Accountability
- + Transparency
- + Engagement of stakeholders

This approach must be complemented to foster

- + Mutual trust
- + An appreciative approach
- + Continuous improvement



STYX: EUt+ STANDARDS AND GUIDELINES FOR HARMONIZATION

The methodology

We defined 10 standards that represent what is an EUt+ campus and explained them using guidelines to support the evaluation of the adoption by the members.

The methodology

- + We assign steering, drafting, and revision teams, and use training, workshops, and focus groups, in a **cocreation process**. All the members had multiple opportunities to draft, review, raise discrepancies, suggest comments, and update the text.
- + Following a template, the members (its representative plus the revision team) prepared **self-assessment reports** to understand the level of **adoption** of these standards (fully, partially, not adopted). The revision teams should include one student representative.
- + The reports intend to show the **barriers** to an effective implementation of the EUt+ decisions: the distance between the EUt+ activity and the actual life at the campus.
- + Focus groups with internal and external stakeholders helped us analyze and act to tackle the issues found. The analysis will be included in the final deliverable of the WP.

STYX: EUt+ STANDARDS AND GUIDELINES FOR HARMONIZATION

Observing the connection between EUt+ work and decisions and the implementation

To succeed, we need to understand the difficulties for the effective implementation of the members of the EUt+ decisions and agreements. The EUt+ Standards and Guidelines for Harmonization are intended to enable mutual understanding and build trust.

- + Enables a **space** to share our difficulties and our good practices with other members.
- + It can help to find other ways to analyze and implement EUt+ **practices**.
- + The reports can serve as a simplified summary of the alliance's **progress**.
- + It fosters **continuous improvement** of the standards and guidelines, so the exercise becomes more and more useful. A better self-understanding of the penetration of EUt+ in our institutions.
- + The contributions and discussions with other participants from our universities (other colleagues and students) can help us realize the **perception** of other internal stakeholders and their level of **awareness**.
- + The guidelines can be used as a **reflection** on the way our internal processes and systems are built.
- + A self-analysis exercise that can help realize the work done and its **impact** on our community.

STYX: EUt+ STANDARDS AND GUIDELINES FOR HARMONIZATION

Summary of the 10 standards

ID	Standard	Brief description
1	Resources and Participation in EUt+	A transversal standard that enables all the rest. A EUt+ campus must dedicate resources to the EUt+ goals.
2	An Education Oriented to the EUt+ Students	It deals with the key process of the interaction between the students and the academic information provided to them.
3	Equity, Diversity and Inclusion	Standards 3, 4 and 5 are dedicated to the core values and principles of the EUt+ mission and vision, the EU values, the SDG, and the parity of esteem for all the European languages and cultures.
4	Multilingualism and Intercultural Learning	
5	A sustainable, ethical and environmentally responsible EUt+ campus	
6	EUt+ Embedded in the Study Offer	It is related to the strategic process of defining the study offer of the institution.
7	EUt+ in Research, Development, Innovation, and Entrepreneurship	It deals with the strategic research and technology-transfer mission.
8	EUt+ Brand and Outreach	It is dedicated to the necessary connection between what we claim, what we do, what we communicate, and how we introduce ourselves to the world.
9	EUt+ as Long-Term Strategy	It covers the long-term vision of the initiative.
10	EUt+ Standards Self-evaluation and Reviews	Its purpose is to foster continuous improvement, connecting Quality Assurance with the EUt+ standards.

STANDARD 1 RESOURCES AND PARTICIPATION IN EUt+

Description

Standard An EUt+ campus allocates the necessary resources to realize the objectives of the alliance, participating actively in the EUt+ governance, bodies, offices, and teams, with representatives and delegates appointed and contributing to the tasks within the expected share of time. Delegates and representatives are appointed according to the regulations agreed at EUt+, if any.

Guidelines

- 1) Have in place the necessary procedures and means to appoint the staff to EUt+ bodies.
- 2) EUt+ is considered an integral part of the staff work (academic and non-academic) and is recognized in the university staff careers.
- 3) When needed, create the necessary roles, and provide them with the means to complete their role and remits.
- 4) Facilitate the active participation of the students in the design, development, and life of the alliance.
- 5) Actively seek and promote the participation of external stakeholders in the alliance.

