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RadAR Annual Report

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Authors



Arroyo-TORRALVO F.
Auer, B.; Badalassi G.
Battesti, L.
Castro-Abancéns. I.
Dal Pont Legrand, M.

Dumetz, E.
Huttunen, S.
Isaccson, A
Mirski, P.
Nagyová, A.

Spassova, L.
Tervo, L.
Vasková, N.
Zacharewicz, T.



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Executive summary

Ulysseus RADAR Observatory

This first RADAR Annual Report provides an assessment of Ulysseus activities over its first year of exercise 2021. To do so, it relies on the RADAR Observatory as the main instrument set up by Ulysseus to track its own activity, propose corrective and improvement measures and move forward in the project development. RADAR focuses its internal monitoring and evaluation capacities on the areas of program management, team performance, results achievement and impact assessment. To fulfill its mission, RADAR has gathered universities pedagogical, social, technological and economic expertise within an evaluation team specifically created to assess Ulysseus development. 14 experts chosen by Ulysseus Governing Council and a student representative conducted the current evaluation.

Main findings

This report evaluates each of the seven work packages developed in 2021. For each work package, the analysis focuses on (1) the main objectives and specific purposes to be met in 2021, (2) the actual achievements, (3) the main indicators identified to measure progress, (4) the main challenges and mitigation strategies identified in 2021, (5) a case-study of best practices, (6) the deliverables expected for 2022 and (7) formulating recommendations for future developments.

28 deliverables were programmed for 2021 within the seven main work packages. Their purpose was to develop Ulysseus functional structure and frameworks. Out of these 28 deliverables, 14 were delivered on-time, 14 others were postponed (5 for WP6) and none has been cancelled. The main challenges identified within this first year of exercise are summarized below.

WORK PACKAGES

CHALLENGES

WP1

- Manage human resources through the pandemic
- Develop swift communication processes within the consortium
- Conciliate pandemic and Ulysseus development

WP2

- Build Ulysseus digital platform
- Design a common framework for Ulysseus Innovation Hubs

WP3

- Harmonize approaches regarding teaching assessment procedures
- Harmonize joint programme elaboration
- Elaborate jointly D3.8 “Traineeship Call Document”
- Overcome hesitancy on future projects

WP4

- Enhance language course production across partners
- Harmonize course production processes

WP5

- Find a common understanding for Open Class Sites (OCS)
- Achieve a stronger involvement for satellite projects

WP6

- Harmonize policies, structures and managerial capacities across Ulysseus partners
- Adapt mobility targets to COVID-19 pandemic
- Build a common understanding of mobility

WP7

- On-time delivery
- Strengthen dissemination activities

Three main common aspects are reflected through the 17 challenges identified.

First, the issue of harmonization and building common frameworks for Ulysseus appears as a concern for all WPs. This is related to the nature of the Ulysseus project and the need to align policies, structures, decision-making processes and institutional practices and cultures from six partner universities located in six different EU Member States.

Secondly, the development of swift communication processes also appears both as challenge and a key aspect allowing for building up smooth collaborations across partner universities.

Finally, a third aspect stemming out from the analysis is linked to the specific context of COVID-19 pandemic, as travel restrictions and strict limitations of mobility involved by the pandemic have substantially affected the development of Ulysseus structure as well as student mobility and academic collaboration.

**WORK
PACKAGES**
BEST PRACTICES
WP1

- Use of PM2 (project management methodology developed by the EC) for Ulysseus

WP2

-

WP3

- 12 measures mentioned, among which the development of micro-groups to address differences in teaching outputs, develop of minimum standard to address different approaches, Contingency – user guide with minimum standard criteria for Ulysseus learning outputs (formats)

WP4

- Support of staff involved in Ulysseus
- Active cooperation and sharing of information
- Active benchmarking of online courses between partners

WP5

- Development of a consistent working approach based on the identification and implementation of best practices

WP6

- Implementation of initial pilot mobility calls in 2021

WP7

- Ulysseus website

In addition to the challenges, ten main best practices were put forward. Among the practices identified and beyond the specificities related to each work package, the development of working methods and cooperative frameworks stands as clear commonalities on which Ulysseus could build on for the next exercises. As also highlighted through the identification of challenges, the building of synergies across Ulysseus institutions and communities appear as a key feature for upcoming developments.

WORK
PACKAGES

RECOMMENDATIONS

WP1

- Develop a precise organizational chart
- Compile Ulysseus annual deliverables in a single document
- Implement Ulysseus Dissemination Plan

WP2

- Enhance cooperation within Ulysseus community
- Open a beta-version of Ulysseus digital platform

WP3

- Implement a mid-year evaluation exercise
- Develop a “early-warning” mechanism for upcoming deadlines and milestones

WP4

- Develop further means of sharing information
- Enhance common definitions and engagement

WP5

- Ensure maximum involvement of young people.
- Expand bridging exercises.
- Secure funding to broaden best practices implementation

WP6

- Enhance active engagement and commitment of all Ulysseus partner by by (1) Finalizing the Joint Ulysseus Mobility Scheme, (2) Implementing a strategic Ulysseus mobility task force, (3) Building a joint digitalized process for mobilities and (4) Going beyond the existing Erasmus+ mobility program

WP7

- Keep strengthening dissemination activities
- Enhance RADAR evaluation activities



01

Introduction

Ulysseus RADAR Observatory



Introduction. Ulysseus RADAR Observatory

This report provides an assessment of Ulysseus activities over its first year of exercise 2021. To do so, it relies on the RADAR Observatory as the main instrument set up by Ulysseus to track its own activity, propose corrective and improvement measures and move forward in the project development. To be competitive and able to attract the best students and staff worldwide, Ulysseus wishes to become a model of excellence based on three main characteristics. The first one refers to the development of a clear and ambitious strategy and leadership, offering attractive learning and career options, good guidance, quality assurance, mobility, and top-rated research and innovation. The second aspect focuses on creating efficiency in process management, with qualitative and quantitative monitoring tools, as well as foresight capacity to look into future EU policies and trends. Finally, a third key feature of Ulysseus project consists of fostering openness to internal and external good practices, developing an open science policy and a wide dissemination of its results.

In this regard, the RADAR Observatory is a central tool of Ulysseus to track its progress, identify its strengths and weaknesses, spot existing and upcoming risks and if needed, suggest necessary adjustments.

RADAR focuses its internal monitoring and evaluation capacities on the areas of program management, team performance, results achievement and impact assessment. To fulfill its mission, RADAR has gathered universities pedagogical, social, technological and economic expertise within an evaluation team specifically created to assess Ulysseus development. 14 experts chosen by Ulysseus Governing Council and a student representative conducted the current evaluation on the basis of a wide range of inputs including:

- (i) Ulysseus Work Package (WP) Actions Plans (D1.1)**
- (ii) WPs Annual Plans (D.1.2)**
- (iii) WPs and Plan reports (D.1.3) and Ulysseus dissemination annual report (D.7.5)**

Each of these documents include specific insights related to Ulysseus development and were used to feed the assessment presented in the current document.



The next sections are organized as follows. Each section is dedicated to the analysis of one of Ulysseus seven WPs. These are:

- 02** **WP1** General Management and coordination
- 03** **WP2** Transforming the campus: Ulysseus Joint Structures
- 04** **WP3** Challenge-driven Education, Research and Transfer of Knowledge
- 05** **WP4** Building up competences for the future
- 06** **WP5** Social Responsibility and Citizen Engagement
- 07** **WP6** Mobility and International Outlook
- 08** **WP7** Sustainability and dissemination

Within these WPs, the analysis is organized following the structure presented below.

- 1** First and for each WP, the first sub-section focuses the presentation of the WP objectives. These differentiate between the main objectives and the specific objectives to be met in 2021. The main objectives refer to the general purposes of the WP across the Ulysseus project. The specific objectives aim to identify and describe the main deliverables to be delivered in 2021. This introductory sub-section aim to identify the fundamental objectives of each WP and set the ground assessing the activity developed in 2021.
- 2** The second sub-section focuses on the identification and analysis of achievements fulfilled in 2021. For each WP, it highlights whether each expected deliverable has been delivered on-time, whether it has been delayed or not delivered. For the two latter cases, justifications for delays or non-delivery are when possible identified.
- 3** The third sub-section identifies the main quantitative indicators used to measure progress on each WP.
- 4** Fourth, the report highlights the main challenges faced for each work package in 2021 and the mitigation strategies adopted by the lead partner in charge of managing WP development.
- 5** The fifth sub-section focuses on the identification of best practices that could be used as example for future Ulysseus developments or may be useful for other European University initiatives.
- 6** The sixth sub-section describes the main deliverables expected for 2022. Finally, the seventh and last sub-section identifies practical recommendations suggested by the panel of experts to improve the development of each WP in next years.
- 7** Following the analysis of each WP, the last section focuses on a synthesis of previous findings highlighted through this report and provides a general assessment and conclusive remarks.



02

Assessment of Work Package 1

General Management and Coordination



2.1 WPI Objectives

2.1.1 Main objectives

2.1.2 Specific objectives for 2021

2.2 Achievements for 2021

2.3 Main indicators to measure progress - WPI

2.4 Main challenges and mitigation strategies

2.4.1 Challenge 1

Manage human resources through the pandemic

2.4.2 Challenge 2

Develop swift communication processes within the consortium

2.4.3 Challenge 3

Conciliate pandemic and Ulysseus development

2.5 Case-study of best practices. The use of PM²

2.6 Main deliverables for 2022

2.7 Recommendations

2.7.1 Recommendation 1

Develop a precise organizational chart

2.7.2 Recommendation 2

Compile Ulysseus annual deliverables in a single document

2.1 WP1 objectives

2.1.1 Main objectives

The **Work Package 1 (WP1): General Management and Coordination** aims to define, set up and merge Ulysseus Governance structures to ensure an integrative and democratic governance including participation of associated partners, students and staff. WP1 is coordinated by the Universidad de Sevilla.

During 2021, the first phase of this WP was devoted to organize joint structures, governance, and launch some initial pilot programmes to build a solid foundation for the Ulysseus European University. The main objectives of this WP, stipulated in the Ulysseus Mission Statement are **a) the development of an integrative, participatory, and democratic system; b) the creation of 8 governance plans for each of Ulysseus' fundamental pillars, and c) an agile, sustainable, and proactive management based on strategic planning.**

2.1.2 Specific objectives for 2021

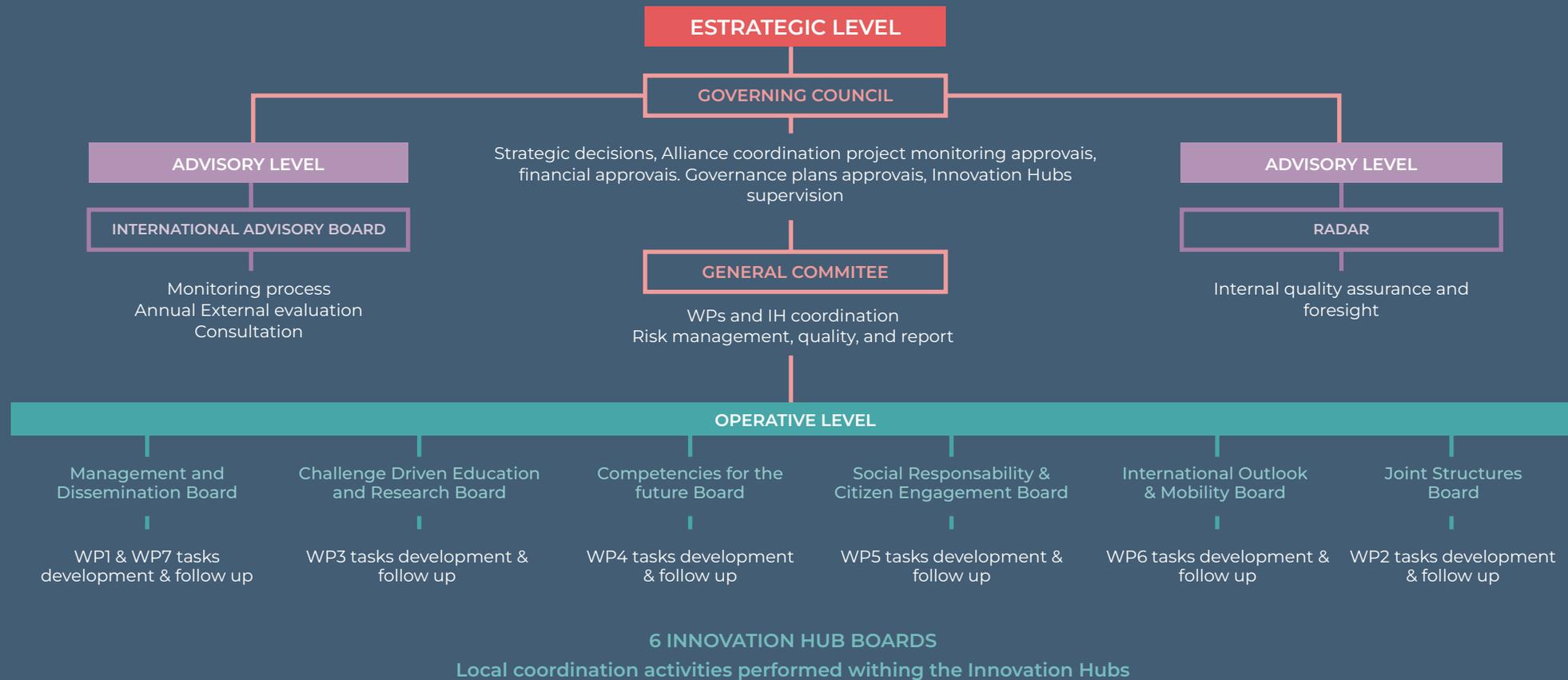
2.1.2.1 Develop Ulysseus Governance Structure

The main objectives set up for 2021 and WP1 consisted of designing the Ulysseus Governance Structure and defining operations and procedures, with the overarching purpose to set up an integrative and feasible alliance, participative and proactive management structure and democratic decision-making processes.

