



Erasmus+

Cooperation for innovation and the exchange of good practices sub-programme

INTERIM REPORT 1 form

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Sub-Action	Joint Projects
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Contractual Data

Dates and Beneficiaries

Dates

Project Start: 15/10/2015	Project End: 14/10/2018
Activities Start:	Activities End:
Project Duration(months): 36	

Beneficiary Data

Role	PIC	Name	Country
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Co-Beneficiary / Partner	999915771	UNIVERSITA CATTOLICA DEL SACRO CUORE	Italy
Co-Beneficiary / Partner	999884052	POLITECHNIKA WARSZAWSKA	Poland
Co-Beneficiary / Partner	995994449	THE ACADEMIC COLLEGE OF TEL-AVIV-YAFFO	Israel
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Co-Beneficiary / Partner	933435560	BEIT BERL COLLEGE	Israel
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Project Summary and Horizontal Issues

Project Description

English - 1	<p>Internationalization in Higher Education Institutions (HEIs) utilizes policies and practices targeted to achieve academic benefits in teaching, learning, research, and industrial-societal cooperation. TEMPUS IRIS project successfully accomplished the goals of introducing and establishing the foundations for internationalization in Israeli state-funded colleges, thus improving their academic quality and competitiveness.</p> <p>IN2IT project builds on those solid foundations to bring internationalization to realization by modern operational initiatives.</p> <p>IN2IT aims to promote implementation of internationalization by developing innovative technological platforms to facilitate: (1) development and delivery of international curriculum by virtual teaching and learning; (2) utilization of interactive international hubs for communities of practice (CoP) of researchers; and (3) employment of global academy-industry/community cooperation.</p> <p>The collaboration of Israeli Colleges and EU Universities in IN2IT allows the Israeli partners to offer their knowledge in innovative technology and for the EU partners to contribute their experience in international academic activities.</p> <p>IN2IT outputs are: a framework to assess internationalization capability maturity level; ICT-based international academic programs including curriculum and supporting teaching materials; an interactive platform for CoPs; guidelines and pilot activities of international academy-industry cooperation; on-site and on-line seminars and conferences to disseminate the project results; training programs and user guides for application of technologies in academic international activities.</p> <p>Outcomes: developing internationalization capacity in the colleges; advancing accessibility to education in partner institutions; improving the quality and innovation of teaching, learning, research, and training in the colleges; increasing ties between Israeli and EU HEIs; enhancing the positioning of colleges in the HE arena.</p>
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Horizontal Issues

Previous recommendations/follow-up

Following the recommendations in the expert's assessment of the application, the consortium made a consensus decision on the content of courses to be developed so it will be coherent with the curriculum development needs. Hence, agreed on four different courses that can be easily adopted by each one of the various partner institutions. The evaluation report also referred to the fragmentation of activities needed to achieve the project objectives, which led the project team to create connections between the different themes of assessment of internationalization maturity, curriculum development, academy-industry cooperation, and development of innovative technological platform. IN2IT team consolidated all those themes into a coherent plan in which all the topics are related to each other. In addition, attention has been paid to the planned schedule for dissemination activities and in the implementation of the project many dissemination tasks were performed during the first year and a half of the project. The project management team paid attention to balanced allocation of resources and involvement of all project partners in all project activities.

The feedback field monitoring was very positive and encouraging. Five recommendations were provided by the Project Officer and the National Erasmus Plus Officer. Hereinafter are the recommendation and the actions taken by the partners to address them.

(1) "Consideration should be given to the academy-industry element of the project and the way in which it is integrated into the courses or stands alone as a means to advance internationalization". The team decided to integrate the academy-industry element into the online-international courses on Essential Skills and Global Entrepreneurship, and included relevant modules that respond to this issue.

(2) "We would encourage you to continue with the work to adapt the current LPS in the institutions to upload the courses". IN2IT team is utilizing the innovative technological platform and upload all the materials to the platform.

(3) "Intellectual property rights regarding the online courses should be discussed". The issue was discussed by the project. Based on those discussions, the coordinator contacted a legal advisor specialized in copyright and intellectual property regulations. The guidelines and directions that will be provided by the legal advisor will be followed and the team will further discuss this issue in the forthcoming consortium meeting.

4) & (5) "Sustainability is an important element of the project and various measures should be taken to ensure that the developed courses continue after the project ends. Due to the fact that the project is developing digital joint courses, there are many considerations involved in the sustainability of the courses which should be discussed and a concrete work plan determined in the upcoming meetings on the subject". "Due to the very high relevance of the project for Israeli higher education, the partners are strongly recommended to focus on dissemination and exploitation of the project's results amongst additional HEIs in Israel and to the Council for Higher Education (in light of the national priority). Questions regarding the availability of the courses to other institutions in Israel should also be taken into account". As described above, the partners discussed ways to ensure long-term exploitation and sustainability. The team has decided to achieve sustainability of content by continuing the development and delivery of the courses and by enabling the IN2IT partners to create partnerships with HEIs external to IN2IT, and to achieve sustainability of the concept by summarizing the acquired knowledge and insights and suggesting a framework on how to develop virtual-international courses

Transversal issues

The project addresses transversal issues relevant for the EU and its partner countries by developing the courses with a focus on those topics. All four courses provide cross-cutting content as they are developed for students from different types of institutions (teacher education colleges, technology and engineering colleges, and general colleges specialized in communication, humanities, social sciences) and from different backgrounds (Israelis and Europeans, Jews, Arabs and Christians). Therefore, the English for Internationalization Purposes course includes modules on practical English for the global work environment, presentation skills, and formulating ethical conduct in a global learning / working environment. The Global Entrepreneurship course includes modules on the four flavors of entrepreneurship, the entrepreneur, and experiencing entrepreneurship through international hackathon. The Essential Skills course includes modules on team work, problem solving, critical and reflective thinking, creative thinking, and evaluation. Finally, the Embracing Diversity course include modules on multiculturalism, special needs, criminal justice, diversity by location based methods, and gender and sexual orientations. Those skills and competencies are characterized by being relevant to all students and citizens in Europe and in Israel.