STYX: EUt+ STANDARDS AND GUIDELINES FOR HARMONIZATION

Some of the descriptions

Standard 2 An Education Oriented to the EUt+ Students

An EUt+ campus/dept./school must facilitate the students with access to all the opportunities, offers, and relevant information of the EUt+ offer throughout all the phases of the student's academic process, including pre-admission, admission, skills, and competencies acquisition, and certifications.

Standard 4 Multilingualism and Intercultural Learning

A EUt+ campus gives parity of esteem to all European languages and cultures, providing education opportunities to learn and study both in the HEI official languages and in other European languages, and a working environment that fosters the learning and practice of other European languages.

Standard 9 EUt+ as Long-Term Strategy

EUt+ is an integral part of the strategy of the institution. This is stated in the HEI strategic plan, and it is reflected in the university policies. This strategy responds to global societal challenges.

STYX: EUT+ STANDARDS AND GUIDELINES FOR HARMONIZATION

Template for the self-assessment report (aka self-evaluation report or SER)

STYX STATUS AND STRUCTURE EXPERIENCE

ANNEX I Template for the self-assessment report

HEI self-assessment report (HEI-SER)

EUT+ Standards and Guidelines for Harmonization

Name of HEI	Name	Role
Member of the Steering Group		
Members of the Revision Team		
Contributors		
Date		

Summary

Describe the general status of the adoption of the standards at the HEI (between 300 and 500 words).

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STYX STATUS AND STRUCTURE EXPERIENCE

Assessments

Standard i Title of the standard

Description of the adoption

Describe the way the standard is adopted at the HEI (between 300 and 500 words). Mention the necessary agreements at the different HEI boards when necessary. Explain whether the adoption covers the whole HEI or only certain faculties, study clusters, etc.

Level of adoption

Choose among "fully adopted", "partially adopted", and "not adopted". Justify why you have provided such a self-assessment (100 words).

Level of adoption	
If the level of adoption was not "fully adopted", please explain	
Who is impacted?	
What is preventing the adoption?	
Where is the issue?	
Why is this an issue to adopt the standard?	
How often does this happen? (e.g. constantly, under some circumstances, rarely).	
Is there any action planned that could help progress in the adoption of the standard?	

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STYX STATUS AND STRUCTURE EXPERIENCE

If yes, what is the planned schedule of the action and its result?

Remarks on the process

Make any general remark that you feel you must share for a better understanding of the SER. You might want to consider answering some of these questions:

