

Deliverable 3.2

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Report on the inter-office seminars

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Abstract	The document describes the schedule of the seminars, the topic discussed, and the good practices exchanges.
Keywords	Cooperation, practices, mutual learning, quality

TABLE OF CONTENTS

1. Purpose of this document	3
2. International affairs	3
Introduction	3
Methodology	3
Participants	4
Workshop 1 – Internationalisation strategy implementation	4
Workshop 2 – Facilitating double/joint/collaborative programmes	4
Conclusions and next steps	4
3. Student affairs	5
Introduction	5
Methodology	5
Regular Participants	6
Workshop 1 – Sharing model of employability	6
Workshop 2 – Internship abroad and regulations	6
Conclusions and next steps	7
4. Top administrative management	8
Introduction	8
Methodology	8
Participants	8
Workshop 1- HRS4R & HR practices	8
Workshop 2 - The role of finance in our universities' strategies	9
Workshop 3 - Integration of EDUC in the strategy and organisation of institutions	9
Conclusions and next steps	10
General conclusion	10
Appendix	12
1. Agenda International Affairs Office	12
2. Agenda Student Affairs	13
2. Agenda Top Management	14

1. Purpose of this document

The aim of this Deliverable is to report on the inter-office seminars organised by the EDUC Alliance in order to bring administrative offices closer to each other, to consolidate mutual trust and to facilitate administrative cooperation within EDUC by establishing common grounds for procedures. Such a cooperation helps to identify compatible or common tools that can be developed. The cooperation of administrative offices within EDUC is one of the key activities in WP3 entitled “strengthening the integration of administrative offices and infrastructures within EDUC”.

Our inter-office cooperation focused on three selected units: **International affairs, student affairs** and the **top administrative management**.

After several online seminars (due to the pandemic situation), three on-site seminars took place in 2022:

- **International affairs in May 10th & 11th in Pécs**
- **Student affairs in March 21st & 22nd in Rennes**
- **Top administrative management in September 12th and 13th in Paris Nanterre**

