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Deliverable 7.3

Sustainability Plan



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1. BACKGROUND

The PROFIC Project responds to the need for Higher Education Institutions to provide their staff and students with intercultural competences, which are the abilities for dealing with culturally diverse environments. These abilities enable effective studying, living and working across different cultural boundaries (Fantini, 2000).

IC is a key characteristic needed for a working life in the ever more global labour market and is seen as one of the key competences for 21st century graduates (EC, 2005; Deardorff, 2009) and, as such, it is an essential part of curriculum design. Studies and our previous research experience reveals academic and administrative staff in Latin American HEI's particularly struggle to develop a solid level of IC themselves and lack support in developing new learning methodologies and technology enhanced ways to integrate it into their curriculums.

The project aims to create more tailored, work-integrated and engaging professional development opportunities for staff to improve their own IC and the ability to support students in developing their intercultural abilities within the curriculum. In order to competently deal with such complex cultural challenges, the PROFIC project will investigate, develop and test a holistic, customized, flexible and reflective professional and curriculum development programme that would provide LA HEI's with increased knowledge, awareness, skills, attitudes and tools to be an intercultural competent professional.

The core partners involved in this project are as follows:

- Glasgow Caledonian University (Glasgow, UK)
- Universidad de la Iglesia de Deusto (UDEUSTO, Spain)
- Università degli Studi Guglielmo Marconi (USGM, Italy)
- University of Groningen (RUG, Netherlands)
- Universidad Tecnológica de El Salvador (UTEC, El Salvador)
- Universidad Don Bosco (UDB, El Salvador)
- Universidad Nacional de Córdoba (UNC, Argentina)
- Universidad Nacional de Lanús (UNLa, Argentina)
- Universidad Nacional de La Plata (UNLP, Argentina)
- Universidad de Guadalajara (UDG, Mexico)
- Universidad Veracruzana (UV, Mexico)
- Association of Universities of Latin America and the Caribbean (UDUAL)

This Sustainability Plan is envisaged as a live document that is reviewed and updated with further actions as the project develops, achieves its objectives and responds to the current pandemic. The Plan will be reviewed periodically and discussed in consortium meetings, including post final Round Table event to ensure that actions planned are most up-to-date and relevant for the context.

2. SUSTAINABILITY IN PROFIC

Sustainability is the capacity of a project to continue its existence and functioning beyond its lifetime and assuring an effective exploitation of its outcomes.



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This report presents a **preliminary description of the activities envisaged to ensure sustainability objectives are met**, especially regarding the PROFIC Community and the PROFIC Toolkit. This sustainability aims at ensuring the sustainability objectives are met. In this context, this first version of the plan is a live document produced during the second year of the project which will be regularly updated and optimised while closely following the project implementation, feedback from beneficiaries, the AMC (Advisory and Evaluation Committee), and the change in internal and external contexts.

This Sustainability Plan proposes various strategies for continuing to reach out to the target groups in a sustainable manner and ensure optimal use of the results during and beyond the lifetime of the project. Specifically, the Plan will address the continuation of the PROFIC Community and further use of the PROFIC Toolkit within the partner institutions and across LA HEI's, supporting tools being used for both staff and student learning activities.

The PROFIC project aims to explore the topic of intercultural competence of academic and administrative staff in Latin America and to offer tools for developing intercultural and international capacity of higher education institutions in the region.

The project aims to:

- Explore the exact intercultural needs and challenges of academic and administrative staff in Latin American higher education institutions
- Develop a professional development training framework for higher education institution employees that would help them reflect on their practice and increase their intercultural competence
- Offer support in the delivery of intercultural learning activities for local and international students
- Develop a free, open and online Professional Development in Intercultural Competence Toolkit that would help staff in their own professional development and support student intercultural learning
- Develop a network for knowledge exchange and sharing best practices between Latin American and European higher education institutions.

Three key Outcomes of the project relevant for sustainability are the PROFIC Toolkit which will be an openly available set of tools and guidelines, the PROFIC Community which would serve as a focal point for networking and collaboration for professional development and the PROFIC Website as the focal point for future connections.