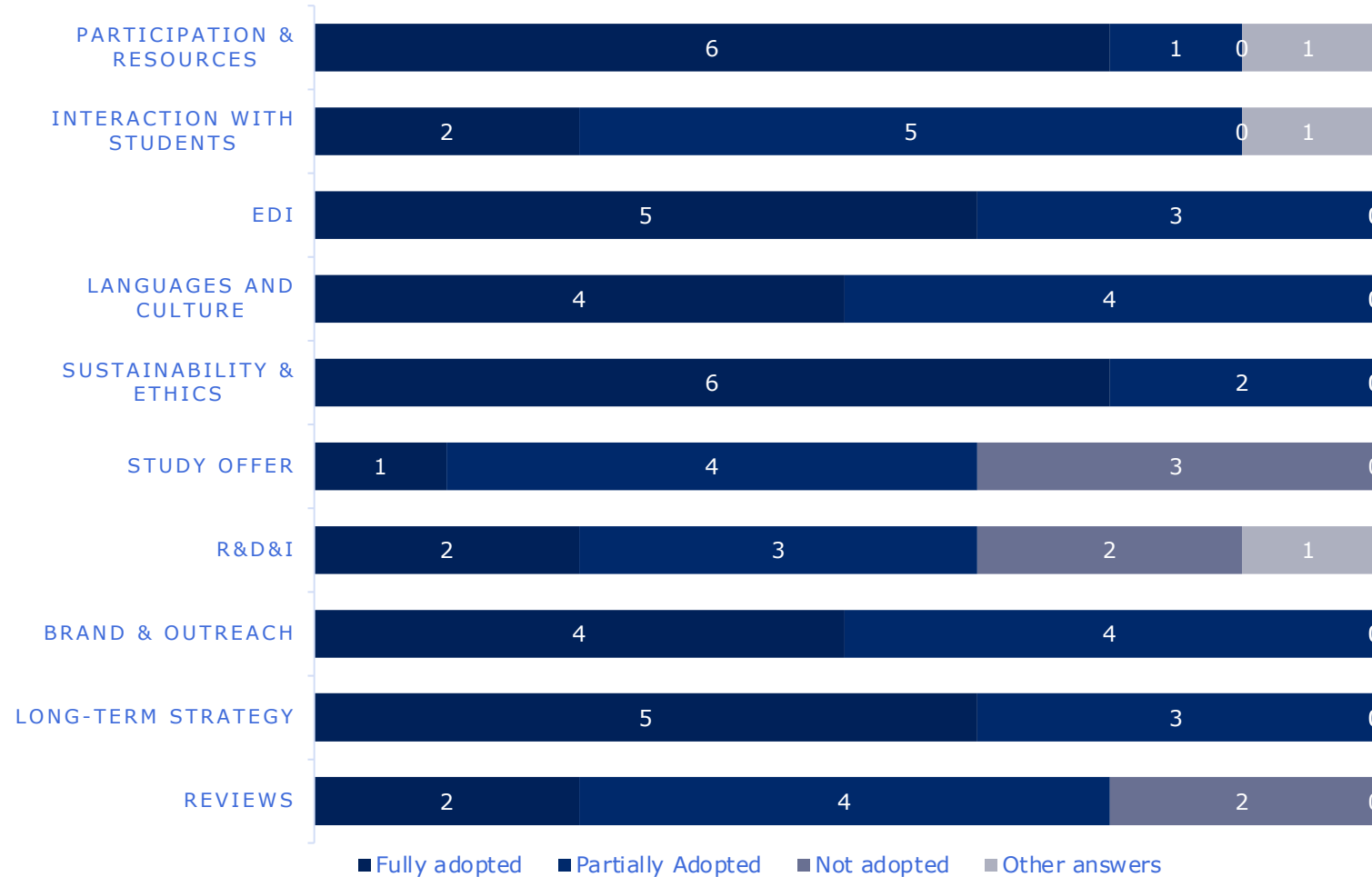
- Did the standards help you better understand the situation at your HEI regarding the adoption of the EUT+ initiative in the university?
- Did you find the description of the standards and guidelines too vague or too specific?
- Did you find it difficult to define the level of adoption with the information that you have available at the university?
- Was the fact that the standards are written in English an issue for the revision team and other potential contributors?
- Do you have any suggestions for improving this report?
- Do you have any suggestions for improving the standards and guidelines?

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STYX: EUT+ STANDARDS AND GUIDELINES FOR HARMONIZATION

Supporting critical self-evaluation, identify issues and exchanges practices



STYX: EUT+ STANDARDS AND GUIDELINES FOR HARMONIZATION

Supporting critical self-evaluation, identify issues and exchanges practices

Some feedback from the self-assessment reports and the focus groups

- + The SER has proven to be very useful for a **critical evaluation** of the overall situation at X, which standards are fully adopted already and which are still in process and require the most work in the near future.
- + As a result of the SER, we have managed to identify our **strengths and weaknesses** and how both can be used to facilitate the embeddedness of all 10 standards within the procedures and policies of the university.
- + The guidelines were very helpful for an **in-depth analysis** and understanding the specific Standard better.
- + Even in the cases in which some steps have been made, some of the descriptions foster **a culture of quality** around the domain of the standard.