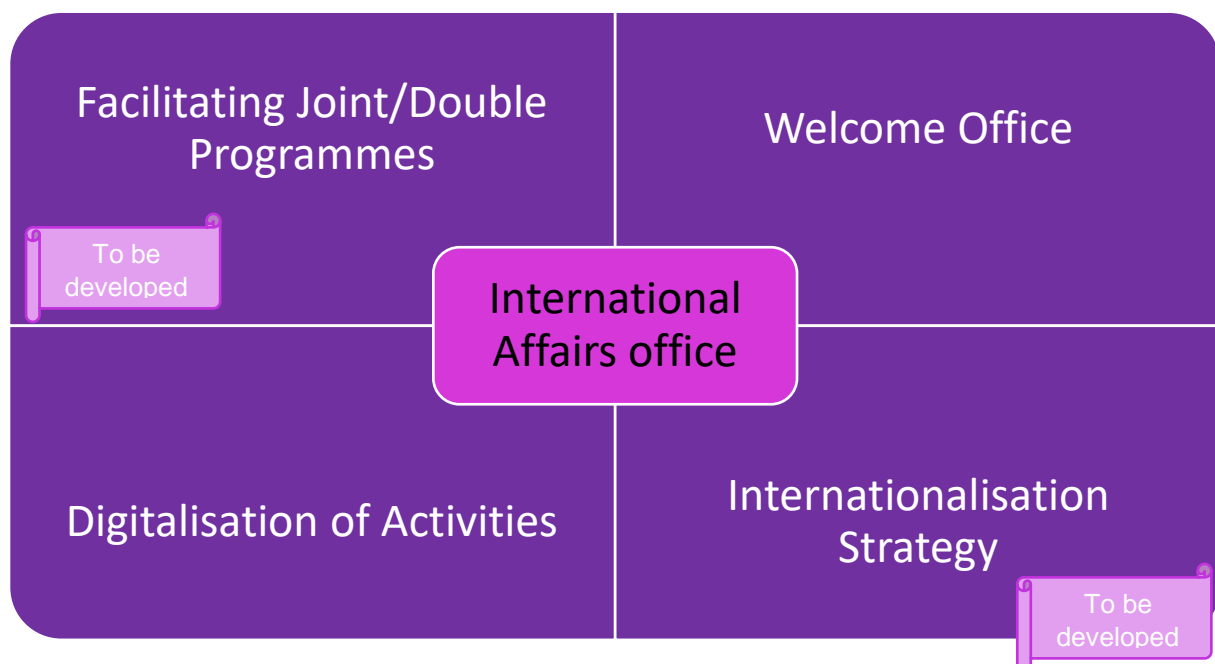
2. International affairs

Introduction

As a first step, identifying offices and people involved helps to strengthen the cooperation. Sharing and analysing good practices within EDUC universities were the main targets of this seminar.

Methodology

Before this seminar, we organised four different online workshops according to the topics / activities of mutual interest agreed between EDUC partners:



During these workshops, each university was invited to briefly introduce the working methods and tools used in their office. Participants could exchange on the topics related to their workshops. Some topics

were further developed at the on-site seminar that took place **on May 10th & 11th, 2022**, particularly **the Joint/Double Programmes and the internationalization strategy**. As the University of Pécs is the Work Package leader of the internationalisation strategy (“Pooling knowledge to outreach regional ecosystems and international stakeholders”), the seminar was co-organised by the University Paris Nanterre and the University of Pécs.

Participants

Elise Gautier (UPN), Julien Delord (UPN), Sonia Lehman-Frisch (UPN), Prof. Dr. Jozef Betlehem (PTE), Prof. Dr. István Tarrósy (PTE), Péter Arvai (PTE), Zsófia Almdi (PTE), Fabio Sorrentino (UNICA), Daniela Poddesu (UNICA), Kristýna Hutová (MU), Dr. Andrea Radcke (UP), Dr. Regina Neum-Flux (UP) ; Maëlle Flot (UR1), Yolaine Bompays (UR1) , Delphine Blot (UR1), Heidi Tovsrud Knutsen (USN), Siri Bjørnstad (USN), Ingebörg Tegdal Halvorsen (USN)

Workshop 1 – Internationalisation strategy implementation

Objectives: review and compare the relationships between EDUC and the International Office (IO) and consider some common tools for internationalisation.

Synthesis:

1. Sharing good working practices concerning the EDUC staff members and missions with the IO.
2. Presentation of a common tool to strengthen the intra-alliance cooperation (EDUC-SHARE search engine for academics).
3. Presentation of the tool for criteria agreements and indicators (from the point of view of indicators and quality approach).
4. Using European funds and setting up European projects (not only ERASMUS+ and Horizon Europe but also European Social Fund, European Regional Development Fund, Interreg, ...).

Workshop 2 – Facilitating double/joint/collaborative programmes

Objective: Have an overview of the implementation of double/ joint/double programmes within EDUC

Synthesis:

1. Participants shared procedures of developing double/joint/collaborative programmes for a better understanding. Each university highlighted examples of such programmes (e.g. German and French Law, University of Potsdam and Paris Nanterre, Bachelor of Law and Master from October 2022). Partners should not focus exclusively on double degrees.
2. Considering the extra-European partnerships & finding new partners.
3. Developing a guide on how to develop joint/double programs within EDUC.
4. Considering the mobility grants for European and extra-European students (scholarships, e.g. CEE-Central Eastern Europe scholarships).

Conclusions and next steps

Conclusion:

After several online workshops, this on-site seminar improved contact and cooperation between staff members of different International Offices. What came out the most during this seminar was the desire to share good practices between our International Offices. Such exchanges and guides help to understand the procedures and the role of each department. Harmonisation of procedures is difficult but taking into account the differences and requirements of each university is useful to keep working together.

