

## 1.2 Needs analysis and specific objectives:

### The need for EUt+ from the point of view of our communities - insights from interviews and surveys conducted over 2021-2022

These ambitions and positioning correspond to the “needs” expressed by all communities of the member institutions. The comprehensive studies we have made (Tasks 1.2, 1.4, 5.4, 7.1-2) converge towards positive perceptions and expectations about the EUt+ initiative. This can be summarised by the result of **91% of positive recognition and awareness of the EUt+ brand** (cf. Brand awareness survey conducted in April 2022 among all 7 campus staff and students).

The table below summarises the incremental and interrelated surveys/interviews that were conducted to understand the needs of our internal communities.

Date	Methods	Objective	Participants
February 2021	Semi-structured interview Questionnaire-based interview	Understand perception about EUt+	SC members University colleagues involved
March 2021	Online participatory workshop	Co-design action plan	SC members
Summer 2021	Semi-structured interview Questionnaire-based interview	Understand perception about EUt (Follow-up by 2nd round)	SC members University colleagues involved
Fall 2021	Large-scale online questionnaire	Identify mobility needs and hurdles	All students from the 8 EUt+ campuses
October 2021 - January 2022	Online questionnaire (Information sharing questionnaire)	“Sharing” news: sending and collecting information for monitoring	Colleagues involved in tasks
April 2022	Brand awareness survey	Evaluate recognition of EUt+ brand	All 8 campus staff and students
November 2022	Online questionnaire	Understand “Community engagement incentives”	Colleagues involved in tasks
October - December 2022	Semi-structured interview	Understand perception about EUt +	Rectors Vice Presidents Student representatives Key academic and professional staff involved in EUt+

As per these studies, EUt+’s ambition towards a full merger is shared by our communities (confirmed by the first round of interviews - Feb. 2021, and clearly asserted during the last round - end of 2022), and goes beyond the notion of project funding, with the confidence that there is **no risk of “failure”**.

*“I think after 3 years, at least what I hope, the collaboration will be so tightened that we will still work together (...) There is no stepping back I think (...) Whatever happens, it is good for all the universities.”*

The interviews and questionnaires point at significant achievements, such as the successful establishment of a corporate identity, the European Innovation and Technology Transfer Office (EITTO), the significant progress made towards the harmonisation of curricula, etc.

This motivation and confidence regarding the **future direction of acceleration rests on collective values**:

*“It is not competition-wise, but it’s this ‘doing it together’ which is this main thought (...) I think it is a great idea and everyone is happy about it. (...) From what I see in the SC [Steering Committee] meetings, it is ‘we’ll do it together’, and everyone wants to be part and everyone really wants to participate, do his or her job participating. That’s how I feel it, and that makes it for me so absolutely fantastic !”*

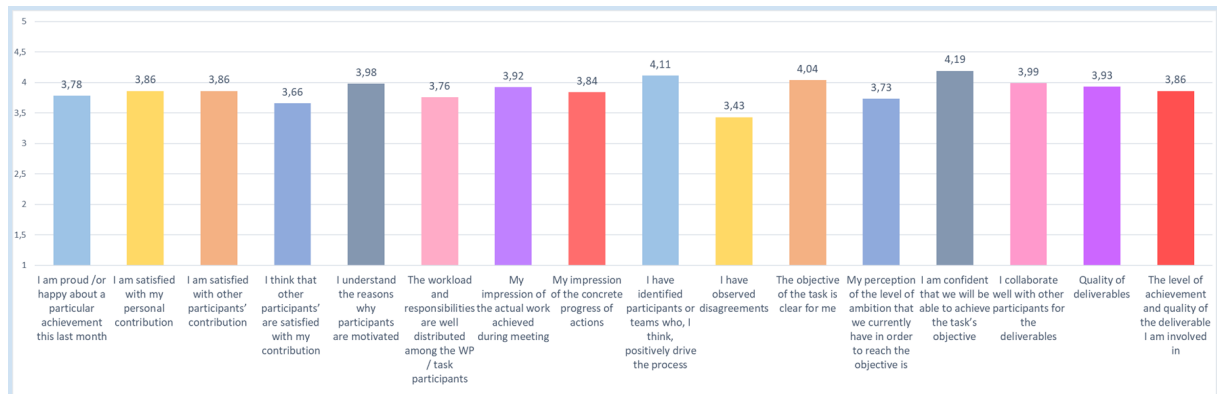
This view expressed in a semi-structured interview is predominant. The key staff and students involved in EUt+ see the **main common point between their home university and EUt+** as “a shared view about having a future together as a single university with a world dimension”; “the vision we share”; “its common values”; “a better vision of technology to serve society”; “we believe that together we can be better institutions and more useful for society”.