STYX: EUT+ STANDARDS AND GUIDELINES FOR HARMONIZATION

Supporting critical self-evaluation, identify issues and exchanges practices

Some feedback from the self-assessment reports and the focus groups

- + The 10 Standards **comprehensively capture** the overarching requirement for governance. It is notable that, “While the members shall endeavor to implement the standards and guidelines, its adoption at each campus must be understood as an **appreciative transformation process** within the boundaries of what is formally, financially and sociologically acceptable.”
- + It is easy for an alliance to **recognize** itself in the issues presented in the standards and the reports.
- + The standards can provide a **systematic way** to harmonize the alliance and the members.
- + The reports help us understand better the **nature of the limitations** and whether they are caused by lack of resources, external regulations, inertia, mindset, fears, etc.



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A preliminary sociological analysis of processes appropriation

Karine Lan



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These slides do not summarise STYX's work, but rather focus on reflections and insights that we consider as relevant food for thought from a heuristic perspective.

Comprehensive approach of appropriation

- In line with ambition and objectives of EUt+
 - Common home (v/s 'house')
- EUt+ work and decisions → implementation
- Analysis of practices
- Standards and Guidelines for Harmonization (SGH)
- Commons
 - Processes
 - Tools
 - Legal status

Adoption of common processes

- Bridge the gap between
 - Macro – micro
 - Strategy – implementation
- Co-construction approach
 - Collaborative
 - Comprehensive
 - Iterative
- 'Doing together' on the path of transformation

Process of transformation through processes

- Member university → Campuses of EUt+
- Individual practices → Common harmonized practices
- Emerging issues:
 - Adoption
 - Appropriation
- Comprehensive analysis
 - Good practices, sense of belonging
 - Hurdles and difficulties

From insights to needs identification

- Insights
 - Engagement
 - Sense of belonging
- In situ analysis of needs
- Adequate design
 - Participation
 - Continuous improvement
 - Macro ↔ Micro

Same approach: Processes and legal status

- Playground
- Living system for in situ experimentation
- Understand → Inform → Adapt to EUt+ specific needs



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STYX FINAL EVENT – Part 2

***Eut+ approach: singularity, idiosyncrasy or typicality?
Confronting experiences and perspectives***

Part 2 agenda – 3 successive sessions (20min each)

11:35-12:50 EUt+ approach: singularity, idiosyncrasy or typicality?
Confronting experiences and perspectives

- 1. Harmonising processes:** Which way to success? The efficiency of sharing practices to trigger transformation.
(Rafa Toledo)
- 2. Creation of a legal status:** How to include a legal entity into these processes for acceptance?
(Janina Fengel)
- 3. Empowering participants:** How to enable action through capacity-building; how co-construction can be an appropriation method?
(Karine Lan)

Organisation and objectives

1. Dissemination

- Recommendations towards adequate implementation

2. Feedback collection

- Identify axes of
 - i) Further development
 - ii) Collective implementation

Workshop Topic 1 – Rafa Toledo

Harmonising processes:

Which way to success?

The efficiency of sharing practices to trigger transformation.

Harmonising processes

- **The transformation demanded by the European University Alliances puts a lot of stress on the institutions**
- **On the university mission**, often rooted in a national scope, it should be updated to include a global perspective and a stronger European Identity.
- **On their processes**, normally not European by design, including specificities inherited by national regulations, preferences, culture, traumatic experiences, etc.
- **On their staff**, who is used to working in a certain way, has limited availability or resources, with dynamics like *doing the right thing* (vs *doing the things right*).
- **On the students**, who must take a more active role in their learning experience and deal with uncertainty.
- **Lack of implementation of the decisions creates a negative atmosphere**

Methodology

- **Some inspiring examples:** The Bologna process, the Standards and Guidelines for Quality Assurance in the EHEA (ESG), the ENAEE EUR-ACE label...
- **Within the 1-year pilot**
 - **Phase 1)** Defining standards and guidelines that describe what is an EUt+ campus. Dedicated teams for drafting, reviewing, and approving, with multiple opportunities to raise discrepancies, suggest updates, etc.
 - **Phase 2)** Local revision teams elaborate self-assessment reports, declaring and justifying the level of adoption of its university for each standard.
 - **Phase 3)** Group sessions. Identify the obstacles, share practices and validate the goodness of the approach
- **Benchmark** this approach to other initiatives
- To what extent this can be useful to **other alliances?**

