

1.2 Erasmus Policy statement (EPS): your strategy

Your Erasmus Policy Statement should reflect how you intended to implement Erasmus after the award of the ECHE. Should you wish to add additional activities in the future, you will need to amend your Erasmus Policy Statement and inform your Erasmus National Agency.

What would you like to achieve by participating in the Erasmus Programme? How does your participation in the Erasmus Programme fit into your institutional internationalisation and modernisation strategy?

(Please reflect on the objectives of your participation. Please explain how you expect the participation in Erasmus to contribute towards modernising your institution, as well as on the goal of building a European Education Area¹ and explain the policy objectives you intend to pursue).

Original language (and translation into EN, FR or DE if the EPS is not in one of these languages)

Since its creation in 1994 as a state-of-the art university with a highly innovative learning model, the Universitat Oberta de Catalunya (UOC, Open University of Catalonia) is one of the world's premier online universities. The UOC's core goal is to be the 'university of the knowledge society', promoting innovative education, personalised learning, technological leadership, and R&D work.

The UOC aims at — as part of a global network of universities — promoting the creation of a global knowledge space and cutting-edge research. Through its innovative student-centred educational model, the UOC offers quality and personalized education to help its students become more competitive and to contribute to the progress of society.

Its educational model is based on personalisation and accompanying students to become responsible and democratic citizens, using a full online strategy. With over 70.000 students studying at the UOC in 134 countries around the world, as well as 72.000 graduates, the UOC is one of the biggest universities in Spain. The UOC is deeply committed to offering high quality online education, lifelong learning and research opportunities to traditional and non-traditional students in Catalonia, Spain, Europe and the world. The UOC directs itself towards building a socially engaged, responsible citizenry and an up-skilled labour force, which are capable of dealing with the disruptions in the European economy and of creating solutions to pressing global challenges.

Currently, the UOC's research, innovation and transfer activity is led by over 400 researchers and technicians organized into 48 R&I groups. Each group belongs to one of the University's seven departments or teaching areas, or to one of its three main research centres (Internet Interdisciplinary Institute - IN3 - eLearn Center - eLC - and the eHealth Center).

With internationalisation at the core of its mission, the UOC continuously works to bolster its international profile through initiatives that increase its research partnerships around the world and the number of its international exchanges and students. The UOC aspires to become an open, porous institution, a knowledge hub that stimulates co-creation processes, dialogue, collaboration and knowledge exchange between society's different stakeholders, so that

¹ For more information on the priorities of the European Education Area, such as recognition, digital skills, common values and inclusive education, please consult the following website: https://ec.europa.eu/education/education-in-the-eu/european-education-area_en

knowledge is no longer the exclusive preserve of the university. The UOC works to ensure that the knowledge it generates, whether through its research and innovation or through teaching, is open, that is, available and accessible, in terms that enable its reuse, redistribution and reproduction. The UOC aspires to become a university connected to its local and global environment that contributes to relating and connecting people and communities, ideas and methodologies. We want to strengthen, enrich and foster excellence in our teaching, research and innovation and to assure that the knowledge generated at the UOC reaches as many people as possible and generates the greatest possible social impact.

In this democratizing endeavour, the UOC is not alone. It has been closely working with partner organisations that also offer new educational models and formats for the knowledge society and explore the use of technologies in higher education. This constant connection with other European online and distance universities has allowed the UOC to exchange on and enhance its mobility offer, its international education offer with degrees and specific courses fully in English, and its open door policy, welcoming non-traditional students through a diversity of funding and support schemes.

Through its participation in the Erasmus+ Program the UOC wishes to deepen institutional exchange, learning and cooperation with other experienced universities, research centers and institutions, as well as to grow capacities in order to address some of the most pressing challenges in research and education.

The UOC acts as an advisor on online and blended higher education for national quality agencies in several European countries as well as for higher education institutions around the world. **Through Erasmus+, the UOC also wants to share its expertise on online educational and innovative educational models and its research initiatives to further enhance the European Higher Education Area.**

In this sense, the UOC's strategic plan involves deeper links among universities and their communities, using technologies, mobility opportunities, and transference activities.

The UOC's modernisation and internationalisation strategy involves:

1. Increasing attainment levels to provide the graduates and researchers' Europe needs;
2. Improving the quality and relevance of higher education;
3. Strengthening quality through research, mobility and cross-border cooperation;
4. Linking higher education, research and business for excellence and regional development;
5. Improving governance and funding.

