KUNGL TEKNISKA HÖGSKOLAN

TU/e

UNIVERSITAT POLITÈCNICA DE CATALUNYA BARCELONATECH

TECHNISCHE UNIVERSITÄT DARMSTADT

TÉCNICO LISBOA

TU Graz

TOMSK POLYTECHNIC UNIVERSITY

- Look at Building an inclusive community
- Personal experiences as Community Manager
- The InComm Welcome Journey
- Working on Onboarding
- What do we have in place?

Break!

- Processing & Prioritizing
- InComm Journey Canvas

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Building an inclusive Community

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Onboarding of newcomers: It's a two-way street

Janna Behnke, TU/e PhD candidate on the topic of inclusion and diversity in organizations

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Onboarding

Set of practices, policies and procedures, formal or informal, put in place by managers and HR department to **help structure newcomers' early experience** (Klein & Polin, 2012)

Done by organization

Socialization

The **process by which an individual acquires** the social knowledge and skills necessary to assume and organizational role (Van Maanen & Schein, 1979)

Happening within the newcomer

Inclusion appears when one's feeling of belongingness and authenticity are satisfied (Shore, 2011)

Inclusion Framework

	Low Belongingness	High Belongingness
Low Value in Uniqueness	**Exclusion** Individual is not treated as an organizational insider with unique value in the work group but there are other employees or groups who are insiders.	**Assimilation** Individual is treated as an insider in the work group when they conform to organizational/dominant culture norms and downplay uniqueness.
High Value in Uniqueness	**Differentiation** Individual is not treated as an organizational insider in the work group but their unique characteristics are seen as valuable and required for group/ organization success.	**Inclusion** Individual is treated as an insider and also allowed/encouraged to retain uniqueness within the work group.

Experiences as a Community Manager @ TU/e

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Community Manager @TU/e

1. (involved with) policy development and improving procedures

2. Supporting and organizing community events

3. Improvement of communication channels and connecting people

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Community Manager @TU/e

- ‘Make everyone part of our TU/e Community & make internationals feel more welcome’
- **Free budget of €100.000 per year!**
- 3 days a week, since 2017
- 3-year schedule, extended to 6

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"Our TU/e community is an involved community, with a personal atmosphere. Members of the community provide each other with help when it is needed."

Steering Group Community 2016

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Community = students and staff
Community = national and international
Community = formal and informal

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Strategic Goals Community

Binding with TU/e Connect all individual students, staff members and communities with each other and with the TU/e.
Community Awareness Make the International Community @TU/e story a core value of the TU/e storyline and our universities DNA.
Contributing Communities Make the Community @TU/e contribute to the wellbeing of the people living and working on the Campus, on- and offline.

Meeting Enhance the possibilities to meet new people and new communities at the TU/e.
International Community Make the international community part of our TU/e Community.
Sense of Community To strengthen the sense of belonging to/at the TU/e
Education To connect the communities via educational programs

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Strategy Paper Community

Vision At TU/e we have a flourishing community of staff and students from the Netherlands and abroad. Feelings of trust and shared ambitions give us a sense of connection. We value our open, healthy, informal and caring community in which we create an atmosphere that enables us to do our best. And more. We encourage everyone, students and staff, to play an active part and be actively involved in this TU/e community, because we believe that when we are personal, passionate, curious and connected, our community is the place where innovation truly starts. Everybody is welcome, regardless of gender, sexual orientation, religion, age or cultural background.
As an organization, we regard it as important for staff and students to act with integrity in the areas of research, knowledge transfer and education. This is not self-evident, and must be promoted actively. That is why at TU/e we commit ourselves to codes of conduct and regulations that provide guidance for working and studying at our university.

Mission Our TU/e community is an involved community, with a personal atmosphere. Members of the community provide each other with help when it is needed.

Background Why do we want to be an international university? (taken from Steering Group Internationalization)
- For the international future of our students (multi-nationals)
- To offer high level education and research that has value on international level (2020: Top 5 EU Universities), resources are limited within the Netherlands, in financing, know-how and capacity
- The TU/e is located in the center of Europe and plays a unique role in the regional ecosystem (i.e. by providing the need for diversity within multinationals)

Enablers

Leadership
Commitment of the Executive Board, the departmental deans and deans of BC/GS

People
- Commitment of staff and students from the Netherlands and abroad
- Attitude of openness towards all (International Culture)
- Strive to use English as formal language at all levels
- Stimulate to use Dutch as informal language at all levels
- Strategy International Affairs (Steering Group Internationalization)
- CLUSTER Universities for exchange in best practices (CLUSTER Erasmus Strategic Partnership)

Leading principles
- We connect services and programs within our lively campus, to help members of our community make choices in their personal development which contribute to their wellbeing.
- Leading business principles are:
  - personal development,
  - entrepreneurial attitude,
  - a healthy work and study climate,
  - vitality,
  - sustainability.
- We focus on the entire community @TU/e, students and employees, national and international
- Whenever possible, we line up our community efforts with the other triple helix partners in the Brainport Area
- An international mindset has to become a core competence of the TU/e engineer
- In 2020, TU/e has 20% International Bachelors, has an influx of 35% international Masters and >50% international scientific staff

Members Steering Group Community

Jan Mengelers (Executive Board, chairman)
Yvonne de Kort (Graduate School)
Aafje de Kuyper (DPO)
Patrick Groothuis (ESA)
Wim Koch (Sports Center)
Hanneke Koppers (CEC)
Erik de Jong (Community Manager)