Main insights

- We have created a group of university representatives who feel comfortable **sharing** their difficulties, good and bad practices.
- The EUt+ members show a clear **willingness** to comply with the standards. Some reports include remarks such as: “fully adopted with some implementation delays”. Few comments challenged the decision or the standard definition.
- Helping to identify the **root cause** of the problem.
- Participants appreciate the **systematic** way. The self-assessments also serves internal monitoring.
- Several group sessions for sharing / focus groups have already facilitated some report updates, progressing towards a more uniform **self-criticism**.

Recommendations to take away

- Create a space of conversation that **legitimizes failure**.
- Although self-assessment reports differ, this freedom allows the institutions to provide descriptions to the level they feel **comfortable** with. The deeper the report, the greater the trust it builds.
- Foster an appreciative approach and **openness** in group sessions and by multiple iterations.
- Be **strict** on keeping the ambition of the decision or the description of the action, but **kind** with the members that face challenges in its implementation.
- Recognise the nature of the **barriers**: we talk a lot about blocking regulations, but from the reports it emerges that most obstacles come from cultural components, reluctance to change, lack of capacity or resources, etc.

Workshop Topic 2 – Janina Fengel

Creation of a legal status:

How to include a legal entity into processes for acceptance?

Creation of a legal status

Decisive forming factors

- General
 - Boldness of the institutions
 - Ambition of the alliance
 - Sociological acceptance
- EUt+
 - Merging as a long-term goal
 - Provision of common services and information management
 - to the alliance members
 - as a “layer” to its bodies and governance

Creation of a legal status

Main insights from experiences, thoughts, recommendations

- Inclusion in awareness and need
- Interfacing local independence for connecting into the alliance
- Reservations as indications
- Collective and primary identity with common brand
- Strategy signified by legal entity
- Top level support
- Governance and management of joint activities
- Inclusion into process design
- Appropriation of new or changed procedures / services / provisions
- Acceptance and trust
- Adoption and readiness of transformational steps

Creation of a legal status

EUt+ approach: singularity, idiosyncrasy or typicality? Confronting experiences and perspectives

Good practices and recommendations towards implementation

- Your experiences
- Your thoughts
- Your recommendations

Creation of a legal status

Compilation of feedback

- Alliances have different approaches towards creating a legal status
- Starting the process is not yet generally given or begun
- Possibility of creating a legal status differs depending on character of universities in alliances due to having public and private members and / or associated partners from outside the EU
- Some alliancea are presently starting to collect information and knowledge for addressing closer integration as a topic for the coming time
- Further sharing of experiences and good practices between alliances deemed useful

Creation of a legal status

Compilation of feedback

- Observation that reservations with staff differ depending on character of university being private and public
- Question if the intention of merging is perceived in the universities as a chance or a threat in parts or if this differs according to the individual involvement
- Note and advice that the foreseeing of limited liability can support implementation and acceptance of a legal status as this protects the institutions
- Note and advice that regulationa for staff hiring and delegation transnationally require careful preparation in accordance with national relevant law
- Discussion on role of top down management and scope of involvement

Workshop Topic 3 – Karine Lan

Empowering participants:

How to enable action through capacity-building?

How co-construction can be an appropriation method?