Six action line priorities underpin the strategy:

1. **Organisational culture priority:** management is flexible, modular, and interdisciplinary, and combined with networking, actions ensuring sustainability and a high level of transparency, efficiency and coherence in terms of ongoing quality monitoring, integration of improvements and the delivery of high-quality services;
2. **Staff development priority:** advocating a policy of active, quality training, which includes the promotion of mobility. This policy yields excellent results in terms of attracting new talent, fostering professional development, and retaining staff. Networking is a driving force for development;
3. **International presence priority:** cooperating and forging lasting alliances with international institutions, taking into account the multicultural component and by increasing presence of counsellors, tutors, students, alumni, and management staff from around the world, including staff mobility for benchmarking purposes, European value sharing, and laying the bases for addressing common challenges;
4. **International sharing of best practices, standards in quality and technology, and exchanges of experiences with other HEIs:** promoting capacity building and the development, testing, and implementation of innovative practices, recognition of knowledge, skills, and competences across - and beyond- Europe, building on cooperation projects, inter.sectoral alliances, and multidisciplinary approaches to teaching and learning;

5. **Training priority:** learner-centered training programme design, incorporating innovative learning methodologies, and internal quality systems based on international internship/training programs, which harness the full potential of information and communication technologies (ICTs) for competency development in students and staff;
6. **RDI&T priority:** research and knowledge transfer for the knowledge society, and, specifically, innovation in e-learning for personal, social, cultural, and economic development, integrating Responsible Research and Innovation principles and Open Science practices;

Therefore, the **UOC's participation in Erasmus+ fits into its institutional internationalisation and modernisation strategy, and aligns with the priorities of the European Education Area in the following ways:**

- International alliances as a basis for growth; promoting "*cross-border mobility and cooperation in education and training*";
- Priorities to programs that enhance internationalisation;
- Promotion of the mobility of the UOC's staff and students oriented towards learning and exchanging good practices with other universities or institutions, helping to "*overcome unjustified obstacles that make it more difficult to learn, train or work in another country with the aim of realising the "free movement of learners" and creating a genuine European learning space*";
- Strengthening the ongoing professional knowledge and skills-building among the UOC's staff;
- Maximise the international experience for integrating international, intercultural content in all programs, for "*improving the inclusive, lifelong-learning based and innovation-driven nature of ... education and training systems*".

By participating in the Erasmus+ Programme, the UOC will pursue the following **objectives:**

- Greater internationalisation;
- Strengthened competences for lifelong learning;
- Wider uptake of digital knowledge and skills;
- Increased spread of common values and inclusive education;
- Promoting recognition of virtual mobility and microcredentials;
- Boosting research, cooperation and innovation;
- A bolstered Erasmus+ programme, with targeted use of European funds (synergies with New Horizon 2021-2027 and ESF+ (Social/Cohesion Funds..), Urbact and Urban Innovation Actions, etc.

Please reflect on the Erasmus actions you would like to take part in and explain how they will be implemented in practice at your institution. Please explain how your institution's participation in these actions will contribute to achieving the objectives of your institutional strategy.

Original language (and translation into EN, FR or DE if the EPS is not in one of these languages)

The UOC has a continuous and growing activity in **Erasmus Mobility** and **International cooperation projects**. The university actively promotes participation in the Erasmus Mobility programmes despite the fact that it is an online university and participation of outgoing students is increasing showing their interest in taking part in international experiences. The UOC also promotes the development of formats of **virtual mobility** for students who work, which are affordable and adapted to their needs, contributing to a more inclusive internationalisation (see short introduction on virtual mobility at **UOC here**). Additionally, international cooperation projects are key to ensure a multidisciplinary diverse research community, increase mobility

and mobility funding, strengthen student recruitment, support doctoral education, innovate in curriculum development as well as bolster the UOC's international recognition.

For the UOC, participation in Erasmus+ actions is key to:

1. Deepen cooperation with our partner collaborators;
2. Learn from their expertise and best practices;
3. Offer our own knowledge & expertise to collectively grow our capacities;
4. Further develop innovative educational methods & tools to improve students' learning experience;
5. Contribute to the promotion of lifelong learning in Europe and the world;
6. Join collective efforts in favor of our societies and economies;
7. Address significantly larger numbers of potential students;
8. Establish new and enhance existing research collaboration;
9. Explore diverse governance and administrative practices.