Strategic Goals Community	Implementation (proposal)	Responsible	Support	Results ('score card')	BA 2017 Project International Affairs - Subtopic Community	Relations with
1. Binding with TU/e Connect all individual students, staff members and communities with each other and with the TU/e. *Alle individuele studenten, medewerkers en communities onderling verbinden en liiter de TU/e*	**Binding with TU/e** • Develop **introduction programs** for all arriving at the TU/e, where nationals and internationals intermingle, on all levels • Make graduates and PhD's **ambassadors** of our Community @TU/e by sharing their end presentations with the world. • Use the **themes of mutual interest** to bind the community, such as Sustainability, Carreer, Sports, Culture, etc.	CIC, STU, DPO, Fac, Stud Ass, GS	FSE, COSMOS, Go Green, SSCE	**Binding with TU/e** • Introduction program at all entry moments • Ambassadors program renewed	• Integratie Centrale Introductie met Internationale Introductie. • Het versterken van het 'onboarding' proces van werving tot en met de eerste 100 dagen TU/e	Project Profiel TU/e Strategie2030
2. Community Awareness Make the International Community @TU/e story a core value of the TU/e storyline and our universities DNA. *Het (inter-nationaal) Community @TU/e verhaal integraal onderdeel maken van de TU/e storyline en het TU/e DNA.*	**Community Awareness** • Develop a **story Community @TU/e** that is part of our DNA and used by all (executive) staff members when they present TU/e either within or outside the University. • **Monitor and Share** the state of our community by doing longitudinally research to the wellbeing of our students and staff. • Contribute to the **Brainport pitch** that tells the why and how of the international technology hub of Eindhoven.	-CM + CEC, JM, JF, LL -DPO, JdJ, SSCE, GS -JM, CM, CEC	BC, GS, STU, Gem. Env HTC, BP, Expat Cntr	**Community Awareness** • Community @TU/e story is commonly known and broadly used • A yearly monitor and update on the state of our community Wellbeing and International Student Barometer every two years • Brainport Pitch is commonly known	• Pilot onderzoek uitvoeren naar wellbeing op de Campus. • In samenwerking met de Diversity Officer de community actief laten bijdragen aan de verschillende diversiteitsvraagstukken	
3. Contributing Communities Make the Community @TU/e contribute to the wellbeing of the people living and working on the Campus, on- and offline. *De Community @TU/e, zowel als initiatief als ook als website, laten bijdragen aan het wellbeing van alle campusbewoners.*	**Contributing Communities** • **Healthy Life**, with active sports, etc. • **Personal Support**, including options for reflection, religion, etc. • **Personal Development**, including career options • Involve our **Student Associations** to support the overall wellbeing of our community	-SSCE, ESSF -DPO, STU -DPO, STU -FSE, ESSF, Compo, etc.	BC, GS, STU, DPO, SSCE, FSE, PV, Studs, TiNT	**Contributing Communities** • Clearly communicated facilities for healthy life, personal support, personal development • Student associations active for the TU/e Community	• Studentenverenigingen blijven stimuleren en actief inzetten om bij te dragen aan het algehele welbevinden op de TU/e.	
4. Meeting Enhance the possibilities to meet new people and new communities at the TU/e. *Het versterken van de mogelijkheden om nieuwe mensen en communities op de TU/e te ontmoeten.*	**Meeting** • A tailored **portal** focusing on Community@TU/e will be added to the website, since it is in our DNA. This portal should include a push driven **agenda**. • Create an "**aorta**" at the TU/e campus that stimulates and facilitates community building amongst students and staff • Make **Luna** into an international (student) cultural center.	-SSCE + CEC -CM, DH, DIZ, SSCE -SG, Cosmos, DH, Scala	Stud. Ass., Eurest, BC, GC, SG, TiNT, COSMOS	**Meeting** • A Community@TU/e portal is integrated in TU/e website with the topics healthy life, personal support, contact and personal development • The "aorta" is developed and implemented	• Een TU/e Community Portal toevoegen aan de TU/e website. • Uitvoering fase 2 'Aorta' project • TU/e Community portal integreren in de TU/e Website in samenwerking met het CIO.	
5. International Community Make the International community part of our TU/e Community. *De internationale gemeenschap op natuurlijke wijze deel laten uitmaken van de gehele TU/e gemeenschap*	**International Community** • **Speaking the language**. Connect everyone by making English the *formal language*, stimulate Dutch as the *informal language*. • **Connect the cultures** by starting courses on cultural collaboration and international context in our (educational / intro) programs. • Exchange the **best practices** with (inter)national partners via an Erasmus+ Strategic Partnership on International Communities.	-LH, CLIC -DPO, STU, BC, GS, fac. -STU, BC, GS	BC, GS, DPO, DIZ	**International Community** • Clear language policy at TU/e • Cultural collaboration workshops at all levels • Start a working group on Internationalization in curriculum • Erasmus+ Strategic Partnership on International Communities	• Het uitwisselen en gebruiken van de best practices met andere Nederlandse en Europese Universiteiten	Project International Affairs & Graduate School
6. Sense of Community To strengthen the sense of belonging to/at the TU/e *Het gemeenschapsgevoel op de TU/e versterken*	**Sense of Community** • Organize **community events** for everyone, and actively push student associations and staff members to do so. • Provide all (supporting) staff and students with an **international experience** at home, at TU/e and abroad.	CM, DPO, STU Studs, staff, SG, TiNT,IH, StudStad, etc		**Sense of Community** • New & more Community Events • International experience programs in place	• Een groot Internationaal Community evenement organiseren. • De formele Academische Jaaragenda aanvullen met een TU/e Community jaaragenda	Project International Affairs & Graduate School
7. Education To connect the communities via educational programs *De communities via onderwijs verbinden*	**Education** • Make internationalization part of the **International Classroom**. • Encourage study **Buddies & Mentors** to support the community.	-STU, BC, GS -STU, BC, GS		**Education** • Start a working group on Internationalization in curriculum	• Het stimuleren van de International Classroom, onder andere via internationaal gemixt groepswerk en het taalbeleid.	

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P-P-Party

Aim to get to know each other and have a party

Speeddate 3 course dinner to start
Bands/PhDJ's at night

3 editions already
Organized with PhD's and PDEng's

Growing event, 180 - 230 - 290

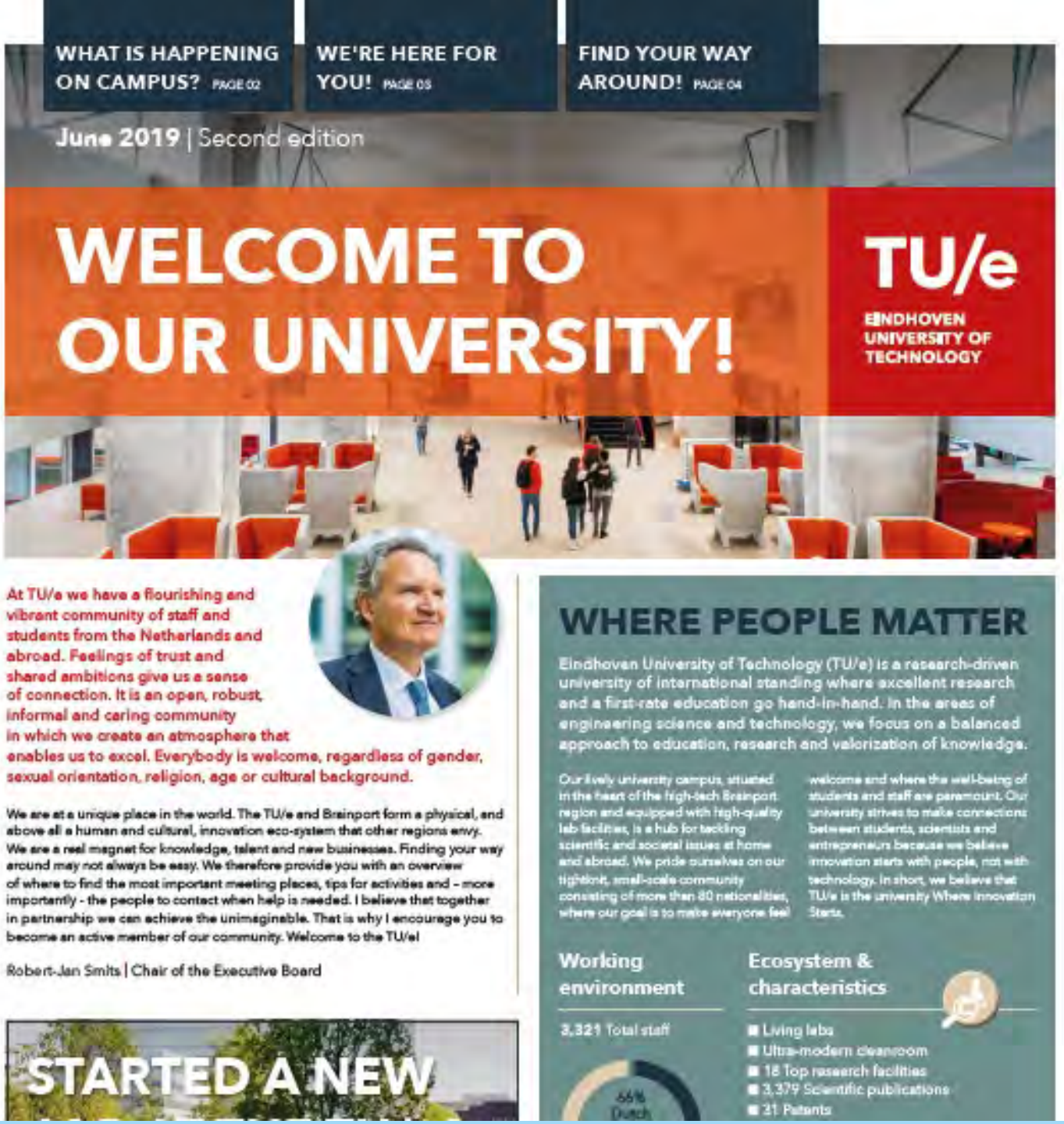
4th edition 14 April 2022! (over 200 tickets sold already)