Empowering participants

- **Give the capacity to act**
- Participatory approach in EUt+
- Double objective
 - Engagement, Appropriation
 - Efficiency
- Positive approach on 'abilities'

Capacity building

- Training sessions
 - Learning outcomes
 - Deliverables and KPIs
- Concrete useful information: 5Ws
- Democratisation of knowledge
 - Shared collectively

Spirit of co-construction approach

- Interviews
 - Participants feel their 'voice' is heard
 - Focus Groups
 - Co-design – collective intelligence
 - Self-assessment
 - Reflexive, momentum for action
- Mutual respect
- Trust

Main insights

- Multiple benefits:
 - Pragmatic – necessary resources → efficient action
 - Sociological – trust → sense of responsibility
 - Political – appropriation and engagement
- Common way / tool / method → creating commons together
- Coherent with co-construction approach

Recommendations to take away

- Balance – bottom-up / top-down
 - Collective intelligence
- Share knowledge widely and clearly
- Mutual respect around sharing
- True consideration
 - Active listening
 - Collaboration
 - Friendly and fun



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STYX FINAL EVENT

Conclusion



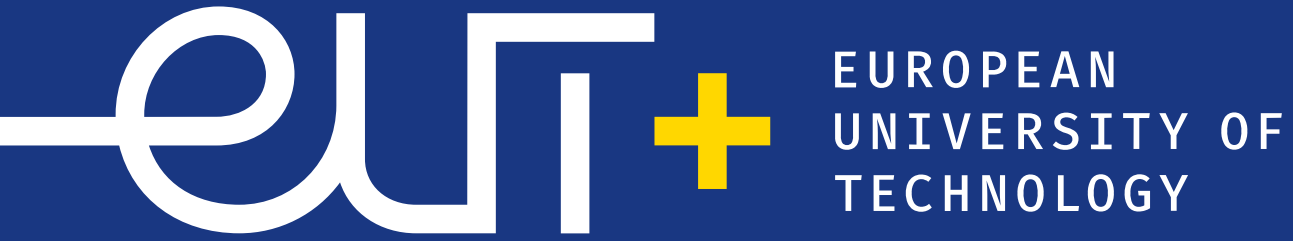
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***This is only
the end of the beginning of the adventure!***



We chose not to go in boring or too technical list of details, but more to share the general principles and insight of our experience.

***Details, recommendation, supporting material...
is available in our public deliverables.***

Those of you who tick the box will receive information when ready.

1. Recent analysis of EUt+ experience compared with other alliances

*Start: Whatever the members of the alliance are
Arrival: Whatever their mission statement is
That is, **regardless** of the political **path**:*

The **organisational and governance structures** that are put in place, the positions that emerge, the internal difficulties encountered are very **similar**.
Only the speed seems slightly different.

1. Recent analysis of EUt+ experience compared with other alliances

What can we deduce from this?

That a single legal structure could suit all alliances?

That we're all on a path whose next steps are hard to predict?

→ This seems similar to a process of **evolutionary convergence**.

2. Are Alliances a project ?

There is no pre-established path, no previous experience: we create new objects.

This is not a project : Here we are not dealing with risk, we are dealing with **uncertainty**.

→ **Effectuation, serendipity**

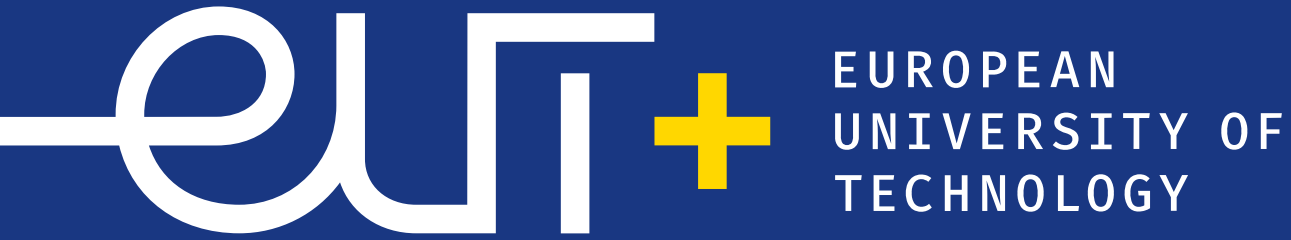
Opening?

Evolutionary convergence + serendipity...

So, what do we need ?

+ The main benefits will probably not be those we initially planned.

→ But they should happen organically if we have a playground for these Alliances and in particular their status(es). A playground to allow further development.



*Of course, **we keep in touch!**
Our door is always open and we are happy to share.*



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