The UOC was awarded the [Erasmus Charter](#) in 2007 within the Erasmus subprogramme ("Live Long Learning"), and obtained the new Erasmus Charter for Higher Education (ECHE) in 2013 within the Erasmus+ program (2014-2020).

Since 2014, the UOC has participated in **52 Erasmus+ initiatives**: KA103 Mobility HEI (36 per year) and KA108 Consortiums (2, 1 as Coordinator); KA1 Erasmus Mundus (1); KA2 Capacity Building (2) and KA2 Strategic Partnerships (11, 2 of which the UOC is Coordinator), KA2 Knowledge Alliance (1); KA3 Support for Policy Reform (1). The experience and results of these initiatives mainly live on in UOC's research, development of open educational resources (OERs), massive open online courses (MOOCs), virtual mobility and microcredential advances, in-house training, and in UOC's contributions to higher education policies for Catalonia, Spain and Europe. Moreover, in general terms, during the last six years the UOC has participated in more than 250 RD&I projects and in over 50 European initiatives, including 9 in the 7th Framework Programmes, in Marie Curie, ICT, and Science in Society; 17 projects in the Lifelong Learning Programme, 12 Erasmus+, 3 COST Actions, and 17 Horizon 2020 projects. Currently, the UOC is UNESCO Chair in both a) Education and Technology for Social Change; and, b) Food, Culture and Development and Telefonica Chair in Design and Multimedia Creation and counts with over 150 international agreements for joint research, mobility initiatives and training, including an ever growing number of qualified European Higher Education Area (EHEA) Master Degree Programmes.

As shown in the previous section, participation in Erasmus+ is fully aligned and strongly contributes to achieving the objectives of the UOC's own [institutional strategy](#). As an open university, internationalisation and sharing knowledge forms part of our DNA. The pursuit of a global UOC is one of the UOC's main priorities and necessarily requires ongoing monitoring and quality assurance in many aspects: from our educational model and the range of courses we offer, to our management capacity and our research and knowledge co-creation and transfer processes. In other words, **participation in Erasmus+ is fully aligned with the UOC's strategy and an important element to keep generating, multiplying and responding to all manner of stimuli, collaborations, needs and demands.**

At the UOC, international alliances – with universities, educational institutions, companies and international bodies – promote mobility, capture talent, enrich knowledge, strengthen global presence and help boost certain study areas at the University. The signing of agreements is both a proactive and reactive process that involves a number of operational groups at the

University. The UOC works to promote knowledge transfer and has more than 1,000 agreements to this end. Additionally, the UOC is a member of 35 international networks, including the International Association of Universities (IAU), the European University Association (EUA), the International Council for Open and Distance Education (ICDE) and the European Association of Distance Teaching Universities (EADTU). The UOC is also promoting the co-creation of knowledge with and for society. In this sense, the UOC has lately launched the Open Knowledge Action Plan which wants to make the UOC a node of knowledge, committing itself to opening and making publicly accessible all the knowledge generated at the university.

The development of Erasmus activities is carried out under an inclusive and active-participatory approach, involving the UOC's governing bodies, the educational and research community, and the management departments. With its strong focus on internationalisation, the UOC encourages the academic mobility of its students and teaching and management staff. It has therefore made available diverse support, scholarship and grant services to allow them to receive part of their courses, placement or professional activity at another university, company or institution during the time that they are studying or working at the UOC.

Throughout the success of this last Erasmus+ period, the UOC counted on strong organisational support. The UOC's Internship and Mobility Services are responsible for managing external and internal student academic internships and studies mobility. At the same time, the Staff Development department is responsible for staff mobility. The Research and Innovation Area carries out the functions of monitoring and disseminating Erasmus+ calls and provides specialized Pre-award and Post-award project management services through its R&I Funding Unit.

Within the next period, the UOC aims at continuing strengthening its participation in the various Erasmus actions:

**Erasmus+ Key Action 1 (KA1) - Learning mobility:
The mobility of higher education students and staff**

In KA1 activities, the UOC aims at continuing to strengthen its global, on-line e-learning pedagogical and curriculum work, through the development and implementation of teaching and training periods with partnerships with other HEIs.

The UOC focuses its KA1 initiatives so that the staff involved can gain more skills in e-learning and so that the institutions can better adapt or supplement their respective educational models taking into account the constant innovations in the field of ICT and in digital enhancements for education and training.