Welcome newspaper

Focusing on employers

Important data for your first week at our university

Including a readable map of the Campus



WHAT IS HAPPENING ON CAMPUS? PAGE 02

WE'RE HERE FOR YOU! PAGE 03

FIND YOUR WAY AROUND! PAGE 04

June 2019 | Second edition

WELCOME TO OUR UNIVERSITY!

TU/e

EINDHOVEN UNIVERSITY OF TECHNOLOGY

At TU/e we have a flourishing and vibrant community of staff and students from the Netherlands and abroad. Feelings of trust and shared ambitions give us a sense of connection. It is an open, robust, informal and caring community in which we create an atmosphere that enables us to excel. Everybody is welcome, regardless of gender, sexual orientation, religion, age or cultural background.

We are at a unique place in the world. The TU/e and Brainport form a physical, and above all a human and cultural, innovation eco-system that other regions envy. We are a real magnet for knowledge, talent and new businesses. Finding your way around may not always be easy. We therefore provide you with an overview of where to find the most important meeting places, tips for activities and – more importantly - the people to contact when help is needed. I believe that together in partnership we can achieve the unimaginable. That is why I encourage you to become an active member of our community. Welcome to the TU/e!

Robert-Jan Smits | Chair of the Executive Board

STARTED A NEW

WHERE PEOPLE MATTER

Eindhoven University of Technology (TU/e) is a research-driven university of international standing where excellent research and a first-rate education go hand-in-hand. In the areas of engineering science and technology, we focus on a balanced approach to education, research and valorization of knowledge.

Our lively university campus, situated in the heart of the high-tech Brainport region and equipped with high-quality lab facilities, is a hub for tackling scientific and societal issues at home and abroad. We pride ourselves on our tight-knit, small-scale community consisting of more than 80 nationalities, where our goal is to make everyone feel welcome and where the well-being of students and staff are paramount. Our university strives to make connections between students, scientists and entrepreneurs because we believe innovation starts with people, not with technology. In short, we believe that TU/e is the university Where Innovation Starts.