Award Criteria

Typology

Assessment Criteria

Quality of the project implementation

Description of the implemented activities

IN2IT is progressing in line with the work program and timetable.

In WP1 (Int'l Capability Maturity Framework) we analyzed the international strategic plans in each one of the Israeli colleges. A summary report was produced by the WP leader. We developed and delivered 2 successful workshops, in WUT and in UM. The development and utilization of institutional maturity assessment is in progress. Each college developed an indicator assessment matrix and completed the 1st evaluation. The results were presented to the consortium and the matrix will be used again during the project, as a standard for long-term improvement. The WP leader developed guidelines for establishment of international cooperation. It was translated into Hebrew and Arabic, published and distributed to all project partners, to other Israeli HEIs and is available on the IN2IT website.

WP2 (International Team Building) was completed with the accomplishment of 2 training workshops, in THC and LUE. At the end of the workshops, we established 4 international teams that work together to develop and deliver virtual international curricula. The teams are: English for international purposes, Essential skills, Embracing diversity, and Global entrepreneurship. Each team includes Israeli and European partners. In addition, training study visits of Israeli colleges' representatives in EU universities took place in Milan, Warsaw, and London, and summary reports submitted.

WP3 (Development and delivery of international online curriculum) is in progress, as planned. 3 training workshops on virtual international curriculum were held in QSM, UCSC, and WUT. During those workshops and with additional online communications, the international teams developed virtual teaching programs. In the next semester, we will implement pilots, and during next year, we will deliver the virtual international programs.

In WP4 (Development and delivery of international CoP for knowledge sharing) we developed an online forum for CoP, that serves as a framework for collaboration, we met in PoliMI and are continuously developing the international relations network for collaboration through the cooperation of faculty members, IROs, and research authorities.

In WP5 (Development and exploitation of academy-industry/community cooperation) we participated in a training session in KU. Also, as planned, in parallel to WP3, we developed academy-industry plan, that will be piloted during this academic semester in the framework of global entrepreneurship and essential skills courses.

On WP6 (Development and delivery of an innovative technological platform) we completed the requirements and benchmarking analyses and prepared a specifications report. The implementation of technological developments is taking place in parallel to the development of the online curricula and currently there is a working LMS for IN2IT partners.

The supporting WPs (QA, Dissemination, Sustainability & Exploitation, and PM) are progressing according to the project plan, including QA evaluations, dissemination of IN2IT results by various tools, planning for sustainability, and coordination and management of administrative and financial aspects.

The project impact on the Israeli Colleges is evident with the involvement of a wide array of faculty members from different disciplines and the contribution of the colleges' top management. The project had already yielded academic cooperation with EU partners for joint research, teaching and projects. Furthermore, the colleges started to develop additional international courses to be implemented in-house.

Quality assurance

IN2IT QA methodology follows the PDCA (plan-do-check-act) iterative four-step management method to control and continuously improve IN2IT processes and deliverables. The responsible partner for QA WP is UM (University of Montpellier), and the implementation is achieved with the cooperation of the coordinator, WP leaders, and all IN2IT partners.

In practice, a Quality Policy Document for project IN2IT was prepared by UM, and all the partners have signed it for agreement. UM team also developed a QA Work Plan that is in accordance with the project plan. Both documents are available on the IN2IT website.

For the evaluation of the effectiveness, efficiency, punctuality, and partners' involvement, in each one of the project's meetings, UM prepares a pre and post surveys, based on self-assessment. The evaluation reports (1st consortium meeting, WP1-WWS1, WP1-WWS2, WP2-WWS1, 2nd consortium meeting & WP2-WWS2, WP5-TS1) are available on the project website. In general, the satisfaction level is very high (between 75% and 95%) and most of participants are satisfied by the quality of the deliverables. Each one of the evaluation reports includes suggestions and recommendations for improvements, that are implemented in the following sessions.

For the assessment of the project deliverables, the following measures were taken.

First, the Colleges' strategic plans were analyzed and evaluated by the professional experts from WUT and UCSC. A summary report was issued and delivered to the Colleges' coordinators and top management (T1.1). In addition, a self-assessment of internationalization maturity was carried out in each one of the Colleges and the results were reported to the WP leader and the consortium. The same measurement tool will be used again at the end of the second and third years of the project to measure progress of internationalization in the colleges (T1.2).

Second, the study visits of the Israeli partners in the EU Universities to gain better understanding of potential cooperation activities and to focus on relevant mutual interest academic fields were summarized in a standard form to describe the activities and achievements and to identify further action items for implementation (T2.2).

Third, the international teams planned their activities to develop global and local aspects of the selected themes, including courses plan, syllabi, and supporting teaching materials for virtual learning (T3.2). The following stage of piloting the online-international courses will take place during this academic semester and it will be measured by pre and post assessment by the students and the teachers, and will be summarized in lessons learned reports (T3.3), before the delivery of the courses during the next academic year.

For the assessment of the project progress, a comprehensive survey was conducted at the end of the first year of the project (November 2016). The survey measured the overall achievements of the project objectives, achievements by WPs, meeting milestones, and the overall assessment of expectations versus accomplishments. The results were very positive, indicating about 85% of satisfaction concerning improvement of academic capabilities and practical application of internationalization. The partners' level of satisfaction of IN2IT project management was 47% satisfied and 53% very satisfied. The IN2IT 1st year progress report is available on the project website.