Next steps:

Regular meetings of the various workshops will be organised throughout EDUC 2. Common tools (e.g. the guide of collaborative/joint/double programmes) and working documents should be implemented.

Job shadowing was promoted. For instance, at Paris Nanterre, some colleagues working at the Welcome Desk or the Finance Unit will meet their colleagues in Potsdam to review and compare their practices. Although the job positions do not always match, we encourage counterparts to meet each other.

3. Student affairs

Introduction

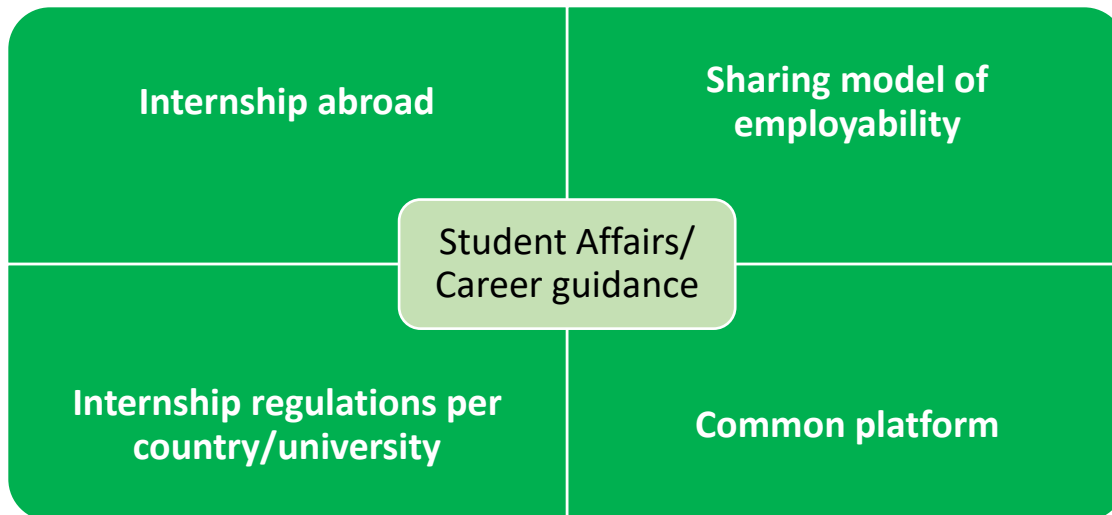
Within the WP3, EDUC universities have started to share, analyse practices, and learn from experience concerning student affairs. The focus was made on guidance and professional integration issues. After several online meetings, participants had the opportunity to meet face-to-face at the seminar that took place in Rennes (21-22 March 2022).

The first day, face-to-face meetings and presentations helped to improve a better understanding of the partner universities (specificities of each university and country).

The second day, participants shared various expectations. We took into account the needs and expectations. The seminar resulted in the creation of a working group with a defined framework. It was decided to organise one workshop per topic.

Methodology

Following the student affairs seminar, different workshops were organized in 2022. An online meeting took place on 26th April 2022 and focused on the feedback of the seminar. **Some topics were highlighted at the seminar** (brainstorming the second day). They were our new objectives and guidelines.



Regular Participants

Sarah Christina Rotzetter (UPN), Olivier Lartigaut (UPN), Nelli Wagner (UP), Elisabeth Borsdorf (UP), Monika Mikulova (MU), David Kosatka (MU), Maria Rosaria (UNICA), Vanessa Carboni (UNICA), Valérie Guillaume (UR1), Chloé Duvivier (UR1).

Workshop 1 – Sharing model of employability

This workshop took place online on 2nd June 2022.

Objectives: review and compare model of employability (practices and tools used by each university)

Synthesis:

In each university, each career guidance office helps student to build their confidence and a professional project. Some common tools and practices are used:

1. **Workshops:** CV, cover letter, job boards, how to apply to a job offer, hidden offer, how to approach a company, job interview, ...
2. **Online resources**, as modules for job search are available to students on Moodle platform. Specific resources for each specific field of study (e.g. Law, sciences, ...)
3. Identify **expected skills** (understand recruiters' expectations), including soft skills
4. Build up **corporate relations** and promoting a **professional network** for students (LinkedIn workshop) - classmates, alumni, corporate networks, ...
5. Considering the recognition of such experiences in degrees (not only internships, jobs but also the internship or job research).