A brief description of Governance Structure of Ulysseus developed in 2021, is included below. This structure can be divided into three levels of Committees and Boards (see Figure 1):

- **Strategic organisms**, named the Governing Council and General Committee.
- **Monitoring organisms**, named the International Advisory Board (qualitative monitoring) and RADAR (quantitative monitoring).
- **Operating organisms (Boards)**, in charge of each work package: Management and Dissemination (WP1 and WP7); Joint structures (WP2); Challenge-driven and Research (WP3); Competences for the future (WP4); Citizen Engagement (WP5); Mobility and International Outlook (WP6); and Innovation Hubs (Transversal, WP1 – WP7).
- At operational level, the Ulysseus Campus is managed by a **Central Management Office**, which includes the Central Coordination Unit, the Joint Coordination Centre; The Digital Platform, the Dissemination Unit, and six Innovation Hubs.

Figure 1. Ulysseus Governance Structure



2.1.2.2 Elaborate Ulysseus Governance plans

In addition to the design of the above governance structure, during 2021, 8 Governance plans were planned with the objective to implement and monitor Ulysseus activities in the next three years.

2.1.2.3 Planned deliverables

WPI activities were focused on defining and integrating the Ulysseus Governance structures and plans, which are the core features of its management system. The Ulysseus Mission Statement have been reviewed throughout:

- a) The formation of integrative, participative, and democratic processes.
- b) The development of eight governance plans for each of Ulysseus' essential pillars.
- c) The strategic planning-based agile, sustainable, and proactive management.

The Ulysseus Governance Structures, including strategic, advisory, and operational levels, are described in deliverable D.1.8.

Once Ulysseus University's primary action strategies were determined, specific action plans were created. As a result, each work package could carry out the planned actions in accordance with the alliance's strategic objectives. They serve as a follow-up tool as well as a record of the alliance's challenges and accomplishments. Furthermore, the various meetings held by the various governing organizations are mentioned. The Alliance stated the project status in D.1.1., reviewing the main goals of each work package, as well as analyzing the implementation, identify improvements and challenges.

The Central Management Office, which oversees the alliance's general coordination concerns and reports directly to the General Manager, following the General Coordinator's instructions. The General Coordinator is in charge, with a General Manager and a General Coordination Unit supporting him. The General Manager oversees the General Coordination Unit in Seville, the Joint International Centre in Innsbruck (in collaboration with the Projects and Mobility Departments), the Dissemination Unit in Seville, and the Digitalization Unit in Seville (Nice). CMO provides coordinated quality management and support to help Ulysseus become a role model by implementing a long-term plan and establishing uniform standards and values. The Central Management Office structure is defined in D.1.7.

To integrate Ulysseus with the demands of Europe, the Ulysseus Governance Plans were established. The Ulysseus University's operations (described in D.1.10) are: Digitalisation Plan, Dissemination Plan, Equality Plan, Financial Plan, Green Plan, Internationalization Plan, Management, Quality and Evaluation Plan, and Sustainability Plan.

D.1.3 is a follow-up tool that compiles all progress made over the first year of Ulysseus (November 2020-November 2021).



2.2 Achievements for 2021

The deliverables defined for WP1 in 2021 and a brief description are listed below.

- D.1.1.** Focuses on the description of the alliance, associated partners and companies; and on the Ulysseus mission statement (with the definition of the 5 European challenges for higher education institutions, 6 key goals, and 6 Innovation Hubs).
- D.1.3.** Ulysseus annual Report 1 (led by USE), scheduled for month 4. It is considered the main document of 2021. The deliverable integrates all the progress achieved since the beginning of the project in each work package.
- D.1.7.** Central Management Office operation, processes, and post description (led by USE), scheduled in month 4; defining the Central Management Office structure and operational procedures. As an annex, the directory of the CMO has been included.
- D.1.8.** Ulysseus Governance Structures Operation (led by USE), scheduled in month 4. The deliverable describes the Governance structures, including strategic, advisory, and operational levels. Also, the general operational procedures have been described.
- D.1.10.** Governance Plans (led by USE), scheduled in month 4. The deliverable is a collection of the Governance Plans (Financial; Sustainability; Management, Quality, and Evaluation; Digitalization; Green; Equality; Dissemination and Internationalization Plans).

Table 1. WPI Achievements for 2021

2021 DELIVERABLES	ASSESSMENT	REASONS FOR POTENTIAL DELAY
D.1.1 Ulysseus Action Plans		
D.1.3 Ulysseus annual Report 1	Delivered Rescheduled for January 2022	The deliverable was postponed until the first month of 2022 to collect the activities carried out during 2021, including December
D.1.7 Central Management Office operation, processes, and post description	Delivered	
D.1.8 Ulysseus Governance Structures Operation	Delivered (including Tasks 1.1.1 – T.1.11)	
D.1.10 Governance Plans	Delivered including Tasks 1.1.12 – T.1.19)	

2.3 Main indicators to measure progress - WP1

Several indicators were defined to measure progress regarding the implementation of WP1 over the next years. Specific outputs were not planned for the Year 1 of the project:

- I1.1** Number of persons and entities registered in the Digital Platform, with an objective of 200,000 persons; being the current state: 150.
- I1.2.** Number of joint structures that provide services, with a goal of 500.
- I1.3** Participation of associate partner representatives in the co-creation of activities and governance structures. The quantitative goal was including 100 partners; being the current state: 95.
- I1.4** Number of students' participation in the co-creation of activities and governance structure, with an objective of 300.
- I1.5** Achieve a 7.5 out of 10 public perception of Ulysseus European University.

2.4 Main challenges and mitigation strategies

2.4.1 Challenge 1

Manage human resources through the pandemic

- One of the main challenges was identified at the proposal stage as a potential risk and regarded **Staff employment**. Initially, the Alliance was able to hire the personnel necessary for the project. Nonetheless, the COVID pandemic involved some difficulties related to leaves and turnover in some Central Management Office units.
- The Central Management Office was able to recruit additional and qualified staff and ensure business continuity.

2.4.2 Challenge 2

Develop swift communication processes within the consortium

- The Ulysseus University alliance involves six partners located in six different EU Member States. The integration of these six universities into a single structure involves the need to conciliate different working and administrative approaches, agendas and to set up common objectives across organisations.

- To mitigate possible divergences across university partners, particular attention has been paid to internal communication. In this regard, the Coordination Unit has ensured that the most urgent and/or problematic issues have been dealt with in the General Committees meetings. Furthermore, the start of face-to-face meetings among the alliance has allowed to work more directly in team-building processes. However, for some partners, continuous negotiation processes between differing national and institutional regulations, practices, and cultures remains challenging.

2.4.3 Challenge 3

Conciliate pandemic and Ulysseus development

- In addition to the health problems resulting from the pandemic the restrictions imposed due to COVID-19 have been a challenge for all organizations, especially for those whose activities are people-centered. Moreover, in the case of University of Ulysseus, the international nature of the Alliance has meant that personal contact between partners and working groups has been reduced or almost eliminated. For the reasons previous mentioned, the low performance issues in 2021 derived from pandemic hardships were considered as a possible risk.
- The alliance has proven to work much more efficiently than potentially expected, in part due to the effort of the personnel and in part due to the qualified professionals that were hired to meet the goals of the project and thus mitigate this challenge.

2.5 Case-study of best practices. The use of PM²

The use of a Project Management methodology developed by the European Commission (named PM²) for Ulysseus European University is a good practice. It is an easy-to-implement methodology created by the European Commission and based on the needs of European Union Institutions.

The PM² Methodology provides a governance structure and process guidelines. It is free to use, and the related materials are open sources (training program, online documentation, and an active community of Practice).

The PM² methodology provides guidelines, templates, and a set of effective mindsets. This type of methodology is suitable for projects (i.e., not operations, work activity, nor programme, etc.), with certain characteristics:

- The project has a duration of more than 1 month, with more than 3 people of several organisations involved.
- It requires a defined governance structure with assigned roles and responsibilities.
- The project requires approval of its budget and a certain level of documentation, transparency, reporting, control and traceability. It can be subject to audits.
- And it has a broad base of stakeholders.

The Ulysseus project gathers these four characteristics. The use PM² methodology substantially improved the effectiveness of project management by:

- Improving communication and dissemination of information;
- Defining the project lifecycle;
- Providing guidelines for project planning and a link to agile practices;
- Introducing monitoring and control activities, and
- Proposing management activities (such as plans, or meetings).



2.6 Main deliverables for 2022

The deliverables expected for 2022 are:

D.1.2 WPs Annual Plans-Ulysseus Annual Plans.

D.1.4 WPs & Plans Annual reports-
Ulysseus Annual Reports -
Report 2.

D.1.6 Interim Progress Report.



2.7 Recommendations

Through the analysis of WP1 development, RADAR suggests the following recommendations for 2022.

2.7.1 Recommendation 1

Develop a precise organizational chart

The main objective of WP1 is the development of a management and coordination structure, with the general purpose to define Ulysseus University internal articulation. This internal articulation - generically called “organisational structure” - implies the simultaneous accomplishment of two tasks: i) the assignment of responsibilities or competences, and ii) the design of coordination mechanisms. To concretise and illustrate both tasks, a tool called an organisational chart is used, that . This organisational chart should reflect the criteria used to allocate functions and responsibilities, specifying who reports to whom and, consequently, which hierarchical chain should be maintained. This chart should be a graphical and simplified representation of the hierarchical scheme and structure of Ulysseus University. In view of the above, we suggest the following recommendations:

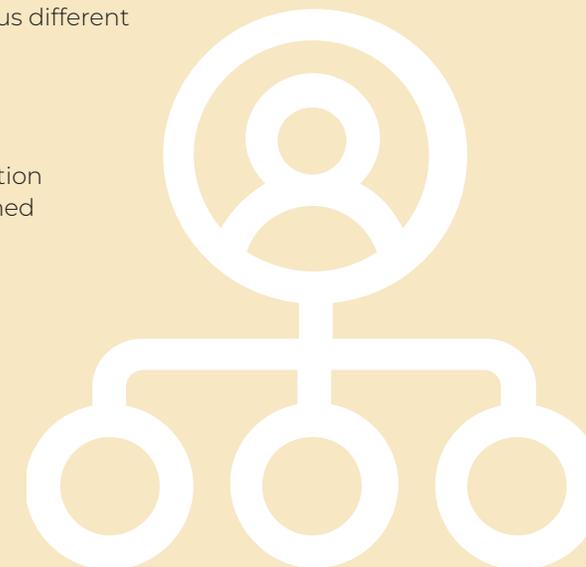
- Develop a graphic organisational chart that clearly, accurately, and simply reflects the structure of Ulysseus University. This chart should directly reflect or link to information on: i. hierarchical or coordination levels; ii. the competences or responsibilities of the position or unit; iii. who is/are responsible - we recommend including a photograph of the person/s; iii. email or telephone number to contact the person/s responsible.
- This organisational chart should be easily accessible to the whole community through a user-friendly navigation on the website: <https://ulysses.eu/?lang=es>
- We believe that an excessively complex organisational structure could hinder decision-making and coordination functions.

2.7.2 Recommendation 2

Compile Ulysseus annual deliverables in a single document

Just as all the information related to the governance plans has been collected in a single document (D.1.10), it is recommended to compile all the tasks developed in 2021 in a single document. In this sense, the deliverable D.1.3 stands as one of the best practices developed over 2021, as it does not only describe the tasks, but also links to other reports and allows a strong integration of Ulysseus different deliverables.

In addition, it is considered interesting to include in the Ulysseus web page information related to main bullets defined in the governance plans developed in WP1.





03

Assessment of Work Package 2

Transforming the campus:
Ulysseus Joint Structures



3.1 WP2 Objectives

3.1.1 Main objectives

3.1.2 Specific objectives for 2021

3.2 Achievements for 2021

3.3 Main indicators to measure progress – WP2

3.4 Main challenges encountered and mitigation strategy implemented

3.4.1 Challenge 1

Build Ulysseus digital platform

3.4.2 Challenge 2.

Design a common framework Ulysseus
Innovation Hubs

3.5 Case-study of best practices.

3.6 Main deliverables for 2022

3.7 Recommendations

3.7.1 Recommendation 1

Enhance cooperation within Ulysseus community

3.7.2 Recommendation 2

Open a beta-version of Ulysseus digital platform

3.1 WP2 objectives

3.1.1 Main objectives

Work Package 2 “Transforming the campus: Ulysseus Joint Structures” aims to develop Ulysseus functional structure to allow for synergies across the different university partners. It is composed of three fundamental axes, which are the creation of a Central Management Office (CMO), the development of a Ulysseus Digital Platform and of Innovation Hubs.