3. PROCESS

PROFIC Sustainability Plan (SP) was devised as a live document produced during the second year of the project and updated following its implementation, particularly the development programme, the toolkit and the community of practice. The main outlines of the SP were introduced during an on-line virtual meeting. Then, a survey was sent in 2020 to all partners to collect contributions describing concrete actions each one would carry out to make sure the sustainability objectives would be met.

The sustainability plan was then drafted by WP 7 (Communication and Dissemination team) following the receipt of survey answers.

During the last partner meeting, all PROFIC partners worked together in updating these inputs, and agreed to keep carrying on initiatives related to the exploitation of the project's outcomes.

4. SUSTAINABILITY OBJECTIVES

Wider objective:

Overall, the PROFIC sustainability activities will ensure the sustainability of the project's during and beyond the project's lifetime and the EU funding. Partners will continue disseminating the project's main outcomes within their HEIs, as well as other universities in the region.

Specific objectives:

- Ensure the implementation of the Toolkit in partner LA HEIs beyond the project lifetime.
- Ensure an active collaboration within the PROFIC Community of Practice
- Ensure dissemination in other LA HEIs and beyond if relevant

5. STAKEHOLDERS

Sustainability of the PROFIC outputs is fundamentally linked to the development of solid relations and partnerships between the project and all relevant stakeholders that will contribute to maintain and disseminate these outputs once the Erasmus+ funding ends.

This sustainability plan aims at ensuring strong cooperation with the following stakeholders at the local, national and international level:

- Policy makers
- Academic and administrative staff of the participating universities
- Other LA universities
- Students in partner LA HEIs and European partners

Although foreseen sustainability actions will focus on dissemination of the outputs in LA HEIs, universities in other regions of the world interested and supporting IC are also potential stakeholders.

6. STRATEGIES

PROFIC's sustainability strategies rely mainly in its **collaborative** and **communication and dissemination-based** approach.

Collaborative approach: each partner is directly involved (whether as a leader or as a deputy leader) in at least one Work Package (WP) or specific activity within a WP. Although WPs are led by an institution who will take responsibility for the coordination, deliverables and quality of tasks, other partner institutions will take an active role in contributing to all WPs based on their role and expertise. This collaborative and participative approach is important for internal quality assurance, ownership of the project, an exchange of knowledge and long-term sustainability of the collaboration. As the main lead and overall coordinator for all WPs, GCU ensures that the activities are complementary rather than overlapping. Furthermore, in order to ensure the equality of and ownership between EU and LA regions, the project includes deputy coordination by UTEC, an institution situated in LA.

Communication and dissemination: sustainability activities are included in WP7 (Communication and Dissemination – C&D). This is because effective C&D plays a crucial role in impacting stakeholders and ensuring optimal use of the results during and beyond the lifetime of the project.

Strategies will focus in three pillars:

- * **Maintaining** activities/ outputs
Strong involvement/ownership of PROFIC team
- * **Developing** activities/ outputs
Involvement of users within the Consortium
- * **Disseminating** activities / outputs
Involvement of external users/other LA HEIs
Intersectoral cooperation

7. EXPLOITABLE RESULTS

Three key Outcomes of the project relevant for sustainability are

The PROFIC Toolkit which is an openly available set of tools and guidelines. The Toolkit is a free open educational resource (OER) to support HEIs in intercultural learning and teaching.

The PROFIC Community which would serve as a focal point for networking and collaboration for professional development. It is a network of knowledge exchange and sharing of good practices between Latin American and European HEIs in the field of curriculum development of Intercultural Competences.

The PROFIC Website and social media as the focal point for future connections.

The Coordinator (GCU) will take long term responsibility for updating the Toolkit together with input from Partners and future users. In addition, WP8 will incorporate specific measures for the long-term continuation of the PROFIC online platform, social networking tools and network activities. In these tasks the project will be supported by UDUAL and UNC to ensure that there is a long-term communication strategy between partners.

Where appropriate, alternative income streams will be identified, including public-private funding, internal and external investment and in-kind resources. All project partners see IC development as a long-term challenge and goal beyond the project lifetime and are therefore committed to participating, engaging their staff to contribute to the PROFIC Community.

The PROFIC Website will be the main point of communication with all internal direct and indirect beneficiaries. All partners, led by UDUAL who is in charge of this activity, commit to maintaining and updating the website as the main point of reference for dissemination and updates, as well as the main link to more collaborative PROFIC Community.