Working environment

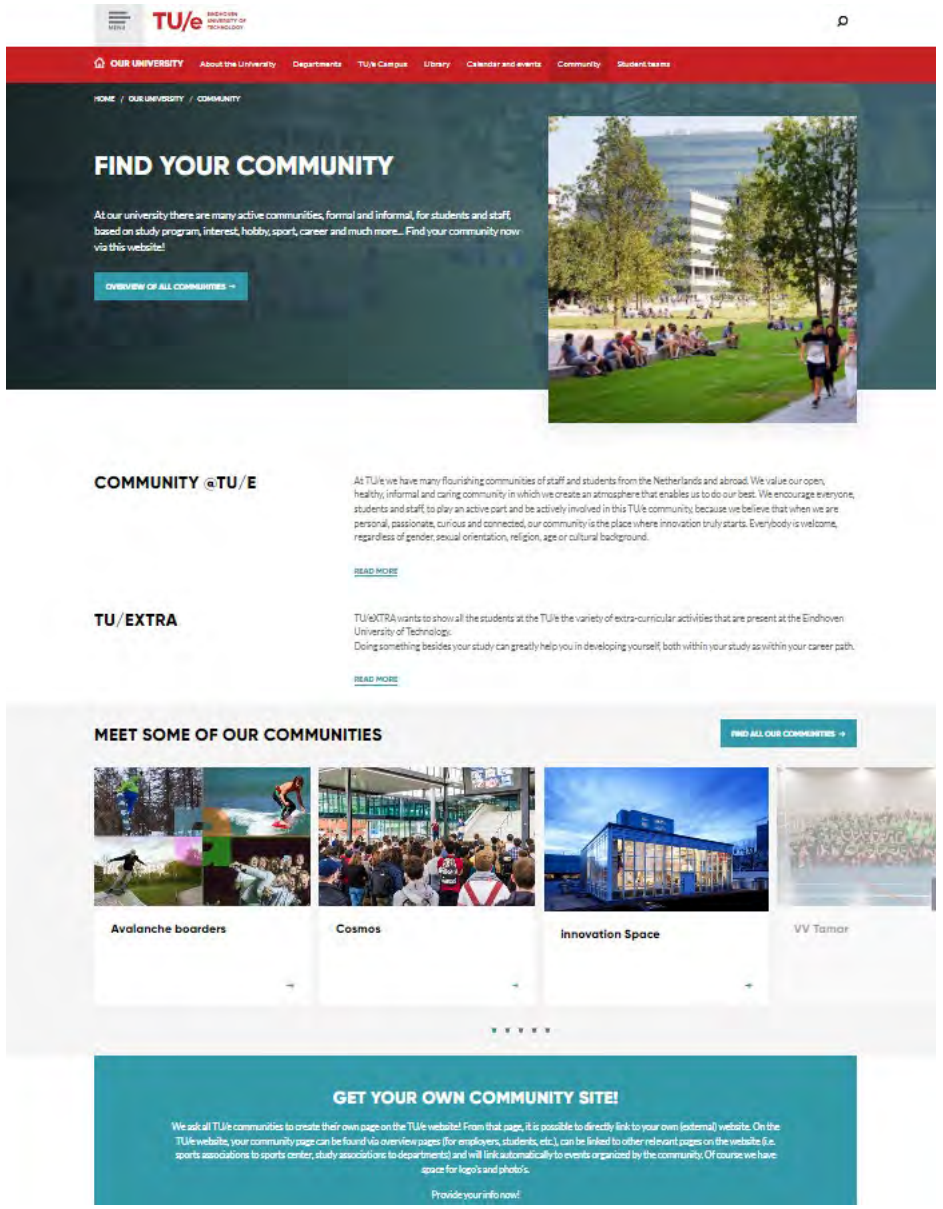
3,321 Total staff

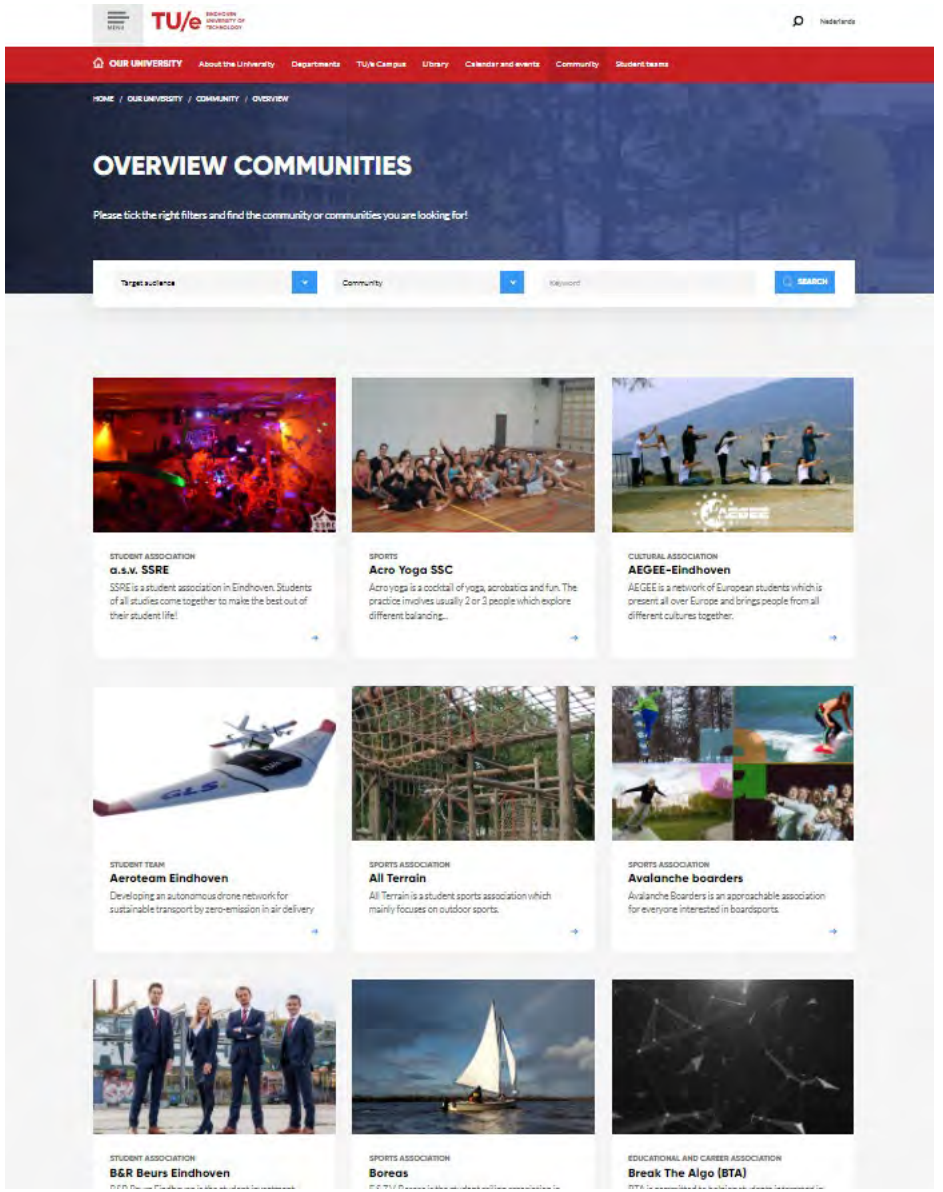
66% Dutch

Ecosystem & characteristics

- Living labs
- Ultra-modern cleanroom
- 18 Top research facilities
- 3,379 Scientific publications
- 21 Patents

Study Associations should focus on studying, they should not serve beer on campus





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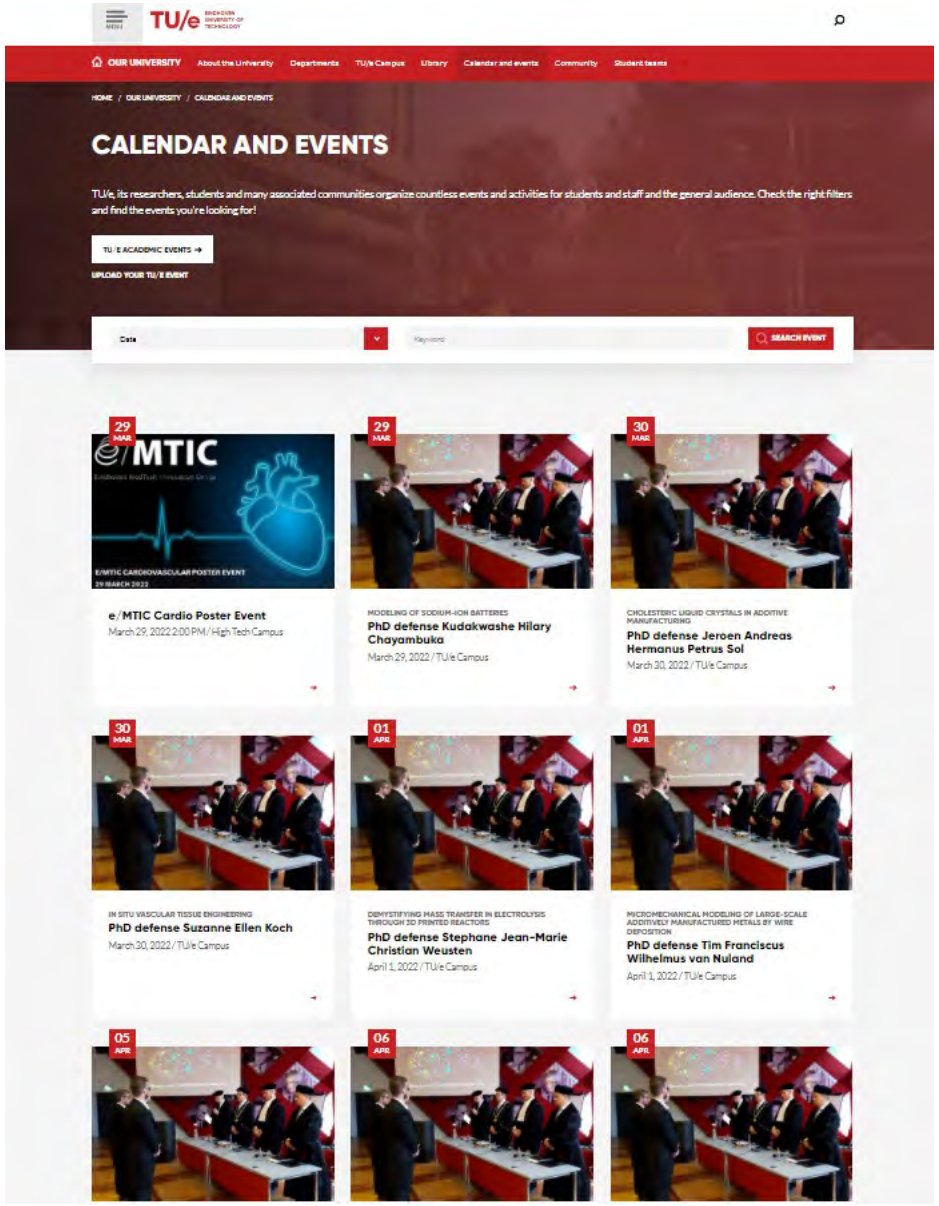