The UOC currently participates in all activities within KA103: Visiting lecturer (STA) (since 2009); Mobility of Staff (STT) (since 2010); and Study Abroad for Studies (SMS) and for Internships for Students (SMP) (since 2011).

The UOC expects to keep promoting mobility and exchanges of students and of the academic and non-academic staff at Bachelor, Master and Doctoral levels. The selection of the countries will be in accord with the programmes of the institution (either participating or non-participating countries) and fulfil other areas for studies as well as internships.

Inter-institutional agreements between the UOC and other HEIs are developed by a) Internship and Mobility Services for student mobility; and, b) Staff Development department for staff mobility and will be in effect prior to the staff and/or student exchanges. The Learning Agreements for students and the Mobility Agreements for staff are developed, respectively. These agreements build on the opportunities for improvements as cited in monitoring during 2014-2020 (as of this writing), working to ensure improvements in documentation flow (where

institutions may follow different processes and requirements) and in managing the recognition of credits gained in Learning Agreements if a) the original terms change (different courses/content); and/or, b) there are recognition issues (involving different duration/ECTS work loads/difficulties in obtaining academic scores).

All processes are (and will be) carried out in a transparent way and be published in the e-Services Portal of the University Portal and via the Virtual Campus. This includes all non-discriminatory policy-related issues, including those affecting people with fewer opportunities, and duly inform all about the initiatives directed towards recognition of transnational teaching activities (joint courses / modules / curricula, double / multiple / joint degrees).

Erasmus+ Key Action 2 (KA2) - Cooperation among organisations and institutions: Partnerships for Cooperation and exchanges of practices; Partnerships for Excellence – European Universities; Partnerships for Excellence - Erasmus Mundus Joint Master Degrees; Partnerships for Innovation

In KA2 activities, the UOC plans to participate, as leaders and partners, in Transnational Strategic Partnerships, Capacity Building projects, Knowledge Alliances, and European Universities. Participation in these calls is intensively promoted and welcome by our researchers and professors.

Given the institutional dimension of KA2 projects every year all the UOC's professors and researchers are invited to submit their project ideas (coordinated proposals) to the UOC's Research Vicerectorate and Research and Innovation Committee (CRI). An institutional review and validation of the proposals that the R&I staff wants to submit to the Erasmus + open calls is performed. The aim is to ensure that projects are aligned with both the objectives and priorities of Erasmus+ and with the UOC's strategic plan, to make sure that the projects lead to an internal impact. For the development of the proposals and projects our researchers and professors receive intensive specialized Pre-award and Post-award support provided by the R&I Funding Unit at the Area for Research and Innovation.

Once approval is obtained for the initiative, all necessary administrative, financial guidance and proposal support will be provided. The same support will be given to all initiatives when the UOC is a partner. If the proposal is granted EC funding, the UOC's support will also be provided for all matters regarding Grant Agreement and disbursement of funding to partners (or reception and distribution of funding from the leader) and for ensuring visibility of the project in the UOC's news and social media.

During implementation, as leader and as partner, knowledge transfers will feed not only back into the direct, participating staff and unit, but will also add to the knowledge and resource base for all the university and its stakeholders. Project meetings, events, and results are highly publicized, mostly using web technologies and social media accounts (see Visibility 2.3 below). Monitoring will be ongoing regarding cost expenditure and risks. Logistical support will be provided for all relevant travel and mobility for joint learning and training activities and intensive study periods. Support, too, will come for all project reporting and liaison with Spanish National Erasmus+ Agency and/or European authorities.

Post-project exploitation and/or transfer of innovation, good practices, lessons learned, and any MOOC, Open Educational Resources, training materials, teacher training resources, and publications will also get UOC institutional support and guidance to maximize impacts, highlighting the contribution of the project to the UOC's strategy for internationalisation and alliance-building with other institutions, public and private.