UCA is the lead partner for this work package.

WP2 is composed of five main deliverables:

- **D2.1** Technical specifications of Ulysseus Digital Platform
- **D2.2** Ulysseus Digital Platform
- **D2.3** Innovation Hub specifications and Process Handbook and sheets
- **D2.4** Incubator agreements
- **D2.5** Research Centers’ agreements

3.1.2 Specific objectives for 2021

One deliverable was programmed for 2021:

- **D2.3 Innovation Hub specifications and Process Handbook and sheets.**
This deliverable aims to provide technical specifications for each innovation hub. These specifications include action sheets for the development of each joint structure: Research Unit/Center and Incubator. The actions sheets should cover the following aspects: legal specification, data protection policies, funding mechanisms, IP policies, etc.

3.2 Achievements for 2021

The following deliverable was expected for 2021.

Table 2. WP2 achievements for 2021

2021 DELIVERABLES	ASSESSMENT	REASONS FOR POTENTIAL DELAY
D2.3 Innovation Hub specifications and Process Handbook	Delayed (to be delivered in M15 instead of M12)	Data Protection Policy was postponed due to the necessity of synchronizing data protection policies between partners. It should still be issued before end of 2022

3.3 Main indicators to be used to measure progress

The following table lists the main indicators used to measure progress on WP2.

Milestones achieved and main progresses	Indicators	Goal	Current State
(Including descriptions, results)	Number of persons and entities registered in the Digital Platform	200.000	150
	Number of joint structures (CMO, DP, IH, IC, and Students Associations) delivered services	500	
	Associated partners representatives' participation in co-creation of activities and governance structures	100	
	Students' participation in co-creation of activities and governance structures	300	
	Public perception of Ulysseus European University	- +7.5 out of 10 excellent University	

3.4 Main challenges encountered and mitigation strategy implemented

3.4.1 Challenge 1

Build Ulysseus digital platform

- **Description.** The elaboration of Ulysseus digital platform faced two main challenges. First, the collection of inputs to design the platform was particularly difficult due to the emerging nature of Ulysseus digital community. In addition, the recruitment of an appropriate developer for the platform also happened to be an issue as it took much longer than expected.
- **Mitigation strategy developed in 2021.** To gather inputs from Ulysseus digital community find interoperable solutions within a fragmented ecosystem, 6 workshops were organized and over 20 individual interviews were conducted. These inputs were gathered into a final design document. In addition, the platform developer was recruited after three recruitment campaigns.

3.4.2 Challenge 2

Design a common framework Ulysseus Innovation Hubs

- **Description.** The main challenge found during the drafting of the specification was to define a framework that can be adapted to the 6 different ecosystems and Innovation Hubs themes.
- **Mitigation strategy developed in 2021.** To prevent this issue, the IH Task force decided to create a ready-to-use architecture (toolbox) of an IH generic structure, which describes structures, processes, services and tools that can be used for the implementation of the Hubs. Then, each Institution is free to implement its own IH according to their needs and can decide to use (or not) the structures/services/tools available on the toolbox.

3.5 Case-study of best practices

This work package consisted of one deliverable for 2021. While this allowed for setting the floor for future development of Ulysseus, it does not allow yet to highlight best practices that could be generalized to the overall Ulysseus project.

3.6 Main deliverables for 2022

D2.1 Technical Specifications of Ulysseus platform, M18

Once the Ulysseus Digital Platform will have been conceptualised, the technical team coordinated by the Digital platform manager (Digitalization Unit) will be in charge of the technical development of the platform. A pool of users composed of teachers, students, researchers and local partners will be constituted to test the different applications before the launching of the platform in order to verify the user-friendly, inclusive and accessible dimension of the platform.

D2.2 Ulysseus Digital Platform, M20

The Digital Platform will constitute the participating tool for the Ulysseus community. All the activities will be registered and accessed from the platform. The Digital platform will include a public interface (**webpage, T.7.2**) to present the University as well as an intranet for all users. The content of the public interface -Ulysseus University web site – will be developed on Task7.2., as part of the Dissemination plan.

Design of the interactive sites of the platform and apps: Ulysseus Individual spaces: depending on their position (student, staff) each user will have a personal individual space to facilitate possible collaborations in support of career development. Ulysseus virtual platform is also a social network with your **personal site** for teaching, learning, researching and innovating. Your personal site will be key for exchanges and career development.

Top-quality online offering of tutorials and free virtual courses will be available in more than 5 languages (WP3, Innovation Hub specifications and Process Handbook and sheets, scheduled for M12, postponed M15 Incubators agreements UCA Report Confidential, M 24 WP4, WP5). The platform will provide access to share scientific facilities and to open data and the joint open repository for spreading results (T.7.9). It will include the learning resources, registration and evaluation surveys for all programmes of the WP3, WP4, and WP5. A specific application for boosting innovation will be available: **Matching4cooperation – M4C App** (Task 3.5), including open calls for innovative solutions for transforming ideas in reality, thematic discussion groups, ideas contests and prizes. It will also content projects and partners search toolbox.

Ulysseus Open Campus: will be the main tool in the implementation of virtual mobility allowing the publication of online training and activities accessible to students and staff. Ulysseus mobility request (training and engagement) and credit validation online system.

Ulysseus Directory relying on a robust Customer Relationship Management. Ulysseus **online catalogue** to display the scientific facilities of each partner to facilitate collaborations. Ulysseus joint programmes and activities toolbox to support partners in the implementation of common diploma and curricula Ulysseus governance and **joint structures toolbox** to support partners in the implementation of the project (WP1 and WP2).

Ulyseus online support desk: user will have the possibility to make online enquires to support the development of new joint programmes or activities. All request will be centralised by the CMO.

Ulyseus virtual job fair: academic and industrial internship / employment offers (linked to the Task 6.6).

Following the IH handbook and actions sheets developed; each partner will be in charge of implementing its Innovation Hubs as well as the structures included in the Innovation Hub: Research center and Incubator. Research Centers and Incubators will be based on existing facilities, which will become joint structures upon agreements signed by the alliance.

D2.4 Research Centers agreements, M24

Partners' agreements for the deployment of joint research centres in IH. Associated partners may be included. English.

D2.5 Incubators agreements, M24

Agreements with associated partners for the deployment of incubators to host Ulyseus spin offs. Incubator country official language + English.

3.7 Recommendations

3.7.1 Recommendation 1

Enhance cooperation within Ulyseus community

One of the main difficulties faced by Ulyseus partner universities consists of building synergies between their respective communities. In this sense, Ulyseus partners may try to deepen connections between their staffs (administrative, research and teaching, students) as soon as possible. The current period is dedicated to the building process of the common infrastructures which are of fundamental importance for the development of the European universities alliance. Nevertheless, it is clear that the alliance should not wait for the complete building process to be finalised in order to start the scientific (teaching or administrative) cooperation. COMPASS is playing an important role to foster that dimension and could be used as a example to generalize cooperation practices within the next months.

3.7.2 Recommendation 2

Open a beta-version of Ulyseus digital platform

The digital platform is currently being finalized. We would recommend not to wait until all the services are online to open the platform to users. Indeed, if the technical choices must be made upstream, concerning the services that still have to be set up, the rapid inclusion of users could make it possible to take onboard on-going suggestions. In this sense, it may be useful to develop a tool allowing for feedback of comments or questions from first users.



04

Assessment of Work Package 3

Challenge-driven Education,
Research and Transfer of Knowledge



4.1 WP3 Objectives.

4.1.1 Main objectives

4.1.2 Specific objectives for 2021

4.2 Achievements for 2021

4.3 Main indicators to measure progress – WP3

4.4 Main challenges encountered and mitigation strategy implemented

4.4.1 Challenge 1
Harmonize different approaches to count ECT points

4.4.2 Challenge 2
Harmonize joint programme elaboration

4.4.3 Challenge 3
Elaborate jointly D3.8 “Traineeship Call Document”

4.4.4 Challenge 4
Overcome hesitancy on future projects

4.5 Case-study of best practices.

4.6 Main deliverables for 2022

4.7 Recommendations

4.7.1 Recommendation 1
Implement a mid-year evaluation

4.7.2 Recommendation 2
Develop a “early-warning” mechanism for upcoming deadlines and milestones



4.1 WP3 objectives

4.1.1 Main objectives

WP3 is entitled Challenge-driven Education, Research and Transfer of Knowledge. The Technical University of Kosice (TUKE) is the work package leader.

WP3 is composed of the five following main tasks:

T3.1

Aims to contribute to regional and local development by implementing trans-disciplinary and interlinked student-centred, flexible and work-based European Joint degrees and research and innovation activities, aligned with six regional and local R&D specific & transversal challenges.

T3.2

Ulysseus will provide work-based learning and the Traineeship Programme (work placements, internships) will be a specific tool to offer students and graduates professional experience and train skills that they would not be able to learn in the classroom.

T3.3

Within the framework of the Innovation Hubs, and with the help of the International Projects Office (International Center), joint Erasmus proposals and Horizon Europe will be submitted by Ulysseus.

T3.4

Ulysseus Living Labs will be linked to the Innovation Hubs as user-centred, open innovation sites based on systematic Ulysseus community co-creation approach, integrating research and innovation processes in real-life.

T3.5

Matching4cooperation App (M4C) is a tool for ideas, products, services and partners search inside Ulysseus community. Individuals of all sectors (students, staff, academics, business, city officers, regional officers, etc.) will register from their personal site on the Digital platform. Through the app they will be able to search and offer ideas, solutions, products, and search for research and innovation projects partners.

4.1.2 Specific objectives for 2021

The following deliverables were programmed for 2021:

D3.1

Framework agreement for the development of double/multiple degrees (USE)

Each Innovation Hub was expected to develop European joint degrees in the three cycles (a joint European Bachelor, followed by a joint European Master and a joint European PhD programme) and double/multiple degrees (Bachelor, Master, PhD), doctoral training networks, as well as other short-length courses (i.e. summer courses, winter schools, MOOCs, Micro-credentials) on its specific transdisciplinary global challenge. As the first year of this project, 2021 was dedicated to planning and co-creating Ulysseus degrees.

D3.3

Handbook for Co-creation, design thinking and flexible curricula in Ulysseus Degrees

Co-creation and design thinking are the key instruments to develop innovative pedagogical models. Learning and training activities were co-created by internal and external stakeholders, teachers and students involved in the specific boards and by open calls triggering participation. To provide coherence to this purpose, first, a “Handbook for Co-creation, design thinking and flexible curricula in Ulysseus Degrees” was programmed.

D3.8

Traineeship Call document (TUKE)

The Aim of the Ulysseus Traineeship Programme (UTP) is to establish a functional system of internships for students and graduates of the members of the Ulysseus European University (UEU) with the support of participating universities and their partner institutions on both national and international level.

An important **role of UTP** is, in addition to expanding the existing offer of internships and their internationalization, also creating an offer of internships for newly emerging interdisciplinary **Joint Study Programs** of the UEU, especially in cooperation with newly established Innovation Hubs

For the UTP pilot call, the participating universities might use their own documentation or the templates prepared by the UTP team (Memorandum of Understanding, Student Report & Employer Evaluation Form). To document the training carried out through Erasmus+ mobility, it is obligatory to use the official documents of the student mobility scheme for the traineeship.

Due to the different level of organization of internships at member universities, as well as the possibility to use different mobility funding schemes for internships, members of the UTP team prepared a set of working documents to serve as supporting material for the pilot call, supplementing existing documentation at individual universities.

Updates and unification of documents related to the implementation of internships will reflect future developments of the Alliance, legislation and stakeholder requirements.

D3.11 Ulysseus Open Education and Science Handbook (TUKE)

This handbook is aimed to map existing recommendation and publicly accepted standards with respect to Ulysseus project needs and goals.

4.2 Achievements for 2021

The following documents were delivered in 2021.

Table 4. WP4 achievements for 2021

2021 DELIVERABLES	ASSESSMENT
D3.1 Framework agreement for the development of double/multiple degrees	Delayed (to be delivered in M17)
D3.3 Handbook for Co-creation, design thinking and flexible curricula in Ulysseus Degrees	Delivered
D3.8 Traineeship Call document	Delayed delivered in M13
D3.11 Ulysseus Open Education and Science Handbook	Delivered

4.3 Main indicators to be used to measure progress

The main indicators used to measure progress regarding WP3 are listed in the table below.