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Community Radio TU/e

Covid-action, 3 months

2 daily shows of 3hrs during the week and 2 shows during the weekend. 10-140 listeners, depending on the person / community / timing.

Team of 7 technicians and 4 programmers

Makers are students ánd employers, new communities are requesting to participate daily

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Vitality Core Team

To become the most vital campus in the world!

Member of the core team

Focusing on vitality & wellbeing
Topics like nutrition, mental health, physical environment, vitality & technology, physical activity

Organizing & supporting the Vitality Week

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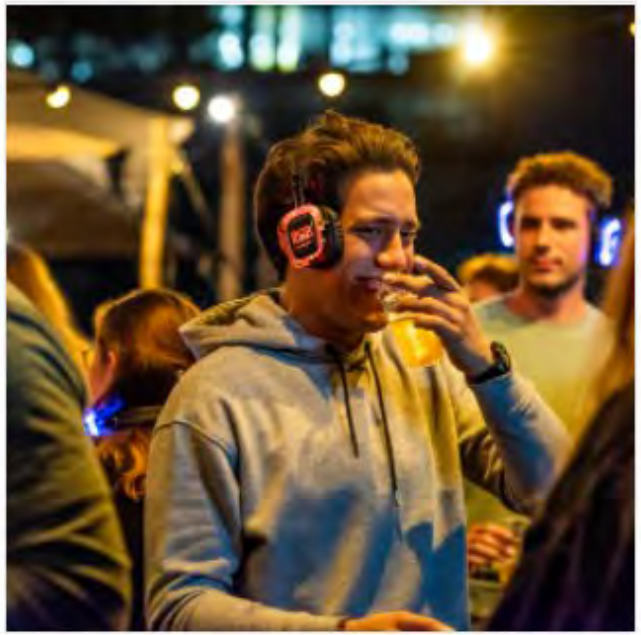

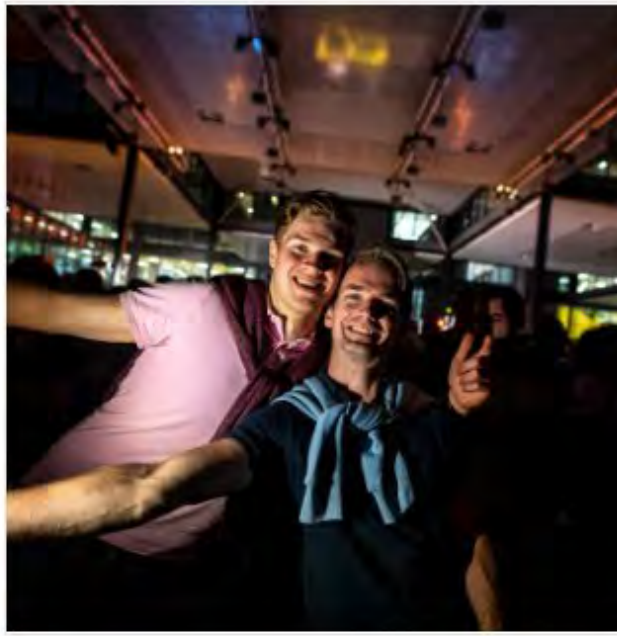

Welcome to
Eindhoven Univer
of Technolog

TU/e Christmas Market

2 weeks of TU/e tradition, from lunch to dinner

Inviting communities to take over!

Organizing Christmas dinners and drinks for employers

Ice Rink ist immer gut

Special activities like: FSE Borrel XL, Plugged Winter Edition, Childrens Christmas Market, etc…

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TU/e

Wervingsdagen
THOR
THÊTA
#EindhovenIs
CONNECTED

Our other Community manager: Dean Graduate School

Prof. Dr. Ir. Paul Koenraad

Ensuring the development and implementation of the institutional policy and administrative guidelines in relation to the graduate programs;

Providing quality assurance in relation to the graduate programs; and

Ensuring innovation and strengthening of the graduate program.

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Tips & Tricks (1/2)

- Involve internationals in the organization to make them part of the organization. Do not organize events ‘for them’, but ‘with them’!
- Change internal processes and procedures to create an inclusive environment. I.e. change a general members meeting to English to involve internationals.
- Organize bigger meetings every now and then, and take time to discuss real topics such as loneliness and LGTBIQ+ acceptance with other organizations.
- Employers like to sit, students like to stand. Combine both options in an event and they’re both likely to join…

Tips & Tricks (2/2)

- For the university: reserve (extra!) money to support community driven events and activities.
- Create overviews of things going on in your organization, to see what is in place and what is not.
- Bachelor students are attracted by beer, master students with career options and internationals with food (veeery generally speaking). Stop attracting students with free alcohol.
- Drink a lot of coffee with everyone, anytime, anywhere.
- Make people responsible for their own organization, for their own community.
- Don’t just speak about it, do it!

But… How can we more sustainably reinforce our community?

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The Welcome Process

...drafting the ideal customer journey...

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"The InComm project wants to develop and implement **a more inclusive welcome process** at the partners universities, where students and staff from all backgrounds feel welcome in one international identity, **to become truly international universities.**"

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InComm focusses on all new incoming **Master Students** and **PhD's**. Both national and international!

(lessons learned can be used for other target groups as well)

Scope of the Project is the welcoming process, from roughly 100 days before enrollment till 100 days after enrollment.