Visibility

IN2IT Website is hosted by the coordinator, ORT Braude College. The website includes the following sections: About IN2IT (including an overview of the project and its goals, description of the partners, and a brief review of the Erasmus Plus program and the Bologna process); IN2IT Assets (including a subsection for each one of the six IN2IT core WPs and in each one of them the visitor can find all the materials related to the relevant WP, such as meeting agenda, presentations, forms, summary reports, photos, etc.); Publications (including IN2IT newsletters, IN2IT publications, partners publications on academic internationalization, reference to publications in the press, and other dissemination materials); Management (including consortium meetings and monitoring visits, reports and templates, quality assurance, sustainability, financial management, and other management reports); and Financial info (this is the only area accessible only to the partners, required username and password, including the project budget, financial reports, and summary reports of the steering and executive committee meetings). The IN2IT website is updated on a regular basis by the coordinator. All project printed and electronic deliverables are based on the IN2IT templates that contain the Erasmus plus program logo, IN2IT logo, IN2IT partner institutions' logos, and the disclaimer. IN2IT follows the dissemination plan that provides guidelines to focus the message and reach target audiences. The project visibility is ensured through a variety of methods, including the following.

A booklet that describes the project and the partners published in October 2015. A notebook with IN2IT logo and the project description was printed and distributed to the project partners. A calendar with Jewish, Islamic and Christian holidays, and all IN2IT activities was printed and disseminated to all the partners. In addition, the project is disseminated through internal workshops, seminars and publications in the colleges, and on the Israeli and EU partner institutions' websites. A few examples include initiation of the Tulip program in SAP for developing international courses, publication of periodical internationalization news by KC, information on the project and its achievements in the institutional newsletters of BBC and OBC.

Furthermore, on February 2017 the project was presented to VARAM, the Board of public academic colleges in Israel, in which the Presidents, Vice Presidents and General Managers of all the public academic colleges in Israel participate.

Digital communication channels of IN2IT include the project website (as described above), IN2IT Forum for communities of practice, IN2IT Facebook, and periodical newsletter (7 volumes published between November 2016 and February 2017) that is distributed to more than 120 people electronically to summarize the activities carried out and to provide additional information on the managerial, administrative and academic aspects of the project.

According to the project plan, two conferences will be held during the project lifetime. An international conference that will expose the project and its achievements to audience outside Israel will take place in the University of Montpellier on November 2017, in joint with the DigiworldWeek, and a national conference on internationalization and technology will take place in Israel at the beginning of 2018. Those events will be open to the public, with a special invitation to all IN2IT and non-IN2IT academic institutions' representatives.

The project will be also presented in a conference on Internationalizing Higher Education Institutions that is organized by the Israeli National Erasmus plus Office, which will be held on 14-15 June 2017.

Equipment

The equipment purchased in the IN2IT project is meant to establish the technological infrastructure in the Israeli colleges. It includes computers, tablets, network systems, and interactive recording/broadcasting video systems. Sapir Academic College, WP6 (development and delivery of an innovative technological platform) Leader, developed IN2IT Online Learning Management System and for that purpose had purchased computer cloud to support communication and database management in addition to an infrastructure SandBox environment, backup process and development devices. Al Qasemi Academic College of Education, Beit Berl College, and Kaye Academic College of Education acquired a projector and laptops for the teachers who are developing the online-international courses. ORT Braude College purchased a printer, pointers, and a video recording card for high quality recording of lecturers. The equipment items are installed in the colleges and it is used by the project team members for the development and delivery of the virtual-international courses.

Following the initial technological developments in the project, the partners have a better understanding of the need for additional equipment items that will support the development and delivery of the project outcomes. Those items will include computers and devices for recording online academic materials to be used by faculty, and iPads that will be used by students who will participate in the online courses. As compared to the proposal, no major changes have occurred or foreseen for the purchase and/or usage of equipment.

The project includes activities relating to curriculum development

Yes

HIGHER EDUCATION: Promoting internationalisation, recognition and mobility, supporting changes in line with Bologna principles and tools.

The curriculum developed in the IN2IT project is innovative in that it is the first time that a total virtual-international course structure and content is being developed that requires the cooperation of faculty from higher education institutions from different countries and the collaboration of students from different backgrounds and origins to study together. With the aim to respond to different higher education institutions' requirements, the courses are structured in a modular manner that will enable the partner institutions to apply all or part of the developed courses in the long-run. Thus, there is no formal accreditation system that applies to all the courses in all the institutions, even though they are focus on the first cycle to award bachelor degree and the accreditation will be decided by each institution independently. Although under those circumstances it is challenging to follow the Bologna principles, the international development teams take into consideration the guidelines set up in the Bologna process. Thus, each one of the courses' themes: English for Internationalization Purposes, Embracing Diversity, Global Entrepreneurship, and Essential Skills, was selected for development based on interdisciplinary competencies and capabilities needed by global students. Each one of the courses has clear learning outcome statements on what students should know, understand and/or be able to do as a result of partaking in the course, and the courses are based on students' as active participants in their own learning process through exercises and international teamwork.

New/updated courses

In the framework of project IN2IT we are developing four online-international courses. All the courses share the schedule (which is in line with the project plan) of delivering a pilot during May-July 2017, and currently continue the development of the whole course. An additional special effort will be made after the lessons learned session that will be held in the summer of 2017 in order to properly prepare the courses for the next academic year. All the courses also share the status of recognition, where it was agreed by all partners that each institution will make the decision on accreditation based on internal procedures.

English for Internationalization Purposes is developed for bachelor degree students by faculty from Israel (KC, SAP, QSM), Poland (WUT), and Italy (UCSC). During this spring semester all those institutions will participate in the pilot, and in the next academic year all the Israeli colleges will implement the course in their institutions. The course is composed of four modules (a module is a unit which covers one topic and contains several learning sessions): Introduction, Practical English for the global work environment, Presentation skills, and Formulating ethical conduct in a global learning / working environment. The four modules will be delivered in thirteen sessions, equivalent to 2 ECTS (60 hours). Currently, the pilot is completed and ready to be delivered on May 2017.