INDICATOR	GOAL	ACTUAL STATE
Matching4Cooperation M4C App business/users matches	100	0 (Output was not planned for the Year 1 annual report)
Number of double, joint, and multiple degrees (Bc., MA & Ph.D.)	12	0 (Output was not planned for the Year 1 annual report)
Number of in-person courses	20	0
Number of Micro-credentials	10	0
Number of summer/winter schools	6	0
Number of students per type of degree/course (Disaggregated data)	100,000	0
Number of project proposals, disaggregated by call	12	
International funds raised capital	7M EUR	2,000,000 EUR
National or regional funds raised capital	1M EUR	537,853 EUR
Number of Ulysseus projects	6	3
Matching4Cooperation M4C App users (disaggregated)	3,000 –	0 (Output was not planned for the Year 1 annual report)
User satisfaction with educational activities	+7.5 out of 10 excellent University	0 (Output was not planned for the Year 1 annual report)

4.4 Main challenges encountered and mitigation strategy implemented

4.4.1 Challenge 1

Harmonize different approaches to count ECT points

- This challenge is related to the preparation of D3.4 "User Guide: Co-creation to improve teaching and learning in Higher Education" (rescheduled for M20). Throughout the preparation of this deliverable, it appeared that Ulysseus partner universities allocate different ECT points to the same teaching outputs.
- Risk mitigation: To solve this issue, a joint program committee and a co-creation group were created to harmonize ECT point allocation.

4.4.2 Challenge 2

Harmonize joint programme elaboration

- This challenge is related to D3.7 "Joint programmes" (rescheduled for Month 30). Throughout the preparation of this deliverable, it appeared that Ulysseus partner universities have developed different approaches regarding the elaboration of joint programmes (e.g. related to MOOC, summer schools, etc).
- Risk mitigation: To solve this issue, a joint program committee and a co-creation group were created.

4.4.3 Challenge 3

Elaborate jointly D3.8 "Traineeship Call Document"

- This challenge is related to D3.8 "Traineeship Call Document" (rescheduled for Month 12) and consisted of communication problems with some partners, low attendance rate to meetings, big differences in organization of internships and problems with alliance legal entity
- Contingencies were overcome through joint scheduling and further involvement from all partners. The deliverable was submitted and approved

4.4.4 Challenge 4

Overcome hesitancy on future projects

- This challenge is related to D3.9 "14 Joint Erasmus+ proposals" (rescheduled for Month 30) and D3.10 "22 Horizon Europe proposals". It consists of hesitancy of partner universities to be involved in several of the project proposals currently being prepared.
- To overcome this issue, RADAR recommends to provide more information to each partner on these projects, to allocate more time to project development and further improve discuss channels with Project and the InnoHub Officers Team

4.5 Case-study of best practices

The challenges faced in 2021 were overcome with a flexible approach (i.e. practical solutions) which should help to eliminate their re-occurrence in the future. The following measures are particularly noteworthy:

- Establishment of a micro-group to address the differences in teaching outputs
- Drawing up of minimum standard criteria to address the different approaches
- Addressing the need to involve more Faculties/Schools and co-relate research around the Innovation hubs with the double degrees
- Risk- different standard in learning design at partner universities
- Contingency – user guide with minimum standard criteria for Ulysseus learning outputs (formats).

Potential further risks were identified and ideas were presented the RADAR team on how to prevent them. These ideas involve.:

- Establishing connection between the task leader and the new dissemination manager
- Providing MOOC teachers with access to joint moodle as soon as possible, in order for MOOC teachers to start filling in their content
- Addressing the question of a legal status of the alliance
- Suggestion to consider purchasing a commercial professional platform for the Ulysseus European University
- Identification of partners who will participate in the meeting of Ulysseus Traineeship Team (USE and UNIGE)
- Support with the design of final documents
- Support with verification of the legislative correctness of the prepared documents and their acceptance on the Ulysseus European University level.

4.6 Main deliverables for 2022

The following deliverables for WP 3 and 2022 are listed below:

D3.2 Ulysseus Traineeship Program

D3.4 Living labs

D3.5 Matching4 Cooperation

D3.12 M4C App report

4.7 Recommendations

4.7.1 Recommendation 1 Implement a mid-year evaluation

We would recommend a mid-year evaluation of courses. In case there is a significant indication that the expected number of courses is unlikely to be reached, the value should be amended.

4.7.2 Recommendation 2 Develop a “early-warning” mechanism for upcoming deadlines and milestones

RADAR recommends to delegate a person responsible for formulating “early warnings” regarding upcoming deadlines and to make sure that, for each meeting, agenda will contain information about approaching milestones.



05

Assessment of Work package 4

Building up competences for the future



5.1 WP4 Objectives

5.1.1 Main objectives

5.1.2 Specific objectives for 2021

5.2 Achievements for 2021

5.3 Main indicators to to be used to measure progress

5.4 Main challenges encountered and mitigation strategy implemented

5.4.1 Challenge 1

Enhance language course production across Ulysseus partners

5.4.2 Challenge 2

Harmonize course production processes

5.5 Case-study of best practices.

5.6 Main deliverables for 2022

5.7 Recommendations

5.7.1 Recommendation 1

Develop further means of sharing information

5.7.2 Recommendation 2

Enhance common definitions and engagement

5.1 WP4 objectives

5.1.1 Main objectives

Work package 4 responds to Ulysseus key goal 3: “To reduce the competences gap, by preparing highly skilled, digital, multilingual and entrepreneurial European citizens through a range of combined innovative learning and teaching activities with specific attention to career development and boosting competences that will be relevant in the future. By 2023 Ulysseus European University will have contributed to reduce the skills gap, preparing highly competent, multilingual and entrepreneurial students, teachers, and non-academic staff through a range of combined, innovative, virtual and in-person learning, teaching and training activities with the aim of boosting competences relevant to the future. For this purpose, Ulysseus has piloted the following tasks in WP4:

- The +2 Language programme (HH), aimed to knowing two languages in addition to one's mother tongue. The programme also offers, in the spirit of Open education and science, six AI level online language courses open for all. Altogether, courses in 10 languages will be offered.
- The Career development programme (USE) for career guidance and well-being.
- The Lifelong learning and high-risk students programme (HH) for personal fulfilment and development
- The Entrepreneurship and design-thinking programme (HH) to prepare students for a versatile future, in which current state-of-the-art knowledge may become obsolete at an increasing speed.
- Innovative learning solutions programme for teachers (HH), to enhance the pedagogical competences of Ulysseus academic staff by through innovative learner-centric pedagogy.
- The Developing competences for non-academic staff programme (MCI), to train Ulysseus non-academic staff for the highest performance on the 2030 European Education and Research Areas.

5.1.2 Specific objectives for 2021

The following paragraph lists and describes specific deliverables scheduled for 2021.

- D4.1** Ulysseus +2 Language Programme frameworks and design handbook – submitted (HH)
- D4.2** Open access AI online EN, FR, IT, GER, RUS and SPA courses
- D4.4** Career Development programme handbook – submitted. (USE)

Ulysseus project organized three WP4 Board Meetings in 2021 where activities, co-creation processes and progress in all tasks were presented to relevant stakeholders. In addition to board meetings, all task forces of WP4 have convened several times in order to proceed towards the completion of the deliverables due in 2022-2023. Guests from WP3 have been invited to the internal meetings in order to find synergies between the two WPs (e.g. 6 other Joint programmes team).

5.2 Achievements for 2021

The following table includes information on 2021 deliverables, their assessment (submitted: green; delayed: yellow; not delivered/no info.: red).

2021 DELIVERABLES	ASSESSMENT	REASONS FOR POTENTIAL DELAY
D4.1 Ulyseus +2 Language Programme frameworks and design handbook (HH)	Delivered	
D4.2 Open access AI online EN, FR, IT, GER, RUS and SPA courses (HH)	Delayed (rescheduled for M18)	Only 2/6 of partners had online language courses prior to Ulyseus → too tight schedule to create new ones and modify existing courses.
D4.4 Career Development Programme Handbook (USE)	Delivered late (postponed M9 → M12)	

5.3 Main indicators to be used to measure progress

The following table lists the main indicators used to measure progress on WP4.

INDICATORS	GOAL	ACTUAL STATE
Number of language courses offered	20	n/a, deadline 2022. Courses in preparation
Number of language courses students. Disaggregated data	500	n/a, deadline 2022. Courses not yet open to students
Number of Developing competences for non-academic staff programme users. Disaggregated data (quantitative)	200	n/a, deadline 2022-2023
Users satisfaction with competences activities	+7.5 out of 10 excellent University	n/a, could not be assessed yet. See below.
Estudents Ulyseus perception. Disaggregated data (quantitative)	+7.5 out of 10 excellent University	n/a, could not be assessed yet. See below

5.4 Main challenges encountered and mitigation strategy implemented

The following paragraph identify (1) the main challenges faced by Ulyseus partner universities in 2021 for WP4, and (2), the mitigation activities implemented.

5.4.1 Challenge 1

Enhance language course production across Ulyseus partners

- **Challenge 1:** Language course production was initially uneven between partners, as 90% of courses were produced by HH and Unige
- **Mitigation strategy:** HH Project management discussed the uneven course production and claimed lack of resources in some partner universities; first with Project General Manager in USE and then in general Board meeting: more partners were involved after the discussions, when the situation was clarified to all partners and course production has been distributed more evenly between partners.

5.4.2 Challenge 2

Harmonize course production processes

- **Challenge 2:** Partner universities members expressed various opinions and diverse national understandings of course production details: e.g. ECTS load, course structure, copyright issues, marketing, student administration, registrations.
- **Mitigation strategy developed in 2021:** Ulyseus partners agreed to create a life-long learning working group led by TUKE. This WG will develop Ulyseus joint criteria for course production, copyright issues, student registration etc. Dissemination Unit will collaborate with this working group in order to schedule the offering according to the academic calendar(s) and Ulyseus needs. Academic recognition group is working for the automatic recognition process. A needed tool will be the “User Guide: Co-creation to improve teaching and learning in HE” (D.3.4), deadline (M20).

5.5 Case-study of best practices

• Support for staff involved in Ulyseus

Task Managers and other people involved in Ulyseus activities in Haaga-Helia have appreciated the support and the organization of regular meetings with the Ulyseus team (CMO) in Haaga-Helia. The aim of the meetings and the support activities is to inform about Ulyseus progress in general and to provide individual support whenever needed (e.g. one-to-one meetings).

• Active cooperation and sharing of information

Haaga-Helia has taken various measures for active information sharing and cooperation enhancement. We offer specific information channels such as different Teams groups: one for people involved in Ulyseus activities and another one open for all staff. Haaga-Helia also has a dedicated section for Ulyseus in their Intranet accessible to the whole staff in order to improve engagement to Ulyseus on Haaga-Helia level.

• Active benchmarking of online courses between partners

Various WP4 task forces have organized benchmarking and evaluation sessions for partners' already existing online courses (e.g. T4.1 & T4.4) which has provided excellent measures to all partners to learn best practices in online courses creation and content which guarantees the best possible outcome for future co-created joint Ulyseus courses.

5.6 Main deliverables for 2022

In the following, we list and describe the content of the upcoming deliverables for 2022.

M18 (April 2022) – D4.2

Open access AI online language courses in EN, FR, IT, SPA, GER and RUS

M18 (April 2022) – D4.5

Online courses on detecting individuals' prior and existing learning skills, assess professional competences, develop career learning and take action to enhance careers.

M18 (April 2022) – D4.7

Virtual online design thinking & entrepreneurial courses.

M24 (October 2022) – D4.10

Inter-campus pedagogical mentoring handbook.

NB! D4.3 A2-B2 online English, French, German, Italian, Russian and Spanish courses; A1-B1 Arabic, Chinese, Finnish and Slovak courses will be postponed to M35 (September 2023).

5.7 Recommendations

In the following, we include recommendations in areas where we have found room for improvement, and where we could generate more engagement.

5.7.1 Recommendation 1

Develop further means of sharing information

RADAR recommends the development of the following means to share information:

- More open events for all people working in Ulysseus focused on each WP's development and activities in order to gather information and find synergies. So far Open Events and Webinars are focused mainly around Innovation hubs.
- Visual roadmap of Ulysseus activities would be a helpful tool for everyone for better understanding of the whole progress of the Ulysseus development process.
- A common Ulysseus online publication platform consisting of regular articles and blogs written by Ulysseus community members on key topics of interest. Better accessibility to Ulysseus intranet and Teams is needed for all staff members involved in Ulysseus activities.

5.7.2 Recommendation 2

Enhance common definitions and engagement

- In the initial phase of a task force or work group, key concepts should be well defined and clarified at Ulysseus level (what is a MOOC and Micro-Credential, what «joint» means etc). For the sake of commitment, each partner should inform task force members of their resources, responsibilities and engagement. So far, the engagement and output has been uneven between partners.



06

Assessment of Work package 5

Social Responsibility and Citizen Engagement



6.1 WP5 Objectives

5.1.1 Main objectives

5.1.2 Specific objectives for 2021

6.2 Achievements for 2021

6.3 Main indicators to be used to measure progress

6.4 Main challenges encountered and mitigation strategy implemented

5.4.1 Challenge 1.

Enhance language course production across Ulysseus partners

5.4.2 Challenge 2

Harmonize course production processes

6.5 Case-study of best practices

6.6 Main deliverables for 2022

6.7 Recommendations

5.7.1 Recommendation 1

Develop further means of sharing information

5.7.2 Recommendation 2

Enhance common definitions and engagement

6.1 WP5 objectives

6.1.1 Main objectives

Work Package 5 “Social Responsibility and Citizen Engagement” is centred on implementing Ulysseus’ Key Goal # 4: “To shape resilient, human rights respectful and socially committed European citizens, by enhancing the knowledge and practice of the European values, boosting citizen engagement through a number of outreach activities, promoting equality and inclusiveness, and tackling under-representation of women in STEAM”.