For the following KA2 initiatives, the UOC shows its strategic priorities:

- Transnational Strategic Partnerships: to create new exchanges of experience and know-how, good practices, and innovations, alongside setting the bases for future collaborations in RDI and for other international initiatives, including COST Actions and MSCA;
- Knowledge Alliances: to develop stronger, more sustainable relationships with other HEIs and enterprises for developing more e-learning, gamification, MOOC or OER-based innovations that contribute to boosting digital skills and soft skills in

entrepreneurship and creativity, in the training of trainers, and in more multidisciplinary modes of teaching and learning;

- European Universities: to lead the creation of a new European University specialising in the complex demands and offers affecting Open and Distance Learning HEIs and other HEIs wanting to make digital transitions in education and training modalities for staff and students. For the record, the UOC presented as Leader in the most recent Erasmus+ European University Call;
- Capacity Building Projects: to strengthen existing partnerships, and develop new ones, in Eligible Partner countries keen on advancing Open and Distance Learning modalities and/or online education and training, within the context of the “New EU Consensus on Development (https://ec.europa.eu/europeaid/new-european-consensus-development-our-world-our-dignity-our-future_en) and within the national and regional priorities for modernisation and internationalisation processes. Because of the language in common, this means bolstering the UOC’s efforts in Latin and South America, but it also opens the way for developing more relations with other participating HEIs in eligible Erasmus+ Partner Countries in Africa and Eurasia). UOC already operates an Erasmus+ Capacity Building projects in the Middle East and Eurasia (“Advancing higher education in Maldives through E-learning Development”. Coord: University of Zagreb) and is currently exploring more cooperation;
- The Erasmus Mundus Joint Master Degree (EMJMD), is also a high priority for our university. Given our close contact with top higher education institutions, we will work to build or join a powerful consortium in order to host the best student candidates;
- Support for policy reform: the UOC will also participate in the several topics outside the general call that will fund initiatives for policy innovation, civil society cooperation, studies and surveys, European policy tools, among others.

Erasmus+ Key Action 3 (KA3) - Support to policy development and cooperation:

In KA3 activities, the UOC plans to continue contributing to Ministry-level policy discussions and decision-making to enhance European policies on education, training, social inclusion, and transnational competence-building so that Europe can prepare its people for greater employment, cohesion and global competitiveness.

The UOC, as a top reference in Information Society knowledge, is also focused on participating as coordinator or partner in important calls such as Youth Dialogue Projects. The UOC will promote workshops, seminars or conferences to foster a constructive participation of the youth in the European democratic life, and to address the growing political disaffection. Our university has strong links with national and international policy-makers as well as associations and end-users that will facilitate the implementation of new key-elements in policy-making.

Since its creation, some of the UOC’s overriding priorities have always been the focus on youths in the generation of knowledge in education and training. The UOC will continue its efforts in constructing tools for policy innovation so as to help European governments, at all levels, to develop cooperation with international organisations, local and national stakeholders, and end-users to bring about policy upgrades that can meet society’s demands for youths.

The UOC is also planning to participate in Jean Monnet Activities in order to strengthen European integration studies and to provide in-depth teaching on emerging European integration matters for future professionals in fields which are in increasing demand in the labour market, at the same time encouraging, advising and mentoring the young generation of teachers and researchers in European integration subject areas.

What is the envisaged impact of your participation in the Erasmus+ Programme on your institution?

Please reflect on targets, as well as qualitative and quantitative indicators in monitoring this impact (such as mobility targets for student/staff mobility, quality of the implementation, support

for participants on mobility, increased involvement in cooperation projects (under the KA2 action), sustainability/long-term impact of projects etc.) You are encouraged to offer an indicative timeline for achieving the targets related to the Erasmus+ actions.

Original language (and translation into EN, FR or DE if the EPS is not in one of these languages)

The UOC aims at working fully aligned with the European education agenda, European values, Responsible Research and Innovation principles, and with the United Nations' Sustainable Development Goals (SDGs).

By participating in Erasmus+ the UOC aims at providing a strong contribution to the goals of the European Education Area while keeping growing. The UOC also aims at keeping working on the transformation of lifelong learning as needed in society, in close collaboration with stakeholders, integrating action and reflection, theory and practice, different and complementary institutional realities across all levels of our alliance's organisation, unifying our collective capacities in step-by-step advancements.

On the other hand, the UOC will keep fostering continuous research and innovation striving for excellence as a research institution and also seeking excellence as a higher education institution, in methodology and contents. The UOC also will keep promoting strong engagement with knowledge and innovation communities and knowledge circulation on the labour market, fostering collaboration with non-academic partners to increase the societal impact of our institution's' educational work, research, and innovative solutions.