Embracing Diversity is developed for bachelor degree students by faculty from Israel (BBC, QSM, KC), Italy (PoliMi), Germany (LUE), and UK (KU). During this spring semester all those institutions will participate in the pilot, and in the next academic year all the Israeli colleges will implement the course in their institutions. The course will be composed of five modules: multiculturalism, special needs, criminal justice, diversity by location based methods, and gender and sexual orientations. The methodological structure applied for this course is based on the Kolb's cycle learning model integrated by location based learning strategies. The pilot, that includes the module on gender and sexuality orientation, will be delivered between May and July 2017. There will be no university credits related to the pilot, but students who will pass at least 60% of the quizzes will receive a statement of accomplishment automatically created by POK (Polimi Open Knowledge) at the end of the pilot.

Global Entrepreneurship is developed for bachelor degree students by faculty from Israel (MTA, THC, BBC, OBC), UK (KU), and France (UM). During this spring semester all those institutions will participate in the pilot, and in the next academic year all the Israeli colleges will implement the course in their institutions. The course will be composed of four modules: introduction to entrepreneurship, the four flavours of entrepreneurship, the entrepreneur, and hackathon. The pilot, which includes a short introduction and the module of the hackathon, is completed and will be delivered in May 2017.

Essential Skills is developed for bachelor degree students by faculty from Israel (OBC, BBC, THC, SAP), UK (KU), and Poland (WUT). During this spring semester all those institutions will participate in the pilot, and in the next academic year all the Israeli colleges will implement the course in their institutions. The course will be composed of four modules: teamwork, problem solving and creative thinking, critical and reflective thinking and self-evaluation. The pilot, that includes a welcome and participant self-presentations, a group task to design their future vision, a group task to develop mind map, and skill mapping and reflection, is completed and will be delivered on May 2017.

No

Teaching / Training Activities

Yes

Mobility for Teaching, Training and/or project research activities

WP1-WS1: 20-22 Jan 2016, WUT (PL). The workshop introduced approaches for the development of assessment techniques for internationalization maturity. It included presentations by WUT team, presentations of the colleges strategic plans, review and feedback by EU experts, and roundtable discussions to develop indicators for internationalization maturity. 16 colleges delegates and 5 EU experts participated.

WP1-WS2: 8-10 Mar 2016, UM (FR). The workshop focused on developing assessment tools and indicators of internationalization maturity in the colleges. It included presentations by UM team, case studies analysis, roundtable discussions on methodology of self-assessments, and presentations of the selected indicators and measures by the colleges. 16 Israeli representatives and 8 EU experts participated.

WP2-WS1: 17-19 May 2016, THC (IL). The goal was to initiate the set-up of IN2IT international teams. The workshop was moderated by Dr. Edna Pasher, a consultant for development groups. Through the knowledge café method, we identified opportunities for collaboration and development of online-international courses. 26 representatives participated (19 Israeli and 7 EU staff members).

WP2-WS2: 11-13 Jul 2016, LUE (DE). The goals were to establish the international teams that will work on development of virtual curricula, and to initiate the work of the CoP. All IN2IT partners participated in this meeting, where we had teamwork sessions to decide on the teams' structure and specific topics of interest. 36 participants who later became involved in the actual development processes took part in the meeting.

WP5-TS1: 12-14 Sep 2016, KU (UK). The goals were to introduce the operation of global organizations, presentations of academy-industry cooperation models, and discussions on industry and community needs. All IN2IT partners participated in this meeting that included presentations, case studies, and visits to organizations that collaborate with the university. 34 participants that are involved in the academy-industry programs took part in the meeting.

WP2-SV: Sep-Oct 2016, (PL, UK, IT). The study visits by Israeli colleges' staff members in EU universities were held to gain better understanding of academic international activities and to identify opportunities for cooperation.

WP3-WS1: 13-15 Dec 2016, QSM & MTA (IL). The workshop introduced online teaching and learning models and methodologies, opportunities and challenges. All Israeli and EU partners attended this meeting, that included presentations on E-learning and MOOC, case studies, and teamwork sessions. 42 delegates who constitute the international teams for the development of the courses attended the meeting.

WP3-WS2 & WP4-WS1: 6-8 Feb 2017, UCSC & PoliMi (IT). The goals of this double-meeting were to continue the development of online curriculum and to initiate the establishment of IRO and RA network. All the partners attended the meeting that included parallel sessions on IN2IT technological platform, IN2IT CoP forum, presentations by institutional IR and RA officers, visits to the research units and labs, in addition to intensive teamwork sessions. 53 participants (32 Israeli and 21 EU staff members) took part in this meeting.

WP3-WS3: 13-15 Mar 2017, WUT (PL). The goals were to pilot the pilots that are planned for May-Jul 2017, and to continue the development of the virtual-international courses to be finalized by Sep 2017. All Israeli and EU partners attended this meeting, that included training on the IN2IT LMS, sessions of piloting and feedback for each one of the courses, recording sessions, and additional teamwork sessions. 37 representatives who will deliver the pilots and the online-international courses in the partner institutions participated in the meeting.

No

Section 2 IMPACT AND SUSTAINABILITY

Awareness raising, dissemination, sustainability and exploitation of the project results

Impact and sustainability are achieved through a variety of activities to support dissemination of the project outcomes and outputs at all levels, to support continuation of IN2IT practices and techniques within the partner institutions and beyond the consortium after the project lifetime, and to expand the results among additional HEIs in Israel and in Europe.

Indicator-based, self-assessment system for internationalization will be used after the project ends. It will have a long-lasting impact on the internationalization process in Israeli Colleges.

The WP leaders and the coordinator prepared a dissemination plan and a sustainability plan and shared them with all the partners. The tasks for dissemination are coordinated by WP8 leader, THC, and the tasks for sustainability and exploitation are coordinated by WP9 leader, KC. The activities are carried out by all partners.