Their **ambition is for EUt+ to become** “a reference for studying technology with and for the society”; “a key actor on the development of a new model of technology centered on the needs of the society”; “the first active European university!”; “the European university of the future”; “fully alive and in high demand to all”; “a voice at the heart of Europe for technology-focused higher education”; “this common vision that each European can dream of as create together an incredible wealth, thanks the opportunity to share our knowledge”; “our horizon for the coming decades”; “a beacon for the welfare of people and planet”.

**EUt+ can only succeed** “because such an opportunity rarely occurs more than once in the lifetime of an institution”, “because we believe that together we can be better institutions and more useful for society”, “(EUt+ is) more than the sum of its parts”, “because all its founding partners wanted the same”, “thanks to the internal engagement of each colleagues, students and stakeholders”, “because of its people making it real.”

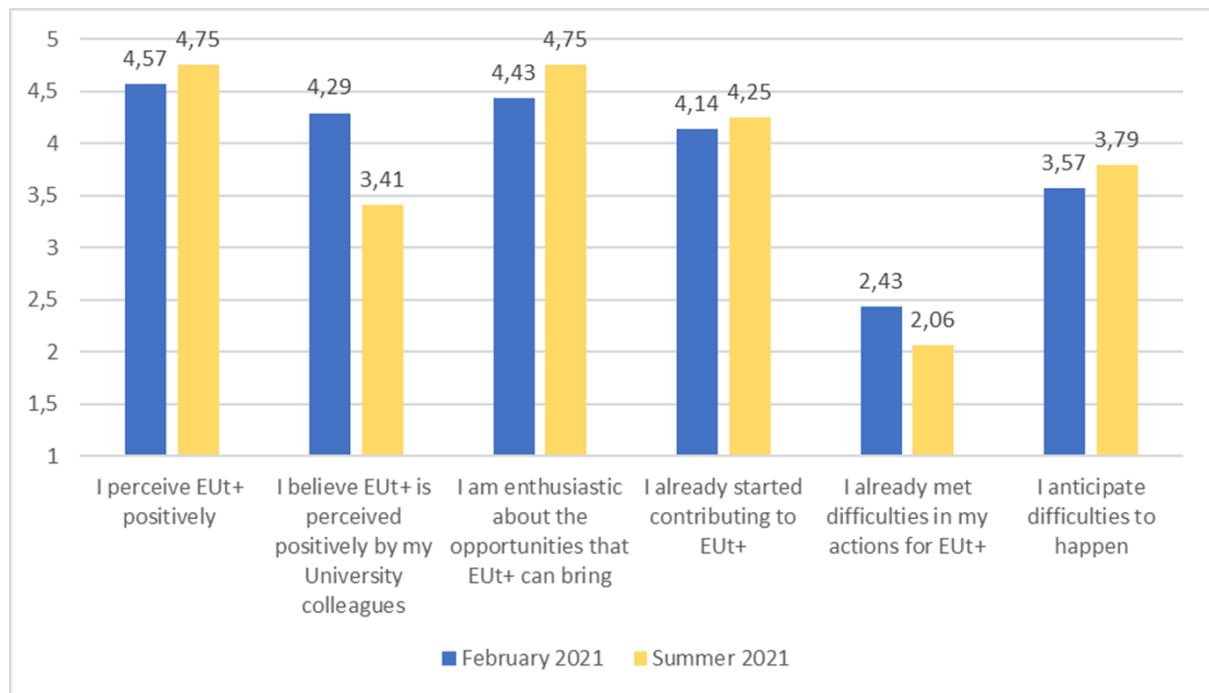
Taking the perspective of the “people”, i.e. the enlarged circle of participants, EUt+ acceleration can also rest on the **constant positive perception** among task participants. The information-sharing questionnaire (online monthly monitoring questionnaire from September 2021 to January 2022) shows a global satisfaction rate of >80%, with a mean score of >3.5/5, with little variability between responses to different questions.