- The **Interaction phase** after application, about 3 months before arrival
- The **Introduction** at the local institution, generally a week max
- The **Onboarding phase**, the first 3 months at the university in various programs (education, workspace, professional training, social activities)

We call this our ‘InComm Customer Journey’’. It should lead to the Community phase, when people are on board and can help in the process

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Creating an
INCLUSIVE
CLIMATE

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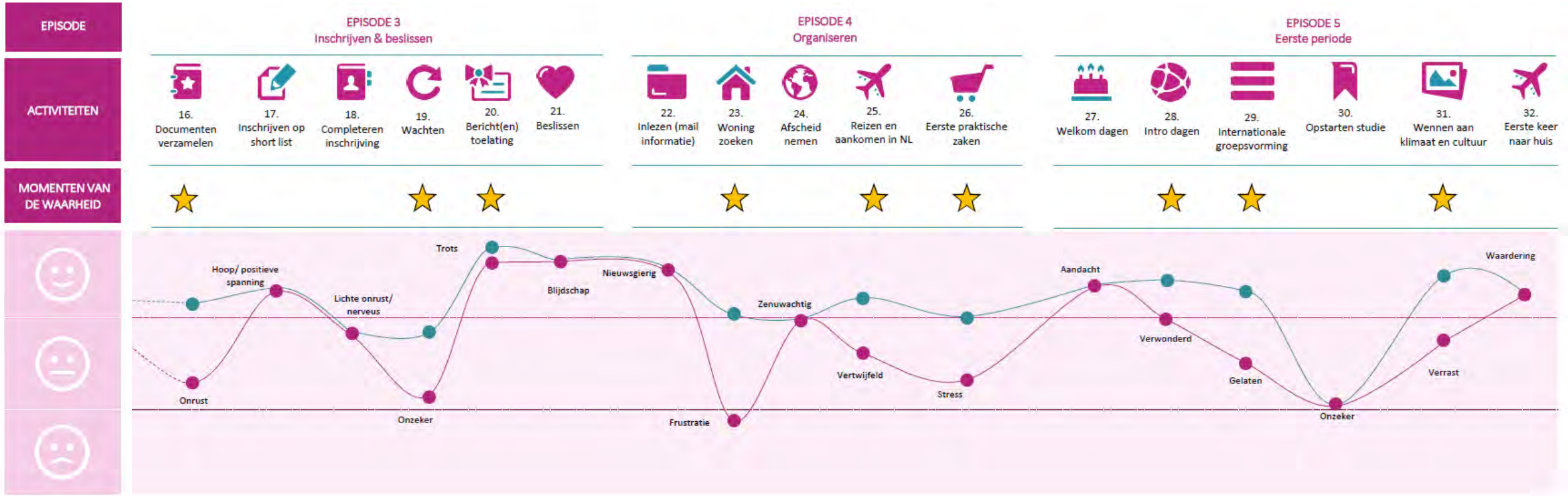
De oriëntatie en beslisreis van internationale studenten

Legenda

- Behoefte
- Huidige beleving
- Optionele beleving
- Activiteit
- Moment van de Waarheid

TU/e Eindhoven University of Technology · Tilburg University · Fontys · avans hogeschool · Brainport Eindhoven · ALTUÏTION The Engagement Engineers

InComm Feel at Home



Legenda

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- Moment van de Waarheid

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InComm
Collective Intelligence Conference

2-9 Feb 2021

Creating an INCLUSIVE CLIMATE

WELCOME!

...drafting the ideal customer journey...