In Israel, the project visibility is facilitated by targeting several audience groups. In the colleges, the project was presented to top management for endorsement of the project efforts. Information on the project is presented on the colleges' websites and updates are periodically distributed to staff members and students through institutional newsletters. Internal meetings and seminars were held in all the colleges to present IN2IT to faculty and to encourage them to take active part in it. Currently, before the pilot, specific information on the developed online-international courses is delivered to students from different departments in the HEIs.

On the national level, the project was presented to VARAM, the Board of public academic colleges in Israel, including the Presidents, VPs and GMs. The project will also be presented in a Conference on Internationalizing that is organized by the Israeli NEO, which will be held on June 2017 with the participation of all HEIs in Israel.

The IN2IT Innovative Technological Platform that was developed by SAP, the leader of WP6, is available online. The LMS (Learning Management System) includes "Lecturers Sandbox" for course developers to explore and try new features, "Partners needs area" where users are invited to ask, share and suggest ideas, and a special area for each one of the four courses developed in the framework of IN2IT. The technological platform is already being used by the faculty members, and will be used by students as well, starting next month.

To discuss practices to ensure sustainability of the project's results, representatives of all the Israeli colleges met in KC on February 2017. Following a presentation on sustainability within forces of disruption, the team had discussion sessions. The main points of agreement were: sustainability will be achieved through the involvement of All IN2IT partners; top management support, ongoing financing for the platform maintenance as well as copyright and intellectual property rights are critical success factors, the platform should be accessible and available for management by all partners to enable exploitation and collaboration with non-IN2IT partners. The meeting was summarized with the insight that there are two parallel paths of sustainability that IN2IT team wish to take: 1) Sustainability of content will be achieved by continuing the development and delivery of the courses in the partner institutions and by enabling the IN2IT partners to create partnerships with non-IN2IT HEIs. 2) Sustainability of concept will be achieved by summarizing the acquired knowledge and insights on how to develop virtual-international courses and suggesting guidelines that will be available for IN2IT and Non-IN2IT academics. The discussions on exploitation and sustainability will continue in parallel to the other activities of the project.

SECTION 3: QUALITY OF COOPERATION

Project management

IN2IT project management procedures follow the application. In particular, all partners have signed the partnership agreements, which is based on the template provided by the EACEA. One of the partners, Shenkar College, requested to leave the consortium and another one, Brunel University, was added to the consortium. The requests were discussed and approved by IN2IT steering committee. The process was performed under the guidance of the Project Officer and it is expected to soon be authorized by the central administration. The partners use several management tools to maintain a cooperative environment to lead the team towards the desired project outcomes. A risk management plan was prepared by the coordinator at the beginning of the project, and a following risk management report was issued at the end of the 1st year. IN2IT website is used as the main portal for information distribution. In addition, the partners use the IN2IT Forum, the IN2IT LMS, Dropbox, and Google Docs to share ideas and files. Multiple Skype and video conference meetings are carried out by the international teams, in addition to the "traditional" communication channels such as telephone and emails.

All the communication in the project is done in English, and the project deliverables are available in English. The publication of the guidelines for international cooperation was translated to Hebrew and Arabic (as planned in the project plan). As described in the application, decisions in the IN2IT consortium are made by the Steering Committee (SC) which functions as the consortium's high-level decision-making body. The SC and the Executive Committee (EC), meet in each project consortium meeting. The project didn't face any urgent issues that required ad-hoc meetings, though ongoing communication is maintained between the coordinator and the WP leaders, the partner institutions and the team members.

Regarding performance indicators on the WPs level, we developed system to measure internationalization maturity of Israeli colleges and assessed the level of maturity on April 2016, yielding encouraging results. Following assessments are planned for June 2017 and July 2018. We established four international teams, that involve 48 faculty including 31 Israeli and 17 EU partners. In the pilots that will take place during this semester 88 students will participate (56 Israeli and 32 EU). We also established the communities of practice with the participation of 21 international relations and research officers (11 Israeli and 10 EU). The partners already started to collaborate on future initiatives (1 Erasmus+ CBHE proposal, 1 Mobility proposal, 1 faculty exchange, 2 curriculum development, and 2 research plans). On the project level, objective indicators are collected and analysed every three months, based on the project management methodology of earned value management measures: planned value, actual cost, and earned value to represent the completion percentage of each of the WPs and the overall project. Currently, the project implementation is in line with the plan. Subjective indicators were collected and analysed at the end of the first year (see section 1.2 above) based on QA assessment of participants' expectations and satisfaction with the project progress and management style. In addition, we follow the procedures of administrative and financial reports and the partners submit periodical reports to the coordinator on a regular basis every month and at the completion of each task.

Involvement of partners and stakeholders

IN2IT partners include 7 Israeli colleges and 6 EU universities that share the responsibilities based on their expertise. In WP1 (International Capability Maturity Framework) the leadership is assigned to WUT, which cooperates with UCSC and the UM to mentor the Israeli colleges in the process of developing institutional international maturity matrix and in assessing the level of international maturity in several milestones. Following workshops on international maturity assessment, which were hosted by the EU universities, each one of the Israeli colleges has submitted an international strategic plan for review and feedback by the EU experts. In addition, the matrix of international indicators that was developed by all the colleges to measure internationalization maturity and the first assessment results were submitted for examination by the EU partners, while additional two assessments are planned for June 2017 and July 2018.