In order to achieve this goal WP5 includes a set of high impact activities for boosting European citizenship, targeted to two distinct, albeit intertwined audiences: 1) the local community and 2) the less represented community and non-traditional students: special needs, women, elderlies.

As Ulysseus is a person-centred alliance envisaged to present a true role model for local communities, their involvement and mentoring are essential for the project. For involving locals, Ulysseus deploys a number of activities that foster Open Education and Open Science and have a high impact with an Open Dissemination Plan. Those activities are structured in the following programmes:

- European citizenship promotion activities programme (T.5.1) to spread knowledge and understanding of EU and its core values.
- Ulysseus citizens engagement programme (T.5.2) to promote the science developed by the alliance.
- Open Classes sites (T.5.7) for open learning and knowledge exchange in the cities of Ulysseus’ partners.

To ensure the social diversity of the student body and to promote the access, participation and completion of under-represented and disadvantaged groups, Ulysseus deploys a number of activities included in the following programmes:

- Equality and inclusiveness awareness as part of the European citizenship promotion activities programme (T.5.1).
- Special needs programme (T.5.3) to ensure that the curriculum, environments, documents and communications are accessible to people with special needs.
- Gender Equality Agenda (T.5.4) to boost entrepreneurship and provide competences and soft skills for female students and staff with focus on STEAM.
- Scholarship Programme for disadvantaged groups (T.5.5) to provide general aids and scholarships.
- Elderlies’ internationalization programme (T.5.6) to offer new courses for the elder community.

WP5 suggests all the above programmes, activities and recourses for all partners to decide autonomously to carry out these activities at local level. In this sense, although stimulated and prepared by Ulysseus, the actual activities will take place outside the framework of the project.

6.1.2 Specific objectives for 2021

All tasks in WP5 are initiated with the beginning of the project and two important deliverables are scheduled for 2021: D.5.1 “Citizen Engagement Programme Handbook” and D.5.2 “Gender Equality Activities Programme Guide”.

The first deliverable in WP5 - D.5.1 “Citizen Engagement Programme Handbook” - is a report with common provisions to organize, implement and evaluate the Citizen Engagement Programme alongside with specific recourses. The report combines the work done in T.5.1 “European citizenship promotion activities programme”, T.5.2 “Ulyseus citizens engagement programme” and T.5.3 “Special needs programme”.

The European citizenship promotion activities programme (T.5.1) is a set of free on-line accessible learning courses and tools on: a) EU history, monetary policy, international trade, competition policy, structural funds; Human rights; Sustainable tourism; Sustainable development and social responsibility under several points of views: ethics, economy, engineering, town planning, environment; Design for all; ODS and Open Innovation; EU Democratic history; Equality, diversity and active inclusion; RRI (Responsible research and Innovation) principles; b) digitalization, entrepreneurship, creativity, problem solving, critical thinking, leadership, gender, & communication.

The Ulyseus citizens engagement programme (T.5.2) offers in person and virtual to promote the core of the Ulyseus alliance. Two-way exchange is prioritised as Open-Door communication: Students/public visits exchange visiting institution/lab etc. to discuss project activities and embedded European values; Visits from schools, other universities, stakeholders, organisations and others to promote research; Public/citizen engagement events (European Researchers' Night Event, Pint of Science, Science Festivals etc.).

The Special needs programme (T.5.3) aims to make the work and study environments appealing for persons with special needs (students, staff, and visitors) and Ulyseus

Code of Conduct, together with the Equality Plan, will pay special attention to inclusion. Ulyseus will ensure that physical and virtual environments, documents and communications are accessible and usable to persons with special needs. This programme will develop also inclusive educational methods and safe financed mobility for students with special needs.

The report D.5.1 “Citizen Engagement Programme Handbook” is confidential and is only available to the members of the consortium and the EC.

The second deliverable in WP5 - D.5.2 “Gender Equality Activities Programme Guide” - is public offer of gender equality activities that reflects the work done in T.5.4 “Gender Equality Agenda”. The Gender Equality Agenda is directed particularly but not only to women and especially to female students both under and post graduates, who wish to improve their employability. The programme is focused on two senses: one to a solid training structure and another based on experience. Through experiential and interactive sessions, participants will be provided with competences on project management, career development, STEAM educational path, gender dimension in research activity, Responsible Research & Innovation, and others, as well as on soft skills as resilience, resistance, communication, etc. A particular attention will be devoted to equal participation of female and male students.

The report D.5.2. “Gender Equality Activities Programme Guide” is public and is distributed to the wide audience.

Both D.5.1 and D.5.2. are developed following the general scheme for deliverables in WP5, described in detail in the section dedicated to best practices below.

Work on the other tasks and deliverables in WP5 is as well scheduled to start in 2021 but they are due later in the project.

6.2 Achievements for 2021

The following table includes information on 2021 deliverables.

Table 6. WP5 achievements for 2021

2021 TASKS	2021 DELIVERABLES	ASSESSMENT
T.5.1 T.5.2 T.5.3	D.5.1 Citizen Engagement Programme Handbook	Delivered
T.5.4	D.5.2 Gender Equality Activities Programme Guide	Delivered

6.3 Main indicators to be used to measure progress

The following table includes information on 2021 deliverables.

Table 7. Main indicators used to measure progress - WP5

INDICATORS	GOAL	ACTUAL STATE
Number of free accessible learning courses and tools of the European citizenship promotion activities programme	10	n.a
Number of users of the free accessible learning courses and tools of the European citizenship promotion activities programme. Disaggregated data	200	n.a
Number of Ulysseus citizens' engagement programme activities. Disaggregated by target public – general/educational/scientific	30	
Number of Ulysseus citizens' engagement programme activities attendees. Disaggregated by target public – general/educational/scientific	500.000	
Number of users "Special needs programme". Disaggregated data	100	n.a.
Number of Gender Equality Agenda activities. Disaggregated by target public – general/educational/scientific	5	5
Number of users "Gender Equality Agenda" activities. Disaggregated data	600	n.a
Number of "Scholarship Programme for disadvantaged" granted. Disaggregated data	36	n.a.
Number of Elderlies' internationalization programme activities. Disaggregated data	300	n.a.
Number of Open Classes sites activities	10	n.a.
Number of users Open Classes sites.	200	n.a.
Users satisfaction with citizen engagement activities	+7.5 out of 10	
Women users Ulysseus perception	+7.5 out of 10	
Special need users Ulysseus perception	+7.5 out of 10	
Disadvantaged users Ulysseus perception	+7.5 out of 10	
Number of web and social media visitors	1.000.000	26 views for Citizen engagement seminar
Number of one way exchange activities	+7.5 out of 10	n.a.
Number of students mobilities (in person/virtual/blended)	+7.5 out of 10	

6.4 Main challenges encountered and mitigation strategy implemented

6.4.1 Challenge 1

Finding a common understanding of the Open Classes Sites (OCS)

- **Description:** This challenge is related to T.5.7. “Open Classes Sites” and is considered by the partners the main challenge in WP5. The challenge is related to finding a common understanding of the Open Classes Sites that is shared by all partners regardless of their different background and diverse profiles. Key focal points for the common understanding include the purpose of the OCS, the criteria for their selection, the key methods to involve students and citizens.
- **Mitigation strategy developed in 2021:** The concept of “self-construction and co-building” was proposed. Discussions were held aiming to achieve consensus on the purpose of the OCS and the ways to involve students and citizens into their co-creation.

6.4.2 Challenge 2

Achieving a stronger involvement and exchange of information with the satellite projects

- **Description:** Achieving a stronger involvement and exchange of information with the satellite projects (e.g. MOB4ALL, MOVIDIS, COMPASS etc.) is a key issue for WP5 as all guides and programs developed within it rely on the partners to carry out the activities at local level. Thus, most of the actual activities are supposed to take place not within Ulysseus but within satellite projects. In general, all tasks in WP5 suggest a better and improved interaction with the satellite projects of Ulysseus, so this is a challenge that relates to all tasks.
- **Mitigation strategy developed in 2021:** A strong network was developed within the alliance through involvement of large numbers of staff and regular meetings on all

project levels to ensure good exchange and communication with projects internal to the alliance. Further steps were initiated to form bridging networks with other existing EU alliances via meetings with the participating national (Italian) institutions. A number of project applications were submitted and more are foreseen to ensure additional satellite projects and funding.

6.4.3 Challenge 3

Reduce barriers to WP5 implementation

- **Description:** Difficulties arising from the nature of WP5 core topics and objectives, including resistance towards or inapplicability of the programmes and activities. Albeit to varying degrees and characterized by differing details, this challenge as well refers to all tasks in WP5. Some examples include: resistance because of underestimating the importance of gender equality or civil engagement, inapplicability of programmes/tasks because of lack of targets/beneficiaries, e.g. lack of students with disabilities, lack of elderly students, etc.
- **Mitigation strategy developed in 2021:** Activities of WP5 are crosscutting all other activities in the Ulysseus alliance and attention is regularly drawn towards social responsibility and engagement. Events are organized to include a wide range of participants and stakeholders, to propose different views and most importantly – to spread awareness among the young scholars. WP5 collects best practices and proposes a wide variety of best scenarios and partners are free to decide what suits them best and how to implement those in practice.

6.4.4 Challenge 4

Adapt existing regulations to Covid-19 pandemic

- **Description:** Reduced opportunities for holding public meetings and in-presence activities because of the Covid-19 pandemic and regulations in all partnering countries. This challenge affects all task in WP5 and in the whole project.
- **Mitigation strategy developed in 2021:** No travels have been organised, all the events have been held online as of October 2020.

6.5 Case-study of best practices

Analysing possible best practices and successful measures related to WP5 implementation, what stands the most is the fact that the work strategy and action plan of WP5 itself involve collecting, analysing and developing strategies for implementing best practices. A general scheme is adopted for implementing most WP5 tasks and developing most of the deliverables (with some exceptions, e.g. D5.5) that contains the following steps:

Step 1

Verify the concept and terminology with all the partners.

Step 2

Collect examples of similar programmes/learning tools organised by the partners.

Step 3

Collect examples of similar programmes /learning tools organised outside the partnership.

Step 4

Collect expression of interest and further advice by stakeholders (i.e., NGOs and individuals directly concerned).

Step 5

Define the programme and create each deliverable.

Step 6

(optional) Translate/localise each deliverable (or a summary, or parts of it).

Although challenges come on every step because of the many differences in the partnering institutions, this approach of Ulysseus WP5 has already led to a number of success stories that deserve attention. For instance – with regard to gender equality - the help and methodological support that TUKE received by WP5 workgroup in developing their Gender Equality Plan and establishing for the first time a Committee for gender equality is considered decisive. Or with regard to citizen engagement – the organization of the Researchers' Night in some of the partnering institutions for the first time. At UNIGE, the Ulysseus project supported the decision to consolidate and evolve the local web radio into an international one with a mission, among others, to work as an asset for internationalisation, open discussion on gender and inclusivity topics, and public engagement. In most of the partnering institutions Ulysseus have created conditions to promote greater openness, inclusiveness, and awareness on social responsibility.

Key factors that led to success: 1) Collecting and adapting best practices is the best practice and it is already into motion for WP5; 2) Experienced participants/partners; 3) Good working communication between partners; 4) Diverse background of partners that although challenging brings also innovation; 5) High motivation for success; 6) High level of institutional involvement.

6.6 Main deliverables for 2022

Two important deliverables are scheduled for submission in 2022: D5.4. “Elderlies’ internationalisation programme” and D5.5. “Open Classes sites”.

D5.4

“Elderlies’ internationalisation programme” is a report with a public offer of activities for elders. It will be prepared in English and in national official languages. The deliverable reflects the work done in T.5.6 “Elderlies’ internationalization programme” and is due in M18 of Ulysseus.

D5.5

“Open classes sites agreements” reflects the work done in T.5.7 “Open Classes sites” and is due in M24 of Ulysseus. It is a Confidential report that will be linked to the agreements of the Partners of the alliance and city and/or regions for the deployment of Open classes’ sites. Space, organization, programmes, design, etc.

6.7 Recommendations

6.7.1 Recommendation 1

Ensure maximum involvement of young people

Continue with ensuring maximum involvement of young people – undergrad and postgrad students, both female and male – to achieve better awareness and give them tools to change academic and specifically STEAM realities.

6.7.2 Recommendation 2

Expand bridging exercises

Continue with the bridging exercise. Organize national bridging networking events in the countries of other Ulysseus partners as well. Expand to European level. Bridging has the best potential for spreading good ideas and well working practices.

6.7.3 Recommendation 3

Secure funding to broaden best practices implementation

Try to secure funding for joint implementation of the measures/activities/ events identified as best practices (via satellite projects). Leaving this to each individual partner brings a potential risk of lower rate of implementation of the measures and activities.