Workshop 2 – Internship abroad and regulations

This workshop took place online on 19th October 2022 and on 24th November 2022.

Objectives: Review and compare practices used by each university, national regulations and local rules

Synthesis:

Partners decided to set up a **common guide for EDUC partners** covering:

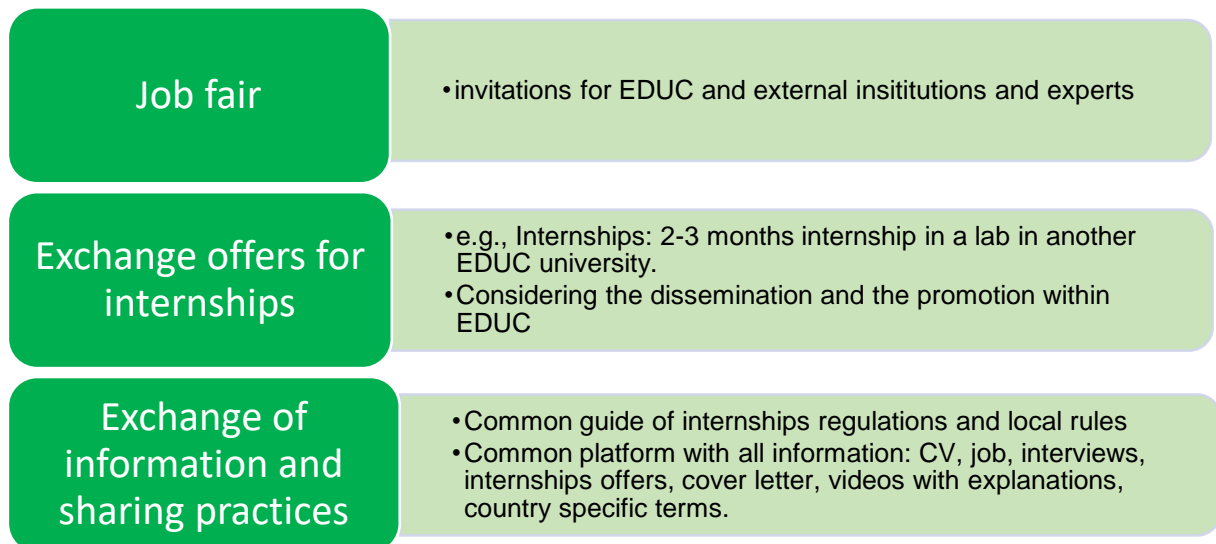
1. the **Internship Regulations** (nationally, EDUC partner university, EU level)
2. the organisation **before the mobility** (application, research, tools and services helpful for students, financing, internship agreement, accomodation), **during the mobility** (supervision and pedagogical aspects) **and after** (report, recognition and sharing experiences, peer to peer).
3. In some universities, access to Erasmus is competitive and in others universities, selection is based on social and academic criteria. Grants and Scholarship are manifold. Considering all mobility grants would be useful for students.

Conclusions and next steps

Conclusion:

Exchanges and topics were equally varied. A defined framework is necessary for the success of this working group. At the last meeting, discussions were so rich and important that partners decided to postpone the meeting on the Common platform. They decided to continue working on the internship regulations and on a common guide. It was essential to produce results and make our cooperation a reality.

Throughout our exchanges, we defined some goals:



Next steps:

Partners are looking forward to working closely with a defined framework within EDUC 2. New partners were already involved in exchanges. Knowing other partners will be an asset within EDUC 2, as we will work on some tasks (e.g. T1.2 Inter-Offices meetings, T3.3 Research internships in labs and T4.4 on Student internship scheme) with the same team.