The PROFIC online community of practice (PROFIC Community) was established as part of WP7. The PROFIC Community in the first instance include project partners and their staff who have undergone PROFIC Learning Programme who will act as future champions and internal and external dissemination and exploitation

multipliers. The PROFIC Community also included examples of case studies and activities drawn from staff who took part in the PROFIC Professional Development during the project, with participants' consent. These examples of case studies can ensure knowledge management and are a useful tool for future institutions and individuals who would like to benefit from the PROFIC approach and Toolkit. The Community was initially using the Moodle platform during WP4, WP5 and WP6 when the institutional participating and training development needed to be internal and password protected. After completion of the partner institutions staff training it has been discussed and agreed within the consortium to move the PROFIC Community to a LinkedIn group to enable easier access, participants' agency and wider engagement beyond project partners. Post project completion the Coordinator will be responsible for maintaining the Community Platform assisted by UNC, with contribution from all partners and rotational leadership in the first 12 months after the project completion. Upon expiry of the first 12 months' post project another round of rotational leadership and a coordination will be discussed and agreed in a further post-project sustainability meeting.

The PROFIC Community would be used for collaboration through the online LinkedIn platform, newsletters, future events and project ideas. The PROFIC Community will partner with the EU Strategic Partnership EQUiIP for long term exchange of know-how, future project development and connection between LA and EU HEI's. All project partners see IC development as a long-term goal beyond the project lifetime and are therefore committed to participating, engaging their staff to contribute to the PROFIC Community as well as managing the Community online platform.

A crucial factor for the sustainability of the network is the involvement of UDUAL which has already established a wide spanning network of LA HEI's as well as playing a key role in leading policy and practice initiatives for improving capacity and collaboration across LA HEI's. By dedicating their resources to the development of the network beyond the partner countries themselves the project's vision and activities will be promoted throughout the region. UDUAL includes regular dissemination events newsletters as well as UDUAL radio and TV whereby the stakeholders could be reached when the project ends.

The use of dedicated social media will ensure wider connection with indirect stakeholders and all of the connection channels would link back to the PROFIC Community for more pro-active collaboration and engagement. The increasing demand for internationalisation of LA HEI's and the related challenges of having an intercultural competent staff will foster continuing interest in developing capacity in this area and continuation of project impacts well after the project finalisation.

8. ACTIONS

Each partner will carry out concrete actions to make sure the main outputs developed during the course of the project are sustained following its official end. Specific actions are reviewed periodically as the project develops with the aim of updating the Sustainability Plan. The partners have proposed the following actions which might not include any further sustainability actions following out objectives that will arise after the project completion:

8.1 PROFIC Toolkit

USGM contribution for the exploitation and dissemination of the PROFIC toolkit will include the following activities: dissemination through the USGM web site, project promotion through the USGM Facebook page



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in Italian and English; news/articles drafted periodically on the PROFIC project on the GUGLIELMO MARCONI UNIVERSITY magazine. Professors and students will also be invited to use the PROFIC toolkit through the university newsletters. The Toolkit will be presented also during other relevant national and international project meetings and workshops, that involve academics and university administrative staff.

UDG will promote the Toolkit by using Facebook and social media from the global learning centre as well as the participants who attended the PROFIC training. In addition, the CULAGOS website can be utilised to include a section about the PROFIC project and the Toolkit. Finally, CULAGOS staff will share the project outputs with international partners during period Internationalisation conferences. In addition, UV and UDG have collaborated in a virtual project incorporating intercultural competences from the project PROFIC. Furthermore, UDG signed an agreement with UTEC to collaborate in virtual classes incorporating intercultural competences and resources from the PROFIC Toolkit.

UNLP will disseminate the Toolkit among focal points (offices in charge of international relations at each one of UNLP 17 faculties, which work jointly with the central International Office) and all Faculties, regardless their participation in the development program. The Toolkit will be a vital tool for all UNLP staff. Results will be monitored over a two-year period in order to assess the benefits and results of the Toolkit. During this period, we will collect information on an annual basis. The reports, based on information provided by all Faculties, will allow UNLP to build statistics on the matter of interculturality and provide a deeper insight of which tools were more useful and which ones should be reinforced. UNLP will open an optional call to give an informative workshop for those who wish to implement the Toolkit but haven't participated in the workshop, targeted mainly to the internationalization staff at the Faculties. Commitment of the participants will be encouraged through professional incentives and certifications.