07

Assessment of Work package 6

Mobility & International Outlook



7.1 WP6 Objectives

7.1.1 Main objectives

7.1.2 Specific objectives for 2021

7.2 Achievements for 2021

7.3 Main indicators to be used to measure progress - WP6

7.4 Main challenges encountered and mitigation strategy implemented

7.4.1 Challenge 1

Harmonize policies, structures and managerial capacities across Ulysseus partners

7.4.2 Challenge 2

Adapt mobility targets to COVID-19 pandemic

7.4.3 Challenge 3

Build a common understanding of mobility across Ulysseus partners

7.5 Case-study of best practices. Initial mobility calls

7.6 Main deliverables for 2022

7.7 Recommendations

7.7.1 Recommendation 1

Enhance active engagement and commitment of all Ulysseus partners

7.1 WP6 objectives

7.1.1 Main objectives

iWork Package VI “International Outlook & Mobility” addresses in particular the Ulysseus Key Goal 5: To provide steady in-person and virtual mobility with automatic recognition, and to present Ulysseus as a highly attractive, competitive and open to the world University model.

Specific aims to implement the key goal 5 include specialized mobility programs for all the community (students, academics and non-academics) to enhance transnational in-person and virtual mobilities by creating flexible, innovative mobility pathways going beyond good practice. Substantiated in the Ulysseus Mission statement, in 2030, over 200.000 people will have had a virtual or in-person mobility experience within the Ulysseus alliance.

An Ulysseus Welcome Program and Green Deal Mobility Scheme for contributing to sustainable travel and stay support key goal 5. In addition, a specific High School program will enhance these activities to sensitize young scholars and teachers with Ulysseus values. A Talent magnet program shall assure that Ulysseus attracts the best talents (students, academics, and staff) worldwide. Engaging in an international cooperation with university partners in with strategic geographical regions and joining forces within Ulysseus for international promotion activities further feed into the aim of turning Ulysseus into an international model and fast-track cooperation alliance.

The Ulysseus International Mobility Office (IMO) situated at MCI as part of the Ulysseus International Center (IC) follows the mission of providing seamless mobility in various innovative forms to Ulysseus students, academics and non-academic staff within the Ulysseus campus. The IMO facilitates all students, faculty and staff mobility within the consortium and follows the purpose of facilitating the mobility arrangements between the institutions. The objectives are (i) creating common processes, (ii) standardizing criteria and pre-requisites, (iii) ensuring credit transfer and deadlines (iv) are ensuring hosting arrangements.

7.1.2 Specific objectives for 2021

The following deliverables were programmed for 2021:

D6.4 Ulysseus welcome program guides (UCA)

Guide in English and national languages for incoming Ulysseus and international students, researchers, faculties and non-academic staff mobilities with specific provisions for each site.

D6.5 Ulysseus Green Mobility incentive scheme blueprints (USE)

Guide in English and national languages for green mobilities. Advisement for making the travel and stay environmental sustainable.

D6.6 International Cooperation programme guide (Unige)

Guide in English and other languages of the Ulysseus target regions for international partners and mobilities for interacting with Ulysseus by creating a common framework for international fast-track cooperation activities.

D6.8 Ulysseus International promotion handbook (MCI)

Handbook including common provisions to organize, implement and evaluate Ulysseus International promotion aimed to boost the international visibility and positioning of our Universities in the main international rankings.

D6.9 Agreement on Automatic Credit Recognition within Ulysseus (USE)

Joint agreement on automatic recognition of credits earned in any Ulysseus university: “trying to turn the Learning Agreement into a smart contract, where an outcome (credit recognition) would be an automatic result of fulfilling certain conditions (such as obtaining the foreseen credits)”

7.2 Achievements for 2021

The following table includes information on 2021 deliverables.

Table 8. WP6 achievements for 2021

2021 DELIVERABLES	ASSESSMENT	REASONS FOR POTENTIAL DELAY
D6.4 Ulysseus Welcome program Guide (UCA)	Delayed (rescheduled for M18)	Draft welcome guide submitted; currently being edited into a visually attractive public guide by the Ulysseus dissemination unit
D6.5 Ulysseus Green Mobility Incentive scheme blueprints (USE)	Delayed (rescheduled for M18)	Delay in the development of the deliverable due to different definitions, processes and cultures. This deliverable will be developed in synergy with the welcome guide
D6.6 International Cooperation program guide (UNIGE)	Delayed (rescheduled for M18)	Delay in the development of the deliverable due to different definitions, processes, cultures
D6.8 Ulysseus International promotion handbook (MCI)	Delayed (rescheduled for month 16)	Delay in the development of the deliverable due to several necessary feedback loops among all partners to ensure consensus
D6.9 Agreement on Automatic Credit Recognition within Ulysseus (USE)	Delayed (rescheduled for M18)	Delay in the development of the deliverable due to different definitions, processes and cultures. This task is linked with the actions in WP3 and will be developed in close cooperation

7.3 Main indicators to be used to measure progress

The following table includes information on 2021 deliverables.

Table 9. Main indicators to measure progress - WP6

INDICATOR	GOAL (EXPECTED)	CURRENT STATUS (M12)
16.1 Number of student mobilities (in person/virtual/blended). Disaggregated data (quantitative)	97,000	399
16.2 Number of academic mobilities (in person/virtual/blended). Disaggregated data (quantitative)	2,000	637
16.3 Number of non-academic staff mobilities (in person/virtual/blended). Disaggregated data (quantitative)	1,000	346
16.4 Number of high-school teacher and student mobilities (in person/virtual/blended). Disaggregated data (quantitative)	500	n.a. yet
16.5 Number of green deal mobilities (including virtual). Disaggregated data (quantitative)	97,000	Tbc
16.6 Number of Welcome Program users. Disaggregated data. Mobility/WPU ratio (quantitative)	3,000	n.a. yet
16.7 Number of international agreements by Erasmus+ region and country (quantitative)	8	to be confirmed/counted (tbc)
16.8 Number of international mobilities by Erasmus+ region and country. Disaggregated data (quantitative)	500	tbc
16.9 Number of non-European students, academics, and non-academic staff. Disaggregated data (quantitative)	1,000	tbc
16.10 Mobility user satisfaction (qualitative)	+7.5 out of 10	tbc
16.11 Welcome program users satisfaction (qualitative)	+7.5 out of 10	tbc
16.12 Non-European students, academics and non-academic staff Ulysseus perception (qualitative)	+7.5 out of 10	tbc

7.4 Main challenges encountered and mitigation strategy implemented

7.4.1 Challenge 1

Harmonize policies, structures and managerial capacities across Ulysseus partners

Based on the information provided in the WP6 annual and special mobility risk report it is evident that aligning policies and structures and decision-making has taken up a lot more time than initially expected. The continuous negotiation process between the participating universities with differing national and institutional practices and cultures is challenging resulting in a reluctance to adjust the different existing university policies regarding the organization, funding and mutual recognition of mobilities. Not all partner universities were able to install the managerial capacities quick enough for the tight schedule in year one, which has resulted in a delay of some of the deliverables due in the first year in favour of providing a quality output for each WP6 deliverable developed.

As outlined in the WP6 special mobility risk report, it was not possible to achieve the necessary participation of all partners in various pilot mobility calls due to different internal policies, definitions, processes and cultures of the alliance partners. Also, due to the still very young brand of Ulysseus, the limited amount of course offers in English and the low visibility of the benefits to its target groups in its initial phase, it was challenging to disseminate the mobility offerings and its benefits to students in time.

The first year was thereby determined by often time-consuming, but crucial preparatory work in shaping joint and internal Ulysseus management structures at the Ulysseus partner institutions to lay a solid groundwork for joint Ulysseus mobility activities. Nonetheless, the diversity of the consortium is a strength turning existing good practice into joint best practice. Exchanging practices, concepts and engaging in joint learning and further development is at the core of the Ulysseus community, even if more work than expected is necessary.

7.4.2 Challenge 2

Adapt mobility targets to COVID-19 pandemic

In the Ulysseus project proposal, the risk to scarce mobility rates was initially expected to be low. However, the mobility goals of the alliance were settled before the COVID 19 pandemic, which has affected all higher education mobilities significantly. Consequently, the mobility modalities have been the most demanding challenge in the first project year as stated in the WP6 annual report and WP6 special mobility risk report. Physical mobility has been substantially restricted by the impact of the pandemic so far. Therefore, the growth of Ulysseus student mobility numbers has not yet reached the heights the consortium partners initially expected already during the first years of the project.

The ambitious numbers and the current state had also been discussed in the International Center meeting in Innsbruck (19.&20.10.21). Referring to the Ulysseus Mission Statement which the alliance committed to at the beginning of the project, *“in 2030, over 200,000 people (students, academic and non-academic staff) will have had a virtual or in-person mobility experience within the Ulysseus alliance.”* (p.36) The mobility indicators of the Ulysseus alliance for 2021-23 are however numbered with 100,000 mobilities (virtual/blended/physical) according to the proposal document part B1 (p. 25) This poses an over proportional target for the first three years in relation to the indicated mobility numbers to be reached until 2030.

Based on the mission statement and the challenges the consortium has been facing so far, the WP6 Board has recommended the following conclusion to the General Committee in its WP6 special mobility risk report:

We recommend rejecting the mobility number of 100.000 within the first three years while remaining fully committed to the mobility target number of 200,000 mobilities until 2030. This will be fully in line with the Ulysseus mission statement and allows an implementation plan with a progressive increase in mobilities supported by the future joint/multiple/double degrees and other formats of physical but also virtual mobilities.

Therefore, it will be vital that within the second Ulysseus-year we will develop (1) a common process on how to generate mobility offers, (2) a seamless workflow across all universities for booking these offers, and (3) a concept for automatic mutual recognition of credits or the transfer of certifications outside of the automatically recognized activities.

Furthermore, the Ulysseus partners have calculated the overall student mobilities based on the overall student numbers of the individual partner universities in order to divide these numbers proportionally to the size of the universities. Based on the volatile covid-19-impact the partners have also committed to aim for 10% physical & blended and 90% virtual mobilities.

7.4.3 Challenge 3

Build a common understanding of mobility across Ulysseus partners

According to the reports provided, one of the main difficulties in the past year concerning student mobilities, was the development of a joint definition of mobilities (beyond the existing Erasmus+ schemes) as well as a common understanding on “automatic recognition” within the Ulysseus alliance covering the different regulations governing academic recognition of formal, non-formal and informal education within Ulysseus.

Agreeing on a common terminology of mobility-related terms, definitions and concepts based on partly differing understandings among all partners has shown to be vital to discuss before drafting and implementing joint mobility solutions. Differences in legal, structural, administrative and operative mobility practices need to be carefully analyzed and critically reflected in order to be able to find joint innovative and creative mobility pathways going beyond existing good practice.

Due to the lack of face-to-face discussions and exchanges from the beginning of the project in light of the COVID-19 pandemic, building a shared understanding of the mobility terminology within Ulysseus took more time than expected. Following the output of the first face-to-face Ulysseus International Center meeting in Innsbruck in October 2021 it was possible to clarify the processes and terminology of mobility at each partner institution. Further, in order to define a general framework agreement on recognition, a workgroup with representatives from all partner universities has been set up.

In the aftermath of this evidently very fruitful meeting, the WP6 formulated a revised mobility scheme with joint definitions of Ulysseus mobilities. Based on this progress Ulysseus can now unlock the full potential of the alliance.

7.5 Case-study of best practices. Initial mobility calls 2021

Agreeing on a common terminology of mobility-related terms, definitions and concepts, including dates for the publication of mobility offers and dates for registration is the foundation for a large scale Ulysseus Mobility Scheme. Due to different approaches in how mobilities are created and organized at the Ulysseus partner institutions, it has shown to be vital to agree on basic terms, definitions and concepts before implementing joint mobility offers in large numbers.

In order to identify the differences in legal, structural, administrative and operative mobility practices, the International Mobility Office has invited all Ulysseus partner universities to contribute course based mobility offers beyond the existing Erasmus+ Exchanges for 2021/22. The contributions from the partner universities have been published on the Ulysseus website and first students and staff members have taken the opportunity for a short-term online or onsite mobility.

This initiative – leading to a small number of actual mobilities – has nourished the process of identifying mobility pathways that go beyond existing good practice. The experience, learning and take-aways from these first pilot mobility calls and exchanges have helped to identify some “low hanging ‘mobility fruits’” and to understand the most challenging obstacles for a virtual European campus, providing seamless mobility opportunities across all Ulysseus partner universities. With these insights, the consortium has now created the basis for the development of joint processes and structures for an Ulysseus mobility highway of the future.

7.6 Main deliverables for 2022

The following deliverables are expected for 2022:

D6.1

Mobility Program Handbook (M16)

Document in English and national languages where necessary with common provisions to organize, implement and evaluate the Mobility program. It will include specific resources.

D6.2

Mobility Program Calls (M18;M30)

Open mobility calls for students, academics and non-academics published on the Ulysseus website.

D6.3

High school mobility program call (M18;M30)

Open mobility call for Ulysseus high school students to sensitize the young scholars for Ulysseus values.

D6.7

Talent Magnet programme handbook (M24)

Document in English and national languages where necessary with common provisions to organize, implement and evaluate the Talent Magnet program. It will include specific resources.