Future meetings should include results, targets and a defined framework. Partners will work on a road-map to reach targets, (e.g. Common guides, Job fair and Common platform).

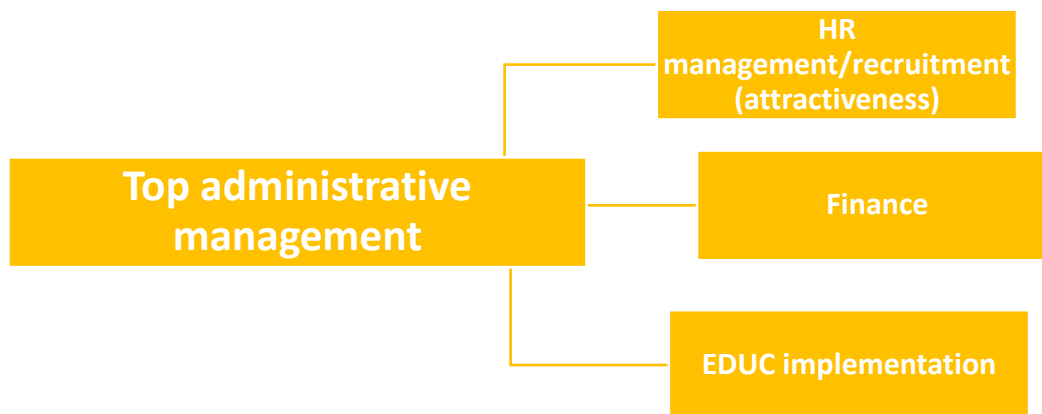
4. Top administrative management

Introduction

Top administrative management is one of the three units selected for the cooperation of administrative offices within the EDUC alliance (WP3). It aims at a better cooperation between General Managers and their departments. The term General Managers encompasses the administrative directors of the services (Chancellor in Germany, General Directors in France and in Italy, Bursar only for Finances).

Methodology

Common challenges were identified based on previous exchanges and the General Managers' proposals to prepare the seminar. The seminar took place in Paris Nanterre on 12th and 13th September 2022.



Participants

Pascale Saint-Cyr, General Director (UPN), Goulwenn Letourneux, Deputy General Director of Services (UPN), Mathias Guerin, Deputy Director General for Education and Student Life (UPN), Florian Stahlofen, Head of the steering unit (UPN), Nathalie Popelier, Head of Department, Teaching Staff Department (UPN), Aldo Urru, General Director (UNICA), Fabrizio Cherchi, Director of Human Resources Division (UNICA), Roberto Barreri, Director of the IT systems and infrastructures (UNICA), Giovanni Marini, Legal affairs (UNICA), Oscar Mulleri, Financial Division (UNICA), Mihály Egyed, Head of Division Human Resources Management (PTE), Anett Farkas-Gáti, Head of Department, HR Development (PTE), Margrit Máder-Páinkásné, Head of Department, Management and Finances (PTE), Karsten Gerlof, Chancellor (UP), Hendrik Woithe (Director, Division 4: Finance and Procurement), Céline Fauvet, Deputy Director in charge of HR and modernisation of the institution (UR1), Josic Maignan, Deputy Director in charge of finance and operation (UR1)

Workshop 1- HRS4R & HR practices

Objectives:

- Sharing and analysing practices concerning Human Resources.
- Learning from experience within EDUC.
- Identifying colleagues and counterparts thanks to this face-to-face meeting.

Synthesis:

5. Several universities are facing **structural changes at the HR level** (through managerial practices) and are facing a lack of skilled staff members.
6. Universities have to rethink their **attractiveness**, hence their common interest in the **HRS4R label**.
7. **The label HRS4R raises some expectations on the readability and transparency of HR practices** (Partners discussed the perspectives after the label, progress in HR, if it is possible to extend it to administrative staff and the appropriation of different stakeholders).
8. Discussions also focused on the role the Top Manager (general director/chancellor) and more generally the role of managers at the university (Professors need specific training in management).