UDUAL will ensure dissemination and further utilisation of the Toolkit by implementing its use at PAME (Programa Académico de Movilidad Educativo). PAME is a student exchange program among UDUAL members. The program involves more than 100 universities and Higher Education Institutions from about 12 Latin American countries.

UDUAL will also organise a series of webinars to further disseminate the PROFIC project and its outcomes to affiliated HEIs in August 2022. These webinars will be the starting point for a pilot group made up of a selected number of UDUAL members who will apply the PROFIC toolkit (September 2022). The results will be published in UDUAL media. The implementation of the Toolkit will be discussed in online meetings where all participants will share their experiences and knowledge gained (January/March 2023). UDUAL will also provide training to other LA HEIs who will commit to communicate this activity with the PROFIC logo together with the legend 'Intercultural Capacity Builder' (2023-2025).

UNC will provide continued updates and professional development to participants of the development programs and to the rest of the university community. The UNC is committed to reaching the widest possible audience, at a local, national and regional level. The International Office is already creating synergies with members of other projects (such as LISTO), and the administrative staff union in order to continue implementing the toolkit once the project's formal cycle is over. The UNC will also implement the toolkit within the Internationalisation Committee (made up of representatives from its 15 Faculties).



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UNC has successfully achieved support for two projects by the Argentina Ministry of Education, both approved in January 2022, regarding the development of cultural competencies from two different approaches. Those projects include two main proposals regarding:

1. Support to virtual strategies (Ministry of Education to OIR's): ProCoDII (UNC) -Training: Intercultural Competence, Intercultural Passport, Academic Recognition (Harmonization), Virtual mobility and COIL
2. Strengthening of IRO's Strategy of communication along intercultural guidelines - Strengthening of IRO's Strategy of communication along intercultural guidelines-international audience and local audience looking outside) international audience and local audience looking outside)

UDB will implement the PROFIC training and make it a part of their staff development in the future as well. They will also further share the Toolkit in their networks by the end of November 2022. The intercultural competence will be developed through a course addressing the graduates of UDB via the 'Diplomado en orientación labora'l in the first semester of 2023.

Also, UDB will schedule annual workshops with staff members related to intercultural competence using the orientations of the Toolkit by November 2022 and by the end of June 2023. Finally, UDB will incorporate the intercultural competence as a transversal element of their academic curriculum innovation process starting 2023.

UTEC will introduce a staff development policy to include intercultural competence as a key aspect of staff ability for modern education, in line with United Nation's Sustainable Development Goals (UNSDGs), especially Inclusive Societies and Quality Education.

UTEC will also create open classrooms with topics about interculturality. Conferences about interculturality will be given every 3 months to students and professors. The impact of the activities implemented will be evaluated in one or two years.

UNLa will implement the PROFIC training and make it a part of their staff development. In particular, we will train our professors in PROCADO Programme, offer workshops - (second semester of 2022). We will also further share the Toolkit in our Virtual Campus (2022). We will implement the Toolkit elements in a training with social organisations that work and cooperate with our University (2022/2023, first semester). Elements of the intercultural competence development will be integrated for youth that participates in extracurricular activities (Programa de los jóvenes).

UD will disseminate the Toolkit within local faculties for adaptation of staff training and student development activities. The Toolkit will also be disseminated with other EU funded and other international projects for cross-fertilisation and utilisation of the developed knowledge.

UV will update their provision on internationalizing the curriculum to include intercultural competence elements. UV will share the PROFIC Toolkit through the dissemination channels and events around the internationalization work UV leads around across LA.

RUG - Offering workshops based on the toolkit for university staff, taking into account and aligning it to the initiatives that already have been taken and implemented within the university. We will explore possibilities



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to apply the Toolkit elements in the context of our Tuning - CALOHEE projects. One of the transversal items focussed on in these projects is developing and assessing intercultural competence in at least ten subject areas. This requires training of staff. Expected timeframe 2022-2023.