7.7 Recommendations

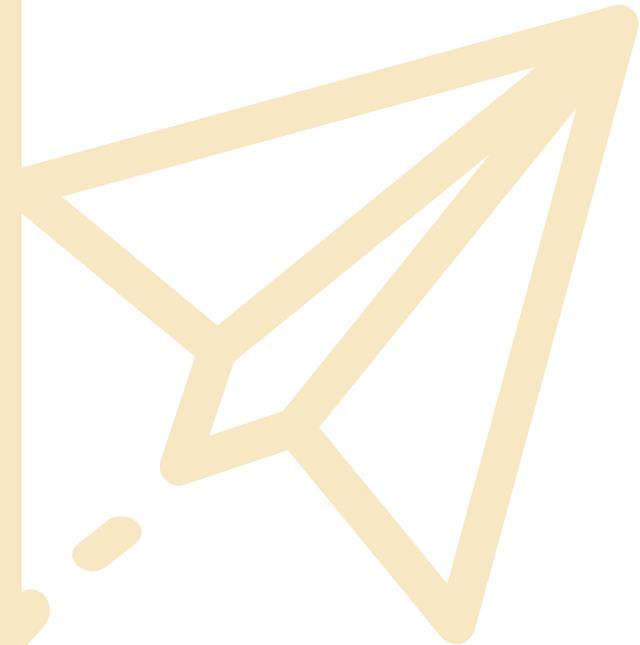
7.7.1 Recommendation 1

Enhance active engagement and commitment of all Ulysseus partners

The aim of providing large-scale, innovative and flexible mobility pathways between our institutions can only be realized with the active engagement and commitment on all levels including the decision-making levels of all partners.

Therefore, and following up on challenge #1 “different policies, structures, and managerial capacities”, we recommend to:

- **Finalize the joint Ulysseus mobility scheme** mirroring the joint understanding of terminology and processes.
- **Implement a strategic Ulysseus mobility taskforce** for implementation (complementary to the existing WP6 taskforces) composed of the Heads of International Relations (the persons who are primarily responsible for mobility at each partner institution) to ensure a continuous communication flow and joint strategy for the creation of joint mobility offers, processes. Only the heads on international Relations at all partner institutions will be able to eliminate identified bottlenecks for the implementation of the Ulysseus Mobility program.
- **Build a joint digitalized process** to offer, allocate and manage mobilities along the students’ (customers’) journey, reflect the students’ perspective in the design of the Ulysseus website.
- **Go beyond existing Erasmus+ exchanges** and search for ways that allow to open up the full range of courses at all universities of the alliance to all Ulysseus students (in-person, virtual, and/or blended). For this purpose, we welcome the strong emphasis that has been put on automatic academic recognition by installing the respective workgroup lead by Haaga Heliä.





08

Assessment of Work package 7

Sustainability and dissemination



8.1 WP7 Objectives

8.1.1 Main objectives

8.1.2 Specific objectives for 2021

8.2 Achievements for 2021

8.3 Main indicators to be used to measure progress - WP7

8.4 Main challenges encountered and mitigation strategy implemented

8.4.1 Challenge 1

On-time delivery

8.4.2 Challenge 2

Strengthen dissemination activities

8.5 Case-study of best practices. Ulysseus website

8.6 Main deliverables for 2022

8.7 Recommendations

8.7.1 Recommendation 1

Keep strengthening dissemination activities

8.7.2 Enhance RADAR evaluation activities

8.1 WP7 objectives

8.1.1 Main objectives

WP7 “Beyond Ulysseus” aims to promote Ulysseus R&I agenda and capacities worldwide, transforming Ulysseus in an international R&I European University model, especially in the six EU Member States and regions in which Ulysseus partner universities are located. This work package is lead by USE.

WP7 is composed of seven main tasks listed below:

T7.1 Ulysseus branding

This task consists of designing Ulysseus branding guide, including Logo, virtual and print, material corporate identity rules. Brochures, Outreach books, Good practices manuals, Sustainable and ecological promotion material (T-shirts, mugs, etc).

T7.2 Ulysseus website

The Ulysseus website will display all the Ulysseus activity. It will be a comprehensive tool to access to Ulysseus for the community and beyond. The target public will be identified in the portal with the specific information the specific user may be interested: students, companies, international institutions, academics, researchers, innovators, all of them will be easy guided to their potential information of interest: presentation and main figures strategy and identity of the Ulysseus University, innovations hubs of the Ulysseus University , main results stemming from the Ulysseus University: research grants/ awards, creation of start-ups/spin-offs, main publications (scientific, reports, etc.) , citizen engagement activities, events and outreach activities, employment offers.

T7.3 One-exchange activities

This tasks consists of disseminating Ulysseus activities through releasing information in newspapers TV, radio, using of social media, corporative Videos, blogs, press releases, etc

T7.4 Two-way Exchange Activities Communication

This task is very close to T5.2. It will be coordinated by UniGe but, in close and necessary cooperation, the handbook for commucation will be developed by the Dissemination Unit (USE) and, the Open Classes activities and design also with TUKE (T.5.7). Two-way Exchange Activities Communication will involve the organization of Open Doors events, students/public visits, visit schools, other universities, community, organisations to promote research, public/societal engagement events (European Researchers' Night Event, Pint of Science etc.).

T7.6 Promotion material

Communication is certainly a way to keep all community actively involved in Ulysseus. The alliance is going to invest in small goodies and materials with the project's name on them (e.g. stickers, jugs, notebooks, etc)

T7.7 Ulysseus Observatory: RADAR

The main purpose of RADAR is to track Ulysseus quantitative and qualitative indicators for taking stock and assessing Ulysseus activity, propose corrective and improvement measures when needed and to have a wider view to go beyond.

T7.8 Ulysseus legal entity

The long-term vision of Ulysseus University will be supported by the development of a legal framework for the alliance. To guarantee a unique, flexible and sustainable European University a specific legal structure will be developed.

T7.9 Ulysseus joint open repository

This task aims to provide an open on-line repository following the indications of the Ulysseus Open Education and Science Handbook (D.3.10) and Data management Plan. It will include all non-confidential Ulysseus results, deliverables and products.

8.1.2 Specific objectives for 2021

The following deliverables were programmed for 2021:

D7.1 Ulyseus Branding guide

Internal English guide with provisions to use the Ulyseus logo and brand.

D7.2 Ulyseus website

The website aims to be a comprehensive on-line tool to access to Ulyseus for the community and beyond. The target public will be identified in the portal with the specific information the specific client may be interested. In English, translated to all national official languages.

D7.3 One-exchange activities handbook

Document in English and national languages where necessary with common provisions to organize, implement and evaluate One-exchange activities.

D7.4 Two-way exchange activities communication handbook

Document in English and national languages where necessary with common provisions to organize, implement and evaluate two-way Exchange activities communication. It will include specific resources. Though the task is coordinated by UniGe for its relation to WP5, the handbook will be coordinated by the Dissemination Unit (USE).

D7.5 Ulyseus dissemination annual report

Ulyseus dissemination annual report. This annual report includes press clipping and Opileak analysis to be attached to the Dissemination Plan Indicators report (D1.9). English and national languages where necessary.

D7.6 Promotion material catalogue

On-line catalogue of Ulyseus branded products. English and national languages.

D7.7 RADAR operating handbook

Document in English and national languages where necessary with common provisions to organize, implement and evaluate RADAR observatory.

D7.8 RADAR Annual Report

Open report of RADAR observatory on Educational, Research and Innovation new trends and Ulyseus results.

8.2 Achievements for 2021

The following table includes information on 2021 deliverables.

Table 10. WP6 achievements for 2021

2021 DELIVERABLES	ASSESSMENT	REASONS FOR POTENTIAL DELAY
D7.1	Delivered	
D7.2	Delivered	
D7.3	Delivered	
D7.4	Rescheduled to Month 15	
D7.6	Delivered	
D7.7	Rescheduled to Month 15	Impacted by delay of previous deliverables
D7.8	Rescheduled to Month 15	Impacted by delay of previous deliverables

8.3 Main indicators to be used to measure progress (for this work package)

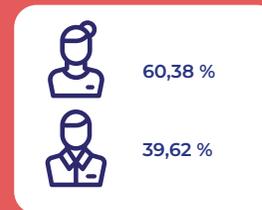
The following indicators are used to measure progress on WP7:

KEY PERFORMANCE INDICATORS (KPIs)	GOAL	CURRENT
15.19 NUMBER OF WEB AND SOCIAL MEDIA VISITORS (QUANTITATIVE)	1,000,000	17,579 website users + 670,090 impressions on social media
15.20 NUMBER OF ONE WAY EXCHANGE ACTIVITIES (QUANTITATIVE)	+7.5 out of 10	-

Key performance indicators were collected in November 2021 and show the following:

KPIs WEB

GENDER



VISITORS / NEW VISITORS



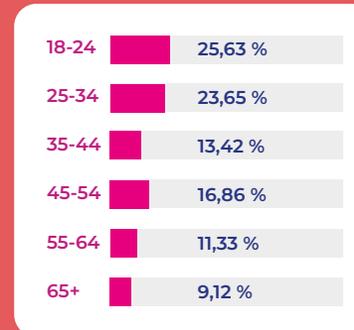
AVERAGE SESSION DURATION



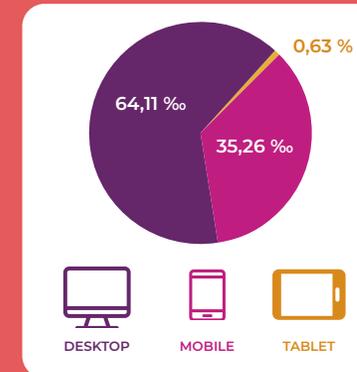
BOUNCE RATE



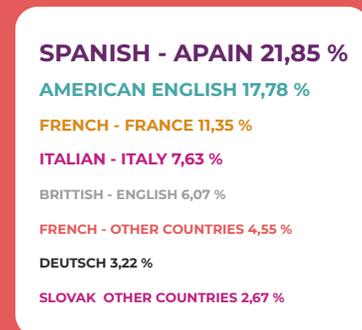
AGE



DEVICE



IDIOM



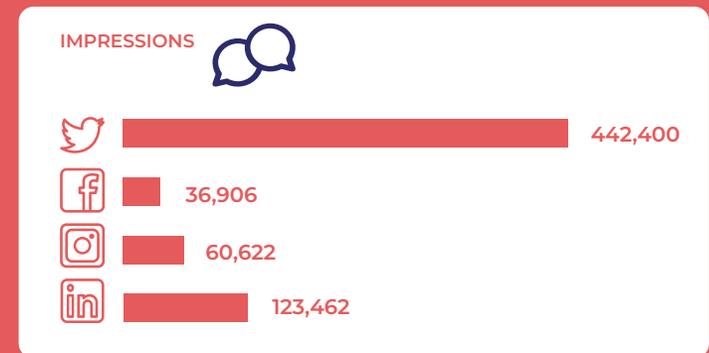
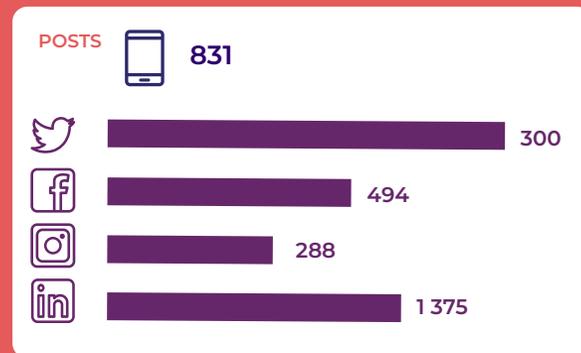
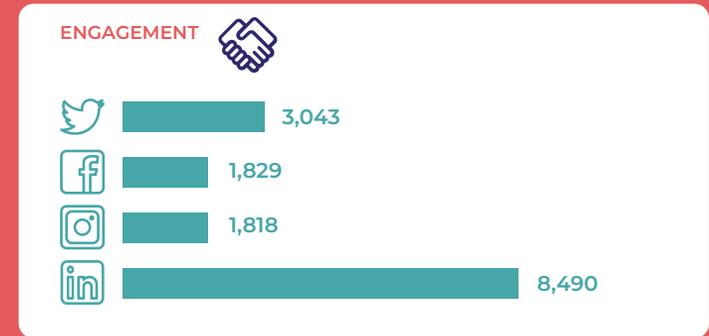
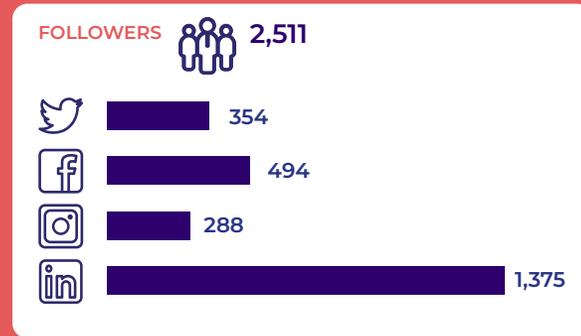
EMAILING



GENERAL STATS



COMPARATIVE KPIs SOCIAL MEDIA



8.4 Main challenges encountered and mitigation strategy implemented

8.4.1 Challenge 1

On-time delivery

- **Description.** WP7 is mainly dedicated to dissemination activities, for which it is highly sensitive to delays of deliverables programmed in other work packages.
- **Mitigation strategy developed in 2021.** In order to minimize delays induced by late deliveries of other deliverables, USE followed closely their development to be able to retrieve information at the earliest stage

8.4.2 Challenge 2

Strengthen dissemination activities

- **Description.** Throughout work conducted to elaborate the present report, we observed a relatively reduced awareness within the university community about the nature of Ulysseus, what its mission and main objectives are, and what its organizational and governance structure is.
- **Mitigation strategy developed in 2021.** While these aspects are understandable in the first year of project implementation, intense dissemination activities have been over 2021 to raise awareness of the project among Ulysseus community.