Workshop 2 - The role of finance in our universities' strategies

Objectives:

- Sharing and analysing practices concerning finances
- Learning from experience within EDUC

Synthesis:

9. **Difficult allocation of resources** that depend on both the national and international context.
10. Due to the international context, the **issue of energy prices** is of concern.
11. Universities are not very flexible financially as they have to deal with incompressible expenses (e.g. the wage bill or a university hospital, if it is the case).

Workshop 3 - Integration of EDUC in the strategy and organisation of institutions

Objectives:

- Sharing and analysing practices concerning activities implementation.
- Considering each internal organisation and ways to improve it (communication and promotion of the EDUC activities).

Synthesis:

12. Inter-university cooperation is based on **inter-service cooperation**, which we will continue to promote.
13. **International Offices** are the first office in charge of the activities and of the management issues. However, activities are increasingly transversal, and it requires inter-office cooperation, both externally and internally (e.g. HR staff mobility and staff training).
14. Top administrative Managers (General Direction of Services) were less involved in **EDUC 2 project development** than the International Offices.
15. Partners could finally meet each other. Top Managers want to discuss the medium-long term strategy of EDUC and need more visibility on activities to discuss more in details the implementation.

Conclusions and next steps

Conclusion:

General Managers recognised the benefit of the alliance and the joint activities. They shared common concerns (lack of attractiveness, energy prices) and expectations (label HRS4R). In order to exchange on the administrative and financial impact, managers have to consider the opportunities within EDUC.

Next steps:

A meeting between General Managers will be focus on the development of activities in our services, particularly the implementation of EDUC 2. Inter-service cooperation will be expanded to three new services and some General Managers already proposed some ideas. It would be interesting to think of ways to improve internal and external communication and implementation.

General conclusion

Some common points exist in the inter-service cooperation. In the methodology, previous workshops (for brainstorming) helped to define some topics or sub-topics. After identifying colleagues and counterparts in other universities, exchanges are more and more specific and focus on a defined framework. Exchanges of good practices and information is generally the first step. As the discussion progresses, expectations become more and more important and partners may add new topics. In order to limit, it is essential to give a framework in these exchanges, to develop a roadmap and to set goals. The second step is the fulfilment of our expectations and includes some concrete results (e.g., common guides that are under development and will be used as internal resources before a possible public dissemination). Some inter-office cooperation may be more advanced with the creation of working groups. However, it is important to keep in mind the specificity of each service (lack of time or availability, different expectations, ...).

As mentioned above, an essential step is to know the partner. So far, the International Office is very active in the mobility of staff members. Out of the inter-office cooperation, some campaigns took place, particularly in the University of Cagliari, the University of Rennes 1 and the University of Paris Nanterre . Unfortunately, due to time constraints, only 5 colleagues of the University of Cagliari could visit their colleagues. On the University Rennes 1 side, among the participants, 6 applications were selected and validated for mobilities of 3 to 5 days. At the University Paris Nanterre, a promotional campaign took place. However, due to lack of time, participants could not apply for such a mobility.

In 2022, the new EDUC partners were already involved and active in the seminars and the discussions. Three new services will be selected to cooperate closely. Some General Managers already proposed some ideas (Library, Sports, Languages centers, IT departments,, ...)

Appendix

1. Agenda International Affairs Office

Tuesday 10 May, Pécs University

9:15 - 9:45 General Introduction

Part. I. Internationalisation strategy implementation

9:45 - 10:30 Introduction

1. Presentation of achievements and progress within EDUC 1:
 - online international strategy seminar on Jan 26, 2021 (WP3)
 - online international and regional strategy seminar on Jan 17 & 18, 2022 (WP11)

2. Place and role of internationalization within EDUC 2:

General overview by UPN and additional comments by leaders of specific tasks if needed, in particular:

- (T4.1) Societal Outreach
- (T6.2) inter-alliance collaboration
- (T1.2) continuation of inter-office seminars / new modalities for IO seminars