GCU will engage in the following sustainability and impact activities: (1) ADSL (Academic Development and Student Learning department) webinar/workshop to raise awareness of resources and scope interest in running full scale PROFIC workshops internally during the academic year 2021/22. (2) To adapt the Toolkit for deployment in blackboard based VLE internally as a community to be ready for internally project - could possibly be linked to a broader structure of internal pedagogic development (PgCAP, Intercultural Training, etc.) but also modularisation - 2023 (3) Research effectiveness of Toolkit format and pedagogic principles - 2023. (4) Explore dissemination of the Toolkit to regional and national Higher Education pedagogic development forums and platforms such as SHED (Scottish Higher Education Developers), QAA Scotland Enhancement Themes or British Council coordinated events - 2022. (5) Explore training programme development teams at point of module delivery planning; for example, the master in Diversity, Equality and Inclusion at GCU New York - 2022. (6) To explore the development of CPD micro credits of modularised approach - 2023-2024.

8.2 PROFIC Community

USGM - In order to implement the promotion of the project community at least two newsletters will be sent to our university students and/or professor to invite them to join in the Community. In addition, the Community will be disseminated through the social media channels. The month of November 2022 will be dedicated to sharing several posts for disseminating the PROFIC main outputs, among these the Community itself.

UDG will liaise with their Internationalisation Office from University of Guadalajara about their webpage where the Community can be disseminated in order to have a wider reach. We will use the LinkedIn space to post about the project in the month when we lead it and contribute in other periods.

UNLP will present a test case of successful use of the Toolkit at the UNLP and raise it within the PROFIC Community. In order to improve its use and expand the network of users, UNLP will target mainly to training academic staff (Teacher Assistants, Graduate Assistants, Associate Teachers) in order to raise awareness about the importance of interculturality in the classroom. This way, UNLP would be encompassing a larger universe than senior professors and lecturers.

UDUAL is setting up a series of webinars (some of them have already been carried out in 2020) to engage the academic community in raising awareness of intercultural matters, the PROFIC outcomes and establishing the issue in the government's agenda.

UNC will administrate the LinkedIn group that will ensure the connection and dissemination of the community of practice. It will work through the members of the Internationalization Committee (made up of representatives from its 15 Faculties) in order to engage new members to the community of practice.

UTEC will set up a workshop once a year on intercultural competences with the support of the participants who were part of the PROFIC project and share the results in the PROFIC Community. There will be a meeting at least twice a year with participants to follow up the activities to be implemented for the development of intercultural competences for students.

UDB will actively participate in the community that is established by the PROFIC partners and will commit to the agreements that are set. UDB will articulate an institutional micro community that will spread the PROFIC program within the university with the assistance of the participants who have been part of the experience by November 2022.

UNLa will engage with the Community sharing all of their activities related to the Toolkit implementation for further discussion and knowledge sharing. UNLa will propose particular activities and posts during its coordination month for the social media.

UD will actively participate in the Community and share it with their colleagues. Furthermore, other international partners and project participants can be invited to join the Community if interested.

UV will contribute to the PROFIC Community by sharing relevant research and internationalisation activities. Furthermore, the PROFIC programme participants will be invited to share their experiences on implementation after the project duration.

RUG will utilise the PROFIC Community to share work done by academics in the EU on student needs regarding the development of intercultural competences as an integral part in degree programmes to discuss and contrast with HE professionals in different parts of the world.

GCU will co-lead the PROFIC Community together with the UNC. In addition to regular engagement, posting and reviewing the Community, GCU will engage with the Community in the following ways: (1) Sharing a thought pieces (short essays) on an element that is clearly linked to development of intercultural competence to engage the community with weekly plan of reading and activity e.g. seminal or contemporary reading for online discussion and provoking thought and future activities - 2022. (2) Invite internal actors in championing pedagogic development of intercultural competence in higher education to be active contributors - early 2023.