The expected impacts on the UOC for its participation in the Erasmus+ Programme derive from the following:

1. The UOC's strategic mission, which involves closely connecting the next ECHE Charter to the future development of European universities and the importance of lifelong learning within the European Education Area;
2. The UOC's plan for ECHE implementation, which clearly aligns itself with Europe's many efforts concerning digitalisation, globalisation, the need for upskilling and reskilling the European work force, and in dealing with socio-economic challenges;
3. The UOC's implementation approach, which embeds a range of institutional modernisation focus areas: both blended and virtual mobility accessibility, inclusion, flexibility, cost-effectiveness, and the internationalisation of the UOC curricula, including blended and virtual mobility-based internships, and the offering of microcredentials. The sum of these approaches helps guarantee access and participation by all audiences regardless of their situations - economic, social, cultural, geographical, health, disability, or for any family and work reason. More inclusive internationalisation is thus made more achievable.

In continuation, we show the **Indicators** for measuring the process, progress, results and impacts of the UOC's efforts in Erasmus+ activities, over time. Impacts are expected in terms of: **a)** participation (overall quantity); **b)** processes and progress in initiatives (quantity and quality); and, **c)** changes and/or transformations in the institution and in the participants (quantity and quality).

Participation: The UOC expects to increase its participation in the following actions in the period 2021-2027, using baseline data 2014-2020:

- **KA1:** From 36 individual mobilities to more than 50;
- **KA2:** From 11 Strategic Partnerships (2 as Leader) to 15 participations total, including 2 as Leader; European Universities, from 0 to 1; Capacity Building, from 2 to 4 projects;
- **KA3:** From 1 to 2 projects.

Processes and Progress: While working towards the participation above, the UOC will yearly track the following process and progress indicators:

- Number and quality of student/staff mobility (including those related to KA2 learning and training events, with the UOC as sender and/or receiver of participants);
- Quality of the implementation as assessed by participants (UOC, non-UOC);
- Satisfaction levels as assessed by participants in mobility (UOC, non-UOC), including UOC mentoring/indoctrination “welcome” support;
- Number and quality of the involvement with SMEs and Civil Society Organisations in KA2 cooperation projects;
- Sustainability assessments (from UOC, non-UOC partners);
- Numbers of bottom-up cooperation projects by staff as leaders;
- Numbers of cooperation projects involving staff as partners;
- Satisfaction levels regards recognition processes by participants;
- Number and quality of UOC support services provided per project;
- Number of Intellectual Outputs, OERs and/or MOOCs and other resources contributed to European platforms and networks for use by others;
- Number of Multiplier Events led by UOC and number of attendees;
- Number of web-based and social media inquiries about participating in Erasmus+ resulting from UOC’s promotions;
- Number of “mailbox” requests, questions and complaints received; evaluation of feedback received about these.

Changes/transformations in the institution and in the participants: UOC expects to be able to measure the success of its strategy using the following metrics:

- Number and quality of Inter-institutional Agreements and Learning Agreements prior to mobility, which shows improvements from 2014-2020 period;
- Timeliness of payments for mobility (number and quality based on feedback);
- Deployment of the Erasmus Without Paper network main tools: inter-institutional agreements, online learning agreements, student nominations and acceptances and transcripts of records (number and quality based on feedback);
- Fostering the use of the Erasmus+ App (number and quality based on feedback);
- Promotion and implementation of the European Student Card to ensure that institutions and Erasmus+ students can benefit from increased efficiency in administrative processes by 2025 (number and quality based on feedback);
- Satisfaction with the transparency of the selection process for student and staff mobilities (quality based on feedback);
- Visibility of Good Practices and stories of mobilities participants (number and quality based on feedback);
- Catalogue transparency and clarity (quality based on feedback; number of languages used; website analytics for reliance of service), which shows improvements from 2014-2020 period;
- Quality of arrangements for academic staff participation in project work and of administrative support as assessed by academic staff;
- Potential of reusability/integration of project results as assessed by staff and departments, including OERs, MOOCs, training programmes, Intellectual Outputs;
- Number and quality of needs analysis per year/per department and/or lead staff member;
- Number of non-academic staff participation: quality feedback about experience and self-assessments on competency improvements and, number of mobilities and participation in learning and training events by these staff;
- Number of promotion/visibility actions for Erasmus+ actions (participation of staff members; project partner information and links to their webs; and, highlighting community stakeholder Erasmus involvement, with links); news, webpage updates, social media messages, presentations, conferences, contributions to Erasmus+ Project Results Platform);
- Feedback from community stakeholders regards sustainability of project results from SMEs, Civil Society Organisations, and others (number and quality).