In WP2 (International Team Building) all IN2IT partners took active part in order to establish international teams that includes Israeli and EU partners. WP3 (Development and delivery of international online curriculum), WP4 (Development and delivery of international CoP for knowledge sharing) and WP5 (Development and exploitation of academy-industry/community cooperation) are led by EU partners (UCSC, PoliMI, and KU) with active participation of all IN2IT partners. The WP leaders coordinate the activities and mentor the partners in the processes of development, while all IN2IT partners are collaborating to produce online-international courses, develop courses that relate to the industry and the community, and share knowledge in communities of practice aiming to advance international research and future joint projects. WP6 (Development and delivery of an innovative technological platform) is led by an Israeli partner, with the support of PoliMI, a leading European University, specialized in developing MOOCs and other digital higher education applications. The collaboration of Israeli and European partners is synergetic, where each partner contributes its expertise in a specific process (such as, assessment of maturity of internationalization, collaboration with the industry/community, development of techno-pedagogical applications, and management of communities of practice) and in the relevant field of studies (related to the four courses that the consortium is developing).

The development of the virtual-international courses is in line with the Israeli CHE strategy that promotes digital learning through the development of international MOOCs. During the following stages of IN2IT development, the deliverables will be presented to the board of public academic colleges in Israel, to addition HEIs in Israel, and to the HE governing bodies.

Different institutional stakeholders are contributing to the project as it develops. Top management in the colleges have developed the internationalization strategies and endorsed the project activities, faculty and academic staff members are engaged in the development of the online-international courses, administrative staff members support the logistic aspects of implementation, technical staff members are involved in the development and customization of the innovative technological platform, and international relations officers and research unit heads collaborate on communities of practice. Students from the Israeli colleges and from the EU universities will be take part in the project activities starting May 2017, when we start the pilot sessions, and their involvement will be increased during the next academic year, when all the courses will be delivered in all the Israeli and EU partner institutions.

Management of the grant

At the beginning of the project, IN2IT partners were informed about the grant management procedures by two parallel communication channels. Initially, during the 1st consortium meeting that was held on 3-5 November 2015 we had a session on administrative management of the grant and financial reporting. Second, following the grant holders meeting in Brussels on 27-28 January 2016, the coordinator sent an email with the meeting summary report and all the supporting materials distributed in the meeting to all the partners. In addition, emails from the EACEA about updated guidelines and reporting forms were disseminated to all project partners. On 13 March 2016, the coordinator organized a financial workshop, in cooperation of the Israeli National Erasmus Plus Office (NEO), for all the Israeli partners. In this workshop, which was held in Tel Aviv Yaffo Academic College, all institutional coordinators (7 attendees), financial officers in the Israeli colleges (11 attendees), and stakeholders in other Erasmus Plus projects in Israel (10 attendees) were introduced to the grant management procedures reporting. The presentation by the NEO on financial management, the presentation by IN2IT coordinator financial management, and a template for unit cost management report are available on IN2IT website. In addition, a copy of the guidelines for the use of the grant, the presentation on financial management that was presented at the grant holders meeting, all the project visibility files (Erasmus Plus Logo, presentation on the use of the EU emblem, IN2IT Logo, IN2IT partner institutions Logos, IN2IT disclaimer, IN2IT word and power point templates), all reporting forms (annex ii, annex iii, and timesheet) as well as IN2IT subcontracting template, are also available on the project website for the benefit of all project partners.

The project coordinator mentors all the partners on submission of the reports according to the guidelines, and supports their administrative and financial management activities. The coordinator communicates with each one of IN2IT partners by emails, telephone and Skype calls, to provide ongoing guidance throughout those processes. In addition to the individual support, the coordinator informs all the partners about organizational, administrative and financial issues, on the periodical IN2IT newsletter that is disseminated to all partners.

Currently, the project does not face any difficulties with the management of the grant. The first instalment that was received at the coordinator bank account, was distributed to the partners (following the same rationale, of 50% of the grant share for each partner). The partners are reporting to the coordinator on a monthly basis, including copies of the all the financial reports and supporting documents. Thus, the coordinator maintains an accumulated up-to-date file of the project financial statement, based on reviewed financial reports, and has copies of all the financial reports of the project.

Relevance

Relevance to the objectives

Project IN2IT aims, as defined in the proposal, are to develop and implement an innovative technological infrastructure for the purpose of advancing internationalization in higher education, and thereby to expand the practical applications of internationalization in Israeli academic colleges, to strengthen the capacities for teaching, learning, research, and training, and to improve the quality and positioning of Israeli state-funded academic colleges in higher education. Not only that no changes have been made to affect the project relevance, but those goals are now totally in line with the national CHE strategy to promote digital international learning. The involvement of the Israeli colleges in IN2IT project provides them with an important advantage in the national higher education arena. The project consortium is now composed of seven Israeli colleges and seven EU universities, that creates a balanced team for the development of online-international curriculum and international communities of practice.

The current consortium composition is different from the original, after the leaving of Shenkar College (IL) and expected joint of Brunel University (UK). Shenkar College asked to leave the consortium due to a very challenging year in terms of finances. However, this challenge was not relevant to any of the other Israeli partner institutions, who continued the collaboration as planned. The main challenge that the consortium partners – Israelis and Europeans – deal with is related to accreditation of the innovative online-international courses. As those are pioneering courses to be delivered in a new form, the institutional governing bodies are not yet sure how to credit them. We believe that once the faculty members will finalize the development process and the courses will be infused into the institutions, each institution will find the correct way for accreditation. An additional, minor, challenge is related to the fact that the courses are generated by heterogeneous teams, from different HEIs, and will be delivered online, thus there are some legislation issues concerning copyright and intellectual property. However, the consortium asked for legal advice in this regard and will follow those instructions. Regarding motivation/commitment of partners, availability of staff, and cultural differences, the project experiences positive attitude by all partners who are willing to collaborate.

The activities implemented are contributing to reaching the project objectives to improve the quality of education and teaching (priority b) by developing an innovative technological platform that is used by all IN2IT partners to utilize new teaching and learning techno-pedagogical approaches and techniques. The improvement management and operation of higher education institutions (priority c) is achieved, as planned, by the development of international curriculum and customization of advanced technological platforms (IN2IT LMS and IN2IT CoP Forum) for teaching, learning, and researching that provide multidisciplinary environment composed of EU universities and Israeli academic colleges.