10:30-11:00 Coffee break

11:00-12:30 Relationship of IO / local EDUC teams - World-café

Presentation by old & new partners of the existing or provisional relationship between their IO and the local EDUC team

12:30-14:00 Lunch

14:00 - 14:45 EDUC tools to strengthen the intra-alliance cooperation

- EDUC-SHARE search engine
- Presentation of the tool for criterising agreements and indicators (from the point of view of indicators and a quality approach)
- Discussion on the organisation of IO Job shadowing on themes identified in previous seminars (digitalisation, finances, double/joint/collaborative programmes, welcome office).

Part II. Double/joint/collaborative programmes

14:45 - 15:00 Presentation of achievements and progress within EDUC 1 WP3

15:00-15:30 Presentation of the place and role of double degrees within EDUC 2: from double/multiple/joint to “collaborative” programmes

-T2.3 Internationalisation of curricula

15:30-15:45 Coffee break

15:45 - 17:30 Presentation of double degrees procedure by each partner & discussion

Wednesday 11 May, Pécs University

9:00 - 9:15: Welcome coffee

9:15 - 10:30: Presentation of double degrees procedure by each partner & discussion (part 2)

10:30-10:45 Coffee break

10:45-12:00 Designing a guide on how to develop double programs within EDUC

12:00-12:30 Conclusion

2. Agenda Student Affairs

DAY 1 – Monday 21 March 2022

Venue:

Service orientation insertion entrepreneuriat (SOIE)

Université de Rennes 1 - Campus centre

1, rue de la Borderie

35000 Rennes

Schedule	Activity
9:15	Welcome coffee
9:30	Presentation of the University of Rennes 1 Presentation of the SOIE department (Career department)
10:30	Coffee Break
10:45	Exchange of practices – 3 partners presentations (20' presentation per partner + 10' Q&A)
12:30	Lunch break – University restaurant
14:00	Exchange of practices – 5 partners presentation (20' presentation per partner + 10' for Q&A)
17:30	Rennes city tour
18:30	Free time
20:00	Dinner – restaurant

DAY 2 – Tuesday 22 March 2022

Venue :

Pôle numérique Rennes Beaulieu (PNRB) - Building 9B

Université de Rennes 1 - Campus Beaulieu

263 avenue Général Leclerc

35700 Rennes

Schedule	Activity
8:45	Welcome coffee
9:00	Workshops (sub-groups) on the implementation of an internship scheme within the EDUC alliance <ul style="list-style-type: none"> - Mutual comprehension of the task 4.4 of the EDUC roll-out - Identification of steps to take – action plan
12:00	Lunch break – Diapason cultural centre
13:30	Visit of the FabLab
14:00	Restitution of the morning workshops by the sub-groups Exchanges and common output
15:15	Departure for the “Exploratoire”
16:00	Visit of the “Exploratoire” – place dedicated to the discovery of the jobs
17:00	Farewell

2. Agenda Top Management

12 & 13 September 2022

**La Contemporaine, 184 Cour Nicole Dreyfus, 92000 Nanterre
Université Paris Nanterre**

Monday 12 September 2022

- 11:30-12:30** Campus Tour (optional)
- 12:30-14:00** Lunch
- 14:00-14:30** Welcome address by Université Paris Nanterre's President
- 14:30-16 :00** Workshop 1: HRS4R & Other HR topics
- 16 :00-16:15** Coffee break
- 16:15-17:45** Workshop 1 (end) and open discussion
- 19:30** Dinner in Paris

Tuesday 13 September 2022

- 9:00-9:15** Welcome Coffee (coffee and pastries will be accessible throughout the workshops of the day)
- 9:15-11:15** Workshop 2: The role of finance in our institutions' strategies
- 11:15-12:00** Tour of La contemporaine (<http://www.lacontemporaine.fr/>)
- 12:00-13:00** Lunch
- 13:00-15:30** Workshop 3: Integrating EDUC into our institutions' strategy & organization