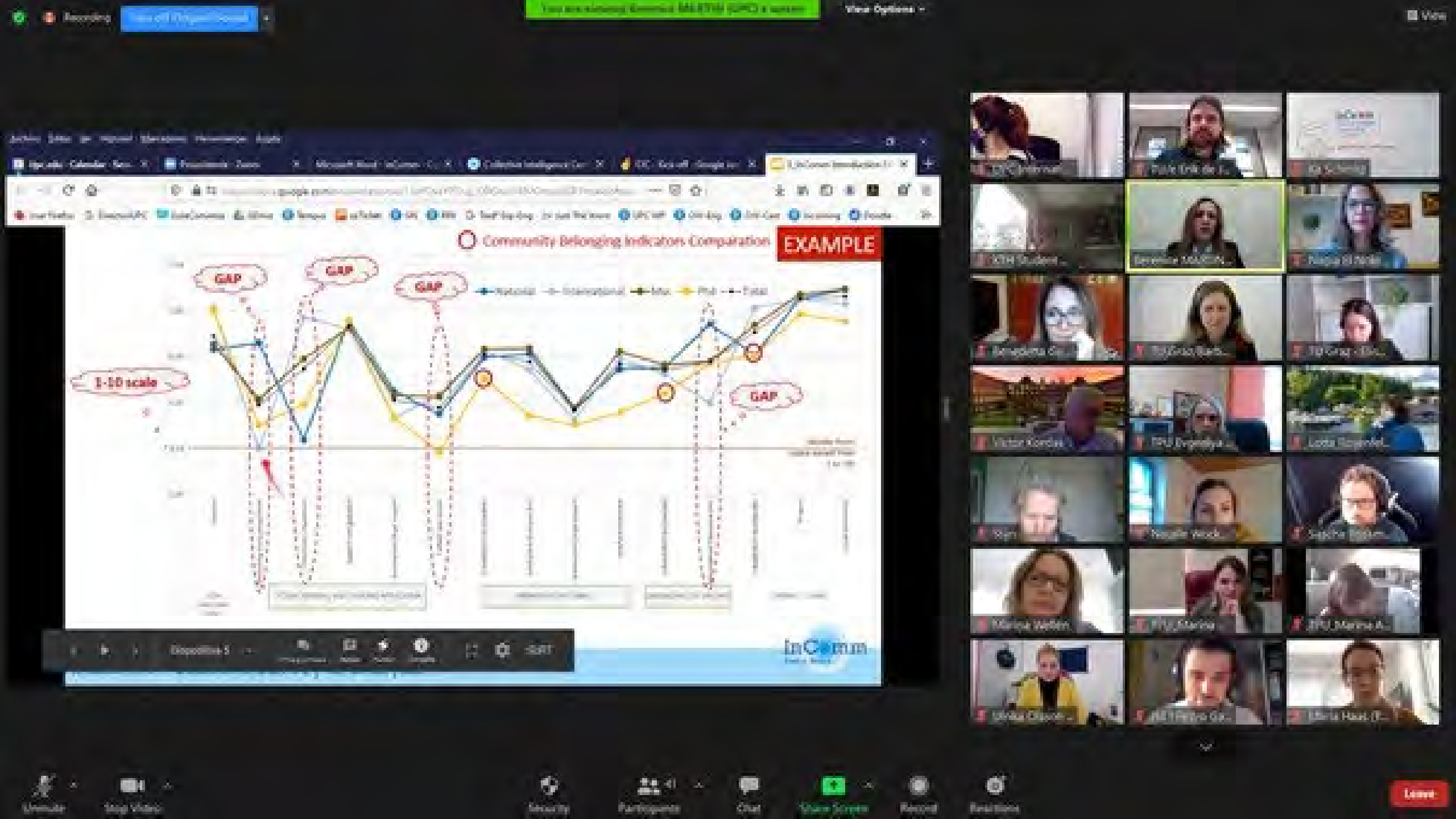
Attraction + selection

Formalities

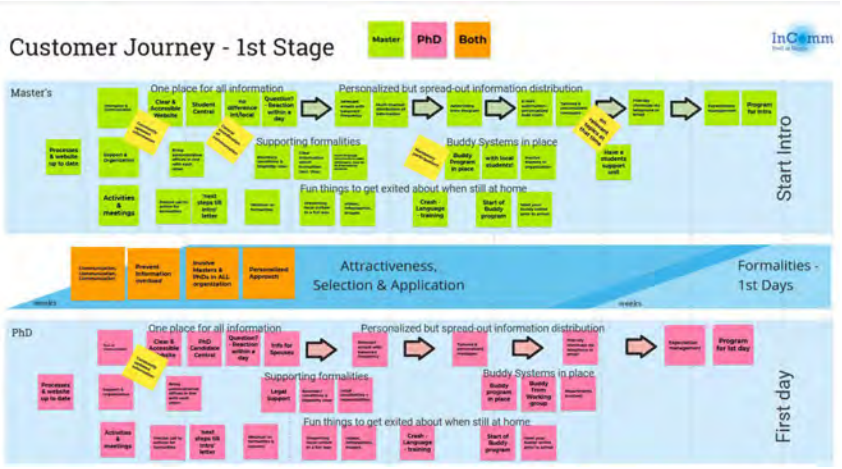
Onboarding

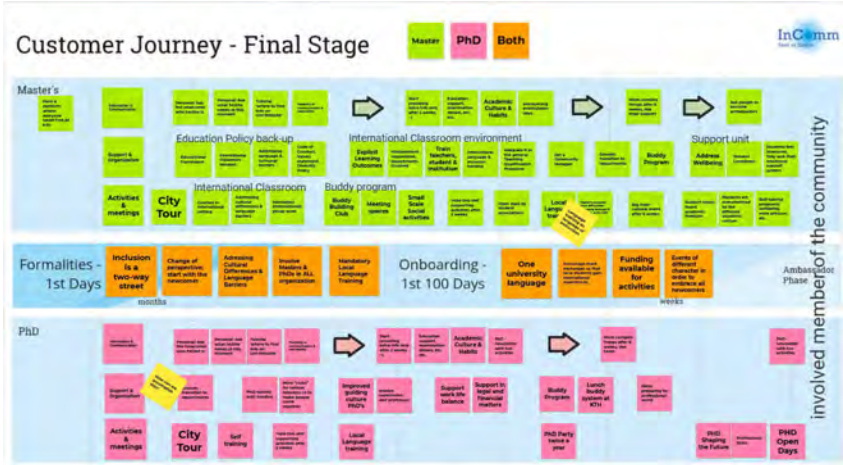
Ambassador Phase

KA-SCHMITZ.DE


Community Belonging Indicators Comparison
EXAMPLE
GAP
GAP
GAP
GAP
1-10 scale
InCommon

Customer Journey





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The Customer Journey Model is made of **a set of elements**, together forming a complete welcome process for incoming Master students and PhD's. It was written from the Newcomers perspective, with no differences in nationality. When all elements are taken into account, this could be perceived as 'the ideal welcome journey'. **By choosing different elements, a fitting journey can be made** for your institution.

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InComm Customer Journey

Feel at Home

CELEBRATE OUR DIFFERENCES!

Creating an INCLUSIVE CLIMATE

Attractiveness, Selection & Application

Central information point
A unique point of entry to find consistent and useful information channels of the university.

Personalized communication
A personal approach in personalized messages and direct contact with university staff.

Know the basics
All essential and practical steps to take before and upon arrival.

Support in finding accommodation
Help offered to the newcomers to find housing before arrival to the university.

One tone of voice
Coherent communication from all university staff towards the newcomer.

Cultural introduction
Coordinated activities and infor-mation aimed on increasing awareness of the local culture and traditions.

Legal procedures
Information and support on the set of formalities requested upon arrival.

Intro

City tours
Thematic group tours to introduce newcomers to the city.

Discovering university services
Introduction to available services and supporting staff.

Find your place in the community
Introduction to the social ecosystem of groups and associations at the university.

Introduction to the campus
A tour over campus(sus) to help newcomers to find their way around.

Welcome kit
A physical package with the essential information and goodies.

Get to know each other
A moment to meet and greet each other with introductions, presentations or just a small talk.

Welcome ceremony
The first, official and live welcome moment or ceremony for all newcomers.

Front desk
A physical place to ask all questions and get help.

Onboarding

International classroom/workspace
Enable an inclusive learning environment using internationalization policies and practices.

Institutional support
University-organized programs that help newcomers with their specific academic program.

Peer to peer support
Individual and informal activities that help newcomers integrate into the social environment.

Learn the language
A place to learn the local language or improve other languages' proficiency.

Social events
Well spread activities during the first 3 months aimed to socialize and meeting the local community.

Involvement of communities
Getting to know the related stakeholders, associations and informal bodies.

Career center
Integrating newcomers in existing training programs to support their professional development.

Working on Onboarding: What do we have in place?

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InComm Customer Journey

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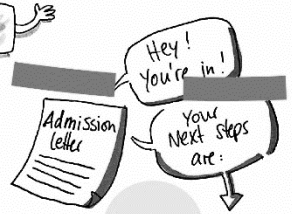

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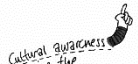

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Integrating newcomers in existing training programs to support their professional development.

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City tours
Thematic group tours to introduce newcomers to the city.

Discovering university services
Introduction to available services and supporting staff.

Find your place in the community
Introduction to the social ecosystem of groups and associations at the university.

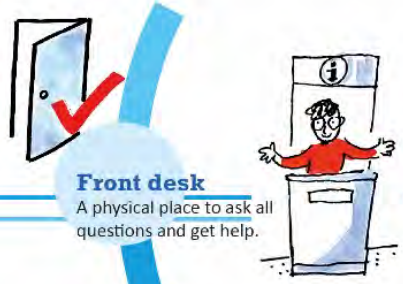
Introduction to the campus
A tour over campus(sus) to help newcomers to find their way around.

Welcome kit
A physical package with the essential information and goodies.

Get to know each other
A moment to meet and greet each other with introductions, presentations or just a small talk.

Welcome ceremony
The first, official and live welcome moment or ceremony for all newcomers.

Front desk
A physical place to ask all questions and get help.



International classroom/workspace
Enable an inclusive learning environment using internationalization policies and practices.

Institutional support
University-organized programs that help newcomers with their specific academic program.

Peer to peer support
Individual and informal activities that help newcomers integrate into the social environment.

Learn the language
A place to learn the local language or improve other languages' proficiency.

Social events
Well spread activities during the first 3 months aimed to socialize and meeting the local community.

Involvement of communities
Getting to know the related stakeholders, associations and informal bodies.

Career center
Integrating newcomers in existing training programs to support their professional development.

Ambassador

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Feel at Home

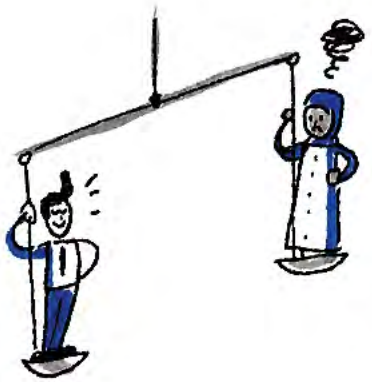
Front desk

A physical place to ask all questions and get help.