September 2021: 3.60 - October 2021: 3.55 - November: 3.73 - January: 3.87 (Figure below).



EUt+ thus appears as an evidence: EUt+ can only succeed “because it makes sense!”, “because its time has come”.

For EUt+’s time to come, a concrete action plan, as well as means, are needed. The **action plan** emerging from the needs analysis, that is still timely for “EUt+ ACCELERATE”, rests on 2 main aspects: (1) Efficiency for action and (2) Need for leadership. We are lucky to have the wish formulated then in the following terms (cf. World café method) come true: “Get Rectors hands-on involved, so they get to know each other and are seen to be working actively and together on EUt+ – a Rectors’ project”. The Rectors Board is now active, and the 8 Rectors are very much involved, ensuring this necessary top management support that strongly emerged as being needed (cf. 2 rounds of interviews in 2021).



However, even if EUT+ can make the most of its human capital in terms of motivation and involvement (cf. Information-sharing questionnaire, Fig. XX above), the question of means is still a need to be met. **Incentives is an issue that is constantly addressed:**

*"We need more people involved on a regular interval. The only way to do it seriously is to release people from their day-to-day activity."* (cf. Interviews, Summer 2021).

Interestingly, the notion of **"incentives"** is not defined in terms of "money" but in terms of **time**. The Information-sharing questionnaire's insights point towards the importance of time-related incentives in community engagement. The incentives demanded by respondents show that, on the one hand, motivation for EUT+ is present (e.g. *"[I am] convinced of the project and certainly enjoy working with my dear colleagues from other countries"*) but the lack of time is a risk for both EUT+ (e.g. *"it is a challenge to find the time for it"*) and members' work/life balance (e.g. *"To make it work, I had to work on deliverables over weekends and holidays to produce our parts on time."*). On the other hand, the lack of time seems to reduce the initial level of motivation (e.g. *"[It is] particularly demotivating when due to this project, our core missions suffer due to lack of time and resources"*).

In the Community engagement incentives questionnaire (whose design is empirically-informed by ISQ insights), respondents declare that, **in order to be more invested, there are 2 main needs:**

- 1- a need for better communication among campuses and in each partner campus
- 2- better links between EUT+ work and regular work

Again, money does not appear to be considered as the most efficient way to be more involved. Rather (1) a better work climate and (2) time, appear to be the two main demands. We may note, as well, that among the 154 answers, one may count 52 references to the word "money" (including 16 occurrences directly linked to the answer "The lack of means (money, staff, buildings) to work on my missions" Q5) versus 137 references to the word "time". These word occurrences tend to show the importance of time over money as far as incentives are concerned.

These insights about incentives corroborate with insights from the interviews and participatory workshops, and allow to empirically formulate this hypothesis: **participants to EUT+** are not involved for personal-financial reasons but **want to contribute to the common vision and ambition**, aware of the fantastic opportunity that EUT+ represents as **"an opportunity (that) rarely occurs more than once in the lifetime of an institution"**.

These are the values which constitute the solid foundations of *EUT+ ACCELERATE*.