8.3 PROFIC Website and social media

USGM: Project PROFIC dissemination through the USGM web site (research section) in English <https://www.gmuonline.org/en/research/projects/international-projects> and Italian <https://www.unimarconi.it/it/progetti-internazionali>

-Project promotion through the USGM Facebook page in Italian <https://www.facebook.com/unimarconi/> and English <https://www.facebook.com/MarconiUniversityOnline>

- News/articles drafted periodically on the PROFIC project on the GUGLIELMO MARCONI UNIVERSITY magazine <https://www.gmuonline.org/en/gmu-magazine>

Here the list of the magazines with a new on PROFIC project already published (N°15 September/October 2018, N°1 - December/January 2018/19, N°5 - June 2019, N°8 - October 2019, N°3 - May/June 2020, N°4 - June 2022 and future issues)

UDG: Updating the relevant information about PROFIC and talking about the project on the radio, posting pictures or info graphics linked to the website and social media. Including PROFIC news items from and to the newsletter of the International Office.

UNLP will send regularly information about courses and training on interculturality at the UNLP for publication on the website.

UDUAL will ensure the continuity of the PROFIC website and its website security certificates.

UNC will continue providing assistance to UDUAL in the information updates of the PROFIC website. It will also continue managing together with the members of the C+D team the PROFIC social media and will be the overall administrator of the Community of Practice's resources and updates on LinkedIn.

UTEC will continue providing support in the dissemination of the project activities through its website and social networks to be published on the PROFIC website by sharing the activities done at UTEC and their impact on the development of intercultural competences for students and professors.

UDB - To generate two pieces of news, opinion articles and other means of communication related to the PROFIC program per year starting from November 2022.

To create at least one audiovisual resource that delivers information related to the project by the end of October 2022.

Finally, to organize a contest amongst staff memes or students that promotes the intercultural competence starting October 2023.

RUG - Contributing to the PROFIC website and Facebook (alongside Community).

UNLA - Regularly contributing to the PROFIC website and social media.

UD - Contributing relevant news items from their international projects on the project website and social media.

UV - will continue to contribute to the project website and social media post project duration as well.

GCU - (1) Do a take-over of social accounts during lead month for the community of practice - 2022. (2) Ask master students as a live project in the "Digital Marketing, Analytics and Storytelling with Data" module to analyse social media presence and propose a campaign to increase reach - 2x during academic year 2022/23.

The project partners agreed to take particular active responsibility for social media items from point 2.2 (Community of Practice - LinkedIn) and 2.3 (developing website and social media content) for the first year after the project, after which the new round of responsibilities will be reviewed. Although a certain partner coordinates the activities for that month, all partners and further PROFIC Community members are to contribute activities, content and posts. The Table 1 below indicates partners' responsibility for social media activities and campaigns for the first 12 months, after which the partners will meet to plan the following year.

Table 1 Partner coordination of the communication channels (PROFIC Community, website, Facebook)

Partner Institution	Month of social media campaign activities coordination
GCU	July 2022
UNC	August 2022
UDB	September 2022
UNLA	October 2022
USGM	November 2022
UdG	December 2022
RUG	January 2023
UDUAL	February 2023
UV	March 2023
UTEC	April 2023
UNLP	May 2023
UNC	June 2023

8.4 PROFIC network sustainability

Overall, all project partners commit to disseminating the results and exploitable outputs of the project at external events and conferences. The focus on internal impact and sustainability has been described in the sections above and it already demonstrates impact on local institutional policy and practice as well as commitment to furthering that impact by all partner institutions. Also the PROFIC Community will be used as a focal point to continue engaging wider audiences to exchange knowledge in this field, as described above. In addition to these individual institutions and wider community actions, the PROFIC partnership will also review seeking follow up funding to further multiply the impact on professional development both in LA and Europe, as well as other regions that might benefit from the PROFIC lessons learned and development and maintain the network they have established. Some follow-up projects between partners building on the intercultural competence area have already been successful in gaining funding (for example *Innovation and Inclusion* project led by GCU and UV and funded by the British Council and *ProCoDII* project led by UNC and funded by Argentinian Ministry of Education). Further funding support for continuing partnership, multi-lateral and bi-lateral initiatives' will be further explored such as the Newton fund, national research councils, Erasmus Mundus Joint Master in the area and other international collaboration supports.

All partners commit to continue fostering the development of intercultural competencies, increasing awareness, skills, attitudes and tools to academic and non-academic staff and students, and for this purpose



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they will sign a letter of commitment and designate a person or office to serve as a liaison for implementing the foreseen actions.