EU Education, Cooperation & Development policies

The IN2IT project is aligned with the EU higher education objectives such to develop skills deficits in the workforce and advanced technology for higher education. The project consortium develops four courses that each one of them is based on exchange of best practices and involves students from Israel and several partner countries (Italy, Poland, UK, France, and Germany). Through mutual teaching and learning, faculty and students will collaborate to develop their skills, capabilities, and qualifications needed in the current global labour market. The infrastructure to support the collaboration is based on advanced ICT tools and techniques and the content to be delivered includes English for Internationalization Purposes, Embracing Diversity, Global Entrepreneurship, and Essential Skills. The basic skills of literacy and foreign languages, team work, problem solving, critical and reflective thinking, creative thinking, entrepreneurship, as well as digital skills, are addressed in the courses curricula.

The IN2IT project responds to ET2020 objectives as follows.

(1) Improving the quality and efficiency of education and training. IN2IT technological platform calls for development of innovative techno-pedagogical methods and enhances the design, development and delivery of higher education courses towards an improved direction of education and training. Faculty and students interact through digital devices for teaching, learning and researching. The new methodologies include facilities for synchronic international lessons, features for collaboration of international teams, implementation of a Time Tunnel to share stories and history, techniques for location based learning, customization of Moodle learning system, and utilization of MOOCs.

(2) Promoting equity, social cohesion, and active citizenship. Mainly through the course on Embracing Diversity, IN2IT team members will raise awareness and promote understanding on multiculturalism, special needs, criminal justice, diversity, and gender and sexual orientations.

(3) Enhancing creativity and innovation, including entrepreneurship, at all levels of education and training. Mainly through the courses on Global Entrepreneurship and Essential Skills, IN2IT team members will introduce concepts of creativity, entrepreneurship, and innovation, and will train the students to develop skills that are needed in the process of developing new initiatives.

As described above, all IN2IT courses are targeted at Bachelor and Master students, and the materials are available online. Although at first, the area of development will be accessible only for the project partners, at a later stage, it will be open to additional partners, external to IN2IT. In addition, the project partners will share the content by continuing to develop and deliver the courses in the partner institutions and by enabling the IN2IT partners to create partnerships with HEIs external to IN2IT. They will also contribute to disseminating the developed policies by publishing summaries of the acquired knowledge and insights on how to develop virtual-international courses and what are the best practices for academics interested in developing similar types of courses and programs.

The synergy between IN2IT partners is exploited to other cooperation activities between the EU and Israel with submissions of future projects proposals, exchange of faculty, collaboration on developing new courses and programs, organizing joint international conferences, and working on joint research.

Statistics and Indicators

Statistics and Indicators

Links to EU HEI Policies

- Teacher training
- Vocational Education and Training
- 1st Cycle (e.g. Bachelor)
- 2nd Cycle (e.g. Master)

3rd Cycle (e.g. Doctoral)

Training and Mobilities

Event	Purpose	Type of participants	Gender	-	Country of Origin	Country of destination	Duration (in weeks)	%compared to objectives
1	Workshop	Academic staff – teaching	Number Male	5	Israel	Poland	1	100
1	Workshop	Academic staff – teaching	Number Female	11	Israel	Poland	1	100
1	Workshop	Academic staff – teaching	Number Female	1	France	Poland	1	50
1	Workshop	Academic staff – teaching	Number Female	1	Italia	Poland	1	100
2	Workshop	Academic staff – teaching	Number Male	7	Israel	France	1	100
2	Workshop	Academic staff – teaching	Number Female	9	Israel	France	1	100
2	Workshop	Academic staff – teaching	Number Male	2	Poland	France	1	100
2	Workshop	Academic staff – teaching	Number Female	1	Italia	France	1	100
3	Workshop	Academic staff – teaching	Number Male	4	Israel	Israel	1	88
3	Workshop	Academic staff – teaching	Number Female	12	Israel	Israel	1	88
3	Workshop	Academic staff – teaching	Number Male	2	Poland	Israel	1	66
3	Workshop	Academic staff – teaching	Number Female	2	Italia	Israel	1	66
3	Workshop	Academic staff – administrative	Number Female	2	Deutschland	Israel	1	66
3	Workshop	Academic staff – administrative	Number Female	1	France	Israel	1	33
4	Study	Academic staff – teaching	Number Male	1	Israel	Poland	1	75
4	Study	Academic staff – teaching	Number Female	2	Israel	French Polynesia	1	75
4	Study	Academic staff – teaching	Number Male	1	Israel	Italia	1	75

4	Study	Academic staff – teaching	Number Female	3	Israel	Italia	1	75
4	Study	Academic staff – teaching	Number Male	1	Israel	United Kingdom	1	75
4	Study	Academic staff – teaching	Number Female	3	Israel	United Kingdom	1	75
5	Workshop	Academic staff – teaching	Number Male	11	Israel	Israel	1	100
5	Workshop	Academic staff – teaching	Number Female	12	Israel	Israel	1	100
5	Workshop	Academic staff – teaching	Number Male	2	Poland	Israel	1	100
5	Workshop	Academic staff – teaching	Number Female	1	Poland	Israel	1	100
5	Workshop	Academic staff – teaching	Number Female	3	Italia	Israel	1	60
5	Workshop	Academic staff – teaching	Number Male	1	France	Israel	1	50
5	Workshop	Academic staff – teaching	Number Female	2	United Kingdom	Israel	1	100
6	Workshop	Academic staff – teaching	Number Male	7	Israel	Italia	1	75
6	Workshop	Academic staff – teaching	Number Female	11	Israel	Italia	1	75
6	Workshop	Academic staff – teaching	Number Female	1	Poland	Italia	1	50
6	Workshop	Academic staff – teaching	Number Male	1	Deutschland	Italia	1	100
6	Workshop	Academic staff – teaching	Number Female	1	Deutschland	Italia	1	100
6	Workshop	Academic staff – teaching	Number Female	1	France	Italia	1	50
6	Workshop	Academic staff – teaching	Number Female	3	United Kingdom	Italia	1	75
7	Other	Academic staff – teaching	Number Male	3	Israel	Italia	1	50
7	Other	Academic staff – administrative	Number Male	3	Israel	Italia	1	50
7	Other	Academic staff – teaching	Number Female	2	Israel	Italia	1	50