8.5 Case-study of best practices. Ulysseus website

The Ulysseus website (<https://ulyssseus.eu/>) is a highly functional dissemination tool available in the six languages used in Ulysseus partner universities (Finnish, French, German, Italian, Slovak and Spanish) and English. The information it provides is regularly updated and allows having a good overview of the activities currently developed in the project. The information is structured around the general goals of Ulysseus, its community, the Innovation Hubs, the Campus, Media and provides contact information.

Ulysseus website is one of the main dissemination tool of Ulysseus and as such should keep being updated and developed with utmost attention.

8.6 Main deliverables for 2022

The following deliverables will be released in 2022:

D7.5 Ulysseus dissemination annual report

Ulysseus dissemination annual report. This annual report includes press clipping and Opileak analysis to be attached to the Dissemination Plan Indicators report (D1.9). English and national languages where necessary.

D7.8 RADAR Annual Report

Open report of RADAR observatory on Educational, Research and Innovation new trends and Ulysseus results.

D7.9 Creation agreement/registration of Ulysseus legal figure

Agreement and/or registration on the Ulysseus legal framework in English and/or other languages where needed.

D7.10 Ulysseus joint open repository

This repository will be a comprehensive on-line tool to access to Ulysseus open educational and science results. In English, translated to all national official languages

8.7 Recommendations

8.7.1 Recommendation 1

Keep strengthening dissemination activities

In line with the challenges formulated above, we recommend strengthening dissemination activities as they stand as the main instrument to raise awareness about Ulysseus activities both within the six partner universities and within the broader academic community.

8.7.2 Recommendation 2

Enhance RADAR evaluation activities

For the first RADAR evaluation exercise, RADAR members were grouped in teams of two or three people and analysed the activities of the partner university they belong to. While this allows a swift information gathering process, was justified by the time constraint imposed on the report elaboration and relied on the independency of RADAR evaluators with regards to university activities, RADAR may consider requiring evaluators to assess the performance of other partner universities in upcoming RADAR exercises.





09

General Assessment and conclusions



- 9.1** Ulysseus achievements in 2021
- 9.2** Challenges to Ulysseus development
- 9.3** Case-studies of best practices
- 9.4** Upcoming deliverables for 2022
- 9.5** Recommendations

This report aims to take stock of Ulysseus progress over its first exercise in 2021. To do so, 15 experts were recruited across Ulysseus 6 partner universities and evaluated independently the main developments implemented for each work package over this first year. While the previous sections specifically focused on each of these work packages, this concluding chapter aims to identify commonalities and general trends stemming out from Ulysseus activities. To do so, we will provide a general overview of the findings identified earlier for (1) Ulysseus achievements for 2021, (2) the main challenges identified, (3) the case-studies of best practices, (4) upcoming deliverables for 2022 and (5) recommendations for future developments within Ulysseus.



9.1.1 Ulysseus achievements in 2021

28 deliverables were programmed for 2021 within the seven main work packages. Their purpose was to develop Ulysseus functional structure and frameworks by creating management and coordination offices (WP1), designing the specifications, standards and processes for the Innovation Hubs (WP2), elaborating specifications for transdisciplinary joint degrees, Ulysseus traineeship programs and living labs (WP3), setting up career development and language programmes (WP4), developing European citizenship promotion activities programme and Ulysseus citizens engagement programme (WP5) developing the main schemes, handbooks and programmes for international outlook and mobility (WP6) and setting up a sustainability and dissemination strategy (WP7).

Out of these 28 deliverables, 14 were delivered on-time, 14 others were postponed (5 for WP6) and none has been cancelled. One overarching reason and three more specific justifications were advanced to explain these delays. At general level, the first year of project implementation sets the floor for future developments. Ulysseus is no exception in this regard, for which particular attention was paid to the elaboration of the first set of deliverables. To ensure optimal quality, it was decided to privilege completeness of deliverables over strictly sticking to the agenda, for which it was agreed to reschedule the delivery of some deliverables (among which all WP6 deliverables) to month 18 instead of month 12.

Among the three more specific reasons advanced to explain the postponing of deliverables, the first one refers to the original time schedule. While the project design was carefully elaborated and identified possible risks and mitigation strategies related to the agenda, the project implementation involved practical difficulties linked to the original tight timeline. Related to this aspect, the second issue highlighted refers to the breadth and depth of deliverables. As mentioned above, the first deliverables are of utmost importance for the overall project as they are meant to develop the structure and framework on which the remaining tasks will build on. This involves the need to carefully implement a wide array of activities in a reduced amount of time. Finally, the third specific issue mentioned to explain the first delays is related to the difficulty to create common working patterns across the six Ulysseus partner universities due to different institutional and administrative working processes and cultures. This specific aspect has been repeatedly mentioned as one of the main challenges faced by the Ulysseus project over its first year, as highlighted in the next section.

9.1.2 Challenges to Ulysseus development

The following table summarizes the different challenges identified through the present evaluation exercise.

Table 11. Challenges to Ulysseus development

WORK PACKAGES	CHALLENGES
WP1	<ul style="list-style-type: none"> • Manage human resources through the pandemic • Develop swift communication processes within the consortium • Conciliate pandemic and Ulysseus development
WP2	<ul style="list-style-type: none"> • Build Ulysseus digital platform • Design a common framework for Ulysseus Innovation Hubs
WP3	<ul style="list-style-type: none"> • Harmonize approaches regarding teaching assessment procedures • Harmonize joint programme elaboration • Elaborate jointly D3.8 “Traineeship Call Document” • Overcome hesitancy on future projects
WP4	<ul style="list-style-type: none"> • Enhance language course production across partners • Harmonize course production processes
WP5	<ul style="list-style-type: none"> • Find a common understanding for Open Class Sites (OCS) • Achieve a stronger involvement for satellite projects
WP6	<ul style="list-style-type: none"> • Harmonize policies, structures and managerial capacities across Ulysseus partners • Adapt mobility targets to COVID-19 pandemic • Build a common understanding of mobility
WP7	<ul style="list-style-type: none"> • On-time delivery • Strengthen dissemination activities

Three main common aspects are reflected through the 17 challenges identified.

First, the issue of harmonization and building common frameworks for Ulysseus appears as a concern for all WPs. This is related to the nature of the Ulysseus project and the need to align policies, structures, decision-making processes and institutional practices and cultures from six partner universities located in six different EU Member States. The continuous negotiation process involved to smoothen these differences, the consequent modifications of practices and necessary development of new managerial capacities within a tight working schedule stand as a structural and probably most fundamental difficulty of Ulysseus project. This aspect is all the more pregnant in the first year of the project, in which the institutional set-up need to be developed to lay a solid basis for future developments.

Secondly, the development of swift communication processes also appears both as challenge and a key aspect allowing for building up smooth collaborations across partner universities. In this regard, the Coordination Unit has ensured that the most urgent and/or problematic issues have been dealt with in the General Committees meetings. Furthermore, face-to-face meetings among the alliance has allowed to work more directly in team-building processes. These aspects will need to be strengthened over the next years.

Finally, a third aspect stemming out from the analysis is linked to the specific context of COVID-19 pandemic. The travel restrictions and strict limitations of mobility involved by the pandemic have substantially affected the development of Ulysseus structure as well as student mobility and academic collaboration. Nonetheless, given these adverse external conditions, Ulysseus has proven to be particularly resilient and adaptative. This is due, among others, to remarkable efforts made by the administrative and academic staff and the student community of all partner universities to mitigate this specific challenge. For Ulysseus second year of exercise, RADAR recommends to keep developing common processes to generate mobility offers and collaborative patterns across Ulysseus partner universities.

9.1.3 Case-studies of best practices

While the challenges identified in this assessment exercise present several similarities, the best practices highlighted are more specific to each work package. The table below summarizes the main findings on this specific aspect.

Table 12. Case-studies of best practices

WORK PACKAGES	BEST PRACTICES
WP1	· Use of PM2 (project management methodology developed by the EC) for Ulysseus
WP2	-
WP3	· 12 measures mentioned, among which the development of micro-groups to address differences in teaching outputs, develop of minimum standard to address different approaches, Contingency – user guide with minimum standard criteria for Ulysses learning outputs (formats).
WP4	· Support of staff involved in Ulysseus, · Active cooperation and sharing of information · Active benchmarking of online courses between partners.
WP5	· Development of a consistent working approach based on the identification and implementation of best practices.
WP6	· Implementation of initial pilot mobility calls in 2021.
WP7	· Ulysseus website

Among the practices put forward and beyond the specificities related to each work package, the development of working methods and cooperative frameworks stands as clear commonalities on which Ulysseus could build on for the next exercises. As also highlighted through the identification of challenges, the building of synergies across Ulysseus institutions and communities appear as a key feature for upcoming developments.

9.1.4 Upcoming deliverables for 2022

The deliverables for 2022 are listed in the table below.

Table 13. Upcoming deliverables for 2022.

WORK PACKAGES	DELIVERABLES
WP1	D1.2 WPs Annual Plans-Ulysseus Annual Plans. D1.4 WPs & Plans Annual reports-Ulysseus Annual Reports - Report 2. D1.6 Interim Progress Report.
WP2	D2.1 Technical Specifications of Ulysseus platform D2.2 Ulysseus Digital Platform D2.4 Research Centers agreements D2.5 Incubator's agreements
WP3	D3.2 Ulysseus Traineeship Program D3.4 Living labs D3.5 Matching4 Cooperation D3.12 M4C App report
WP4	D4.2 Open access AI online language courses in EN, FR, IT, SPA, GER and RUS D4.5 Online courses on detecting individuals' prior and existing learning skills, assess professional competences, develop career learning and take action to enhance careers. D4.7 Virtual online design thinking & entrepreneurial courses D4.10 Inter-campus pedagogical mentoring handbook
WP5	D5.4 "Elderlies' internationalisation programme". Report with a public offer of activities for elders. It will be prepared in English and in national official languages. The deliverable reflects the work done in T.5.6 "Elderlies' internationalization programme" and is due in M18 of Ulysseus. D5.5 "Open classes sites agreements". Internal report linked to the agreements of the Partners of the alliance and city and/or regions for the deployment of Open classes' sites. Space, organization, programmes, design, etc.
WP6	D6.1 Mobility Program Handbook. Document in English and national languages where necessary with common provisions to organize, implement and evaluate the Mobility program. It will include specific resources. D6.2 Mobility Program Calls. Open mobility calls for students, academics and non-academics published on the Ulysseus website. D6.3 High school mobility program call. Open mobility call for Ulysseus high school students to sensitize the young scholars for Ulysseus values. D6.7 Talent Magnet programme handbook
WP7	D7.5 Ulysseus dissemination annual report. D7.8 RADAR Annual Report. D7.9 Creation agreement/registration of Ulysseus legal figure. D7.10 Ulysseus joint open repository

9.1.5 Recommendations

The following table summarizes the recommendations formulated throughout this first RADAR exercise.

Table 14. Recommendations for Ulysseus future development

WORK PACKAGES	RECOMMENDATIONS
WP1	<ul style="list-style-type: none"> • Develop a precise organizational chart • Compile Ulysseus annual deliverables in a single document • Implement Ulysseus Dissemination Plan
WP2	<ul style="list-style-type: none"> • Enhance cooperation within Ulysseus community • Open a beta-version of Ulysseus digital platform
WP3	<ul style="list-style-type: none"> • Implement a mid-year evaluation exercise • Develop a “early-warning” mechanism for upcoming deadlines and milestones
WP4	<ul style="list-style-type: none"> • Develop further means of sharing information • Enhance common definitions and engagement
WP5	<ul style="list-style-type: none"> • Ensure maximum involvement of young people. • Expand bridging exercises. • Secure funding to broaden best practices implementation
WP6	<ul style="list-style-type: none"> • Enhance active engagement and commitment of all Ulysseus partner by (1) Finalizing the Joint Ulysseus Mobility Scheme, (2) Implementing a strategic Ulysseus mobility task force, (3) Building a joint digitalized process for mobilities and (4) Going beyond the existing Erasmus+ mobility program
WP7	<ul style="list-style-type: none"> • Keep strengthening dissemination activities • Enhance RADAR evaluation activities

Following the challenges identified, the recommendations reflect three main lines of concerns.

First, the analysis of the different work packages highlighted the need to enhance engagement and commitment of all the actors involved in building Ulysseus, through e.g. the development of further cooperation within Ulysseus community and involvement of young academics and students.

Secondly and linked to the first challenge, RADAR recommends to facilitate information flows within Ulysseus throughout further implementation of the dissemination plan and on-going development of digital tools and platforms. Finally, a third set of recommendations insists on the need to develop closer follow-up processes of projects under development, including through the elaboration of mid-term evaluation exercises and the implementation of systematic early-warning mechanisms regarding upcoming deadlines and milestones.

We hope the information, analyses and recommendations provided throughout this report will be of use for future and promising developments of Ulysseus.



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