International classroom/workspace

Enable an inclusive learning environment using internationalization policies and practices.

Tackle Discrimination



Peer to peer support

Individual and informal activities that help newcomers integrate into the social environment.

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Institutional support

University-organized programs that help newcomers with their specific academic program.

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Learn the language

A place to learn the local language or improve other languages' proficiency.

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Feel at Home

Social events

Well spread activities during the first 3 months aimed to socialize and meeting the local community.

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Involvement of communities

Getting to know the related stakeholders, associations and informal bodies.

Career center

Integrating newcomers in existing training programs to support their professional development.

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Coffee Break!

InComm
Feel at Home

Processing & Prioritizing

The Customer Journey Model Canvas

InComm
Feel at Home

InComm Customer Journey

Feel at Home

CELEBRATE OUR DIFFERENCES!

Creating an INCLUSIVE CLIMATE

Attractiveness, Selection & Application

Central information point
A unique point of entry to find consistent and useful information channels of the university.

Personalized communication
A personal approach in personalized messages and direct contact with university staff.

Know the basics
All essential and practical steps to take before and upon arrival.

Support in finding accommodation
Help offered to the newcomers to find housing before arrival to the university.

One tone of voice
Coherent communication from all university staff towards the newcomer.

Cultural introduction
Coordinated activities and infor-mation aimed on increasing awareness of the local culture and traditions.

Legal procedures
Information and support on the set of formalities requested upon arrival.

Intro

City tours
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InComm Customer Journey

Feel at Home

Creating an INCLUSIVE CLIMATE

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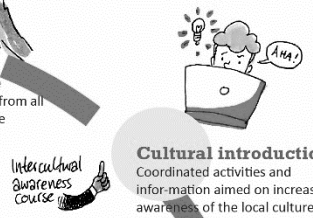

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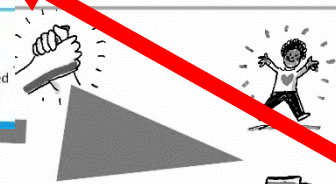

Involvement of communities
Getting to know the related stakeholders, associations and informal bodies.

Career center
Integrating newcomers in sting training programs to suppo their professional development.

InComm Customer Journey

Feel at Home

Creating an INCLUSIVE CLIMATE

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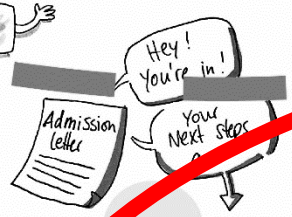

Know the basics
All essential and practical steps to take before and upon arrival.

Support in finding accommodation
Help offered [illegible] before arrival to the university.

One tone of voice
Coherent communication from all university staff towards the newcomer.

Cultural introduction
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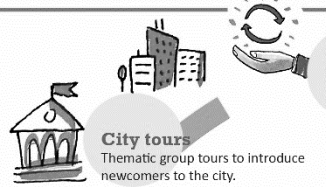
Intro



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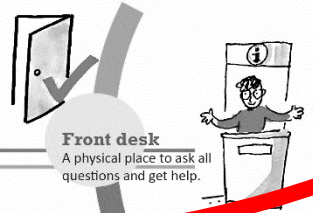

Onboarding

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Peer to peer support
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Social events
Well spread activities during the first 3 months aimed to socialize and meeting the local community.

Involvement of communities
Getting to know the related stakeholders, associations and informal bodies.

Career center
Integrating newcomers in existing training programs to support their professional development.

Assignment:

1. Find a group of 3-4 people with at least one student/PhD
2. Identify the onboarding element that has highest impact (note that that element could be in another phase too!)

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Feel at Home

Practicalities

Processing & Prioritizing

Please remember to number your card

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The Customer Journey Model Canvas

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InComm Customer Journey

Feel at Home

CELEBRATE OUR DIFFERENCES!

Creating an INCLUSIVE CLIMATE

Attractiveness, Selection & Application

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InComm Customer Journey Model Canvas

Feel at Home

	Attractiveness, Selection & Application						Intro									Onboarding						
Element Short description	**Central information point** A unique point of entry to find consistent and useful information channels of the university	**Personalized communication** A personal approach in personalized messages and direct contact with university staff.	**Know the basics** All essential and practical steps to take before and upon arrival.	**Support in finding accommodation** Help offered to the newcomers to find housing before arrival to the university.	**One tone of voice** Coherent communication from all university staff towards the newcomer.	**Cultural introduction** Coordinated activities and information aimed on increasing awareness of the local culture and traditions.	**Legal procedures** Information and support on the set of formalities requested upon arrival.	**Welcome ceremony** The first, official and live welcome moment of ceremony for all newcomers.	**Get to know each other** A moment to meet and greet each other with introductions, presentations or just a small talk	**Welcome kit** A physical package with the essential information and goodies.	**Introduction to the campus** A tour over campus (just to help newcomers to find their way around.	**Find your place in the community** Introduction to the social association of groups and associations at the university.	**Discovering university services** Introduction to available services and supporting staff.	**City tours** The traffic group tours to introduce newcomers to the city.	**Front desk** A physical place to ask all questions and get help.	**International classroom/workspace** Enable an inclusive learning environment using internationalization policies and practices.	**Peer to peer support** Individual and informal activities that help newcomers integrate into the social environment	**Institutional support** University organized programs that help newcomers with their specific academic program.	**Learn the language** A place to learn the local language or improve either language's proficiency.	**Social events** Well-accepted activities during the first 3 months aimed to socialize and meeting the local community.	**Career center** Integrating newcomers in existing training programs to support their professional development.	**Involvement of communities** Getting to know the related stakeholders, associations and informal bodies.
Existing Programs/activities/channels available at institution																						
Thoughts What students/PhD's think about the element.																						
Emotions Emotion (personal or needed) ☺ ☹ ☹																						
To improve Programs/activities/channels to improve																						

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Intro Onboarding

Element	Front desk	International classroom/workspace	Peer to peer support	Institutional support	Learn the language	Social events	Career center	Involvement of communities
Short description	A physical place to ask all questions and get help.	Enable an inclusive learning environment using internationalization policies and practices.	Individual and informal activities that help newcomers integrate into the social environment.	University-organized programs that help newcomers with their specific academic program.	A place to learn the local language or improve other languages' proficiency.	Well spread activities during the first 3 months aimed to socialize and meeting the local community.	Integrating newcomers in existing training programs to support their professional development.	Getting to know the related stakeholders, associations and informal bodies.

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Intro Onboarding

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Feel at Home

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Emotions Emotion (expected or needed)								
To improve Programs/activities /chanels to improve								

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Assignment:

1. Sit together with your university!
2. Fill in the Canvas

(1 to 3 elements for this afternoon is perfect already!

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What will you start working on, Monday Morning 9 o’ clock?

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Thank you!

(please take one of the Welcome Journeys back home!)

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