7	Other	Academic staff – administrative	Number Female	2	Israel	Italia	1	50
7	Other	Academic staff – teaching	Number Male	2	Poland	Italia	1	100
7	Other	Academic staff – administrative	Number Female	2	Deutschland	Italia	1	100
7	Other	Academic staff – administrative	Number Female	1	France	Italia	1	50
7	Other	Academic staff – teaching	Number Male	1	United Kingdom	Italia	1	100
7	Other	Academic staff – administrative	Number Female	1	United Kingdom	Italia	1	100
8	Workshop	Academic staff – teaching	Number Male	10	Israel	Poland	1	100
8	Workshop	Academic staff – teaching	Number Female	12	Israel	Poland	1	100
8	Workshop	Academic staff – teaching	Number Female	4	Italia	Poland	1	100
8	Workshop	Academic staff – teaching	Number Male	1	Deutschland	Poland	1	100
8	Workshop	Academic staff – teaching	Number Female	1	Deutschland	Poland	1	100
8	Workshop	Academic staff – teaching	Number Female	2	France	Poland	1	100
8	Workshop	Academic staff – teaching	Number Female	4	United Kingdom	Poland	1	100
9	Training	Academic staff – teaching	Number Male	8	Israel	United Kingdom	1	95
9	Training	Academic staff – teaching	Number Female	8	Israel	United Kingdom	1	95
9	Training	Academic staff – teaching	Number Male	1	Poland	United Kingdom	1	100
9	Training	Academic staff – teaching	Number Female	1	Poland	United Kingdom	1	100
9	Training	Academic staff – teaching	Number Female	3	Italia	United Kingdom	1	100
9	Training	Academic staff – teaching	Number Male	1	Deutschland	United Kingdom	1	100
9	Training	Academic staff – teaching	Number Female	1	Deutschland	United Kingdom	1	100

9	Training	Academic staff – teaching	Number Male	1	France	United Kingdom	1	100
9	Training	Academic staff – teaching	Number Female	1	France	United Kingdom	1	100
10	Other	Academic staff – teaching	Number Male	3	Israel	Israel	1	100
10	Other	Academic staff – teaching	Number Female	5	Israel	Israel	1	100
11	Other	Academic staff – teaching	Number Male	8	Israel	Israel	1	100
11	Other	Academic staff – teaching	Number Female	13	Israel	Israel	1	100
11	Other	Academic staff – teaching	Number Male	2	Poland	Israel	1	100
11	Other	Academic staff – teaching	Number Female	3	Italia	Israel	1	75
11	Other	Academic staff – administrative	Number Female	1	Deutschland	Israel	1	50
11	Other	Academic staff – administrative	Number Female	1	France	Israel	1	50
11	Other	Academic staff – teaching	Number Male	2	United Kingdom	Israel	1	100
12	Other	Academic staff – teaching	Number Male	9	Israel	Deutschland	1	100
12	Other	Academic staff – administrative	Number Male	2	Israel	Deutschland	1	100
12	Other	Academic staff – teaching	Number Female	8	Israel	Deutschland	1	100
12	Other	Academic staff – teaching	Number Male	1	Poland	Deutschland	1	100
12	Other	Academic staff – teaching	Number Female	1	Poland	Deutschland	1	100
12	Other	Academic staff – teaching	Number Female	3	Italia	Deutschland	1	100
12	Other	Academic staff – teaching	Number Male	2	France	Deutschland	1	100
12	Other	Academic staff – administrative	Number Female	2	France	Deutschland	1	100

Links to EU HEI Policies

Main Target

- Diploma supplement
- Adoption of a system based on three main cycles, undergraduate (Bachelor), postgraduate (Master) and Doctorate
- Introduction of double/multiple or joint degrees
- Establishment of an ECTS system
- Promotion of quality assurance procedures at institutional or national level
- Qualification frameworks
- Lifelong learning policies and approaches
- Modular curriculum structure
- New learning and teaching methods or approaches
- Online education and training material (e-learning)
- University-enterprise cooperation, entrepreneurship and employability of graduates
- The project contributes to youth employment and the integration of young people in the labour market
- Links with other EU education programmes

Equipment

- books and pedagogic material
- audio-visual equipment
- Computers and software
- lab material
- Other

Consortium Meetings

Estimated dates of consortium meetings until the end of the projects

Venue country	Venue city	Date of Meeting
Israel	Tel Aviv	05/09/2017

France	Montpellier	14/11/2017
Israel	Tel Hai	20/02/2018
Israel	Karmiel	03/09/2018

Attachments

Type of File	Name of the File
Budget Table	IN2IT - Mar2017 - cbhe_2015_-_annex_vi_-_financial_statements-Final.xlsm
Declaration of Honour	b 3-annex_b_declaration_honour - IN2IT intermediate report.pdf
Table of achieved results	c 4-annex_c_table_of_achieved_planned_results - IN2IT intermediate report.docx
Dissemination/Exploitation Plan	d IN2IT Dissemination Exploitation Plans.pdf
Quality Assurance Plan	e IN2IT QA workplan policy and 1st year report.pdf
Request for Payment	g IN2IT request for payment.pdf
Report Special Mobility Strand	AknowledgmentOfReceipt.txt