















Working on Onboarding!

10m	Look at Building an inclusive community
15m	Assignment 1: What are the biggest challenges?
10m 15m	Presentation by Iris Portegijs on how she's trained as a mentor Assignment 2: What are you doing?
10m	Presentation experiences as Community Manager
15m	Assignment 3: What will you do next?





Building an inclusive Community



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

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



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		
	Exclusion	Assimilation		
Low Value in Uniqueness	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.	Individual is treated as an insider in the work group when they conform to organizational/dominant culture norms and downplay uniqueness.		
	Differentiation	Inclusion		
High Value in Uniqueness	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.	Individual is treated as an insider and also allowed/encouraged to retain uniqueness within the work group.		





Question: what makes an international community?



Language:

find a common one one





What the British say...

What the British mean...

What the Dutch understand...

I hear what you say.

With all due respect ...

Oh, by the way ...

I'll bear it in mind.

Perhaps you could give this some more thought.

Very interesting.

Could you consider some other options?

That is an original point of view.

I am sure it's my fault.

They accept my point.

They are listening to me.

This isn't very important.

They will use it when appropriate.

It's a good idea. Keep developing it.

They are impressed.

They haven't decided yet.

They like my idea.

It is their fault.



ANGLO-DUTCH TRANSLATION GUIDE ____

What the British say	What the British mean	What the Dutch understand	
I hear what you say.	I disagree completely.	They accept my point.	
With all due respect	I think you are wrong.	They are listening to me.	
Oh, by the way	This is the primary purpose of this discussion.	This isn't very important.	
I'll bear it in mind.	I won't do anything about it.	They will use it when appropriate.	
Perhaps you could give this some more thought.	Don't do it, it's a bad idea.	It's a good idea. Keep developing it.	
Very interesting.	I don't agree/like it.	They are impressed.	
Could you consider some other options?	Your idea is not a good one.	They haven't decided yet.	
That is an original point of view.	Your idea is stupid.	They like my idea.	
I am sure it's my fault.	It is your fault.	It is their fault.	



So... what are our common rules of engagement?



Working on Onboarding: What can we do?



InComm Customer Journey Feel at Home

OUR

Creating an INCLUSIVE

Communication

Selection & Application Attractiveness,

oarding





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 newcomer before arrival to the



One tone of voice Coherent communication from a university staff towards the





Cultural introduction Coordinated activities and

infor-mation aimed on increasing of the local culture and



Legal procedures

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



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



Involvement of communities Getting to know the related *

stakeholders, associations and informal bodies.

Get to know each other

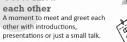
The first, official and live welcome moment or ceremony for all

Arrival





Welcome ceremony









classroom/workspace

environment using internationalization policies and practices.



Enable an inclusive learning



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



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



Social events

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.







City tours

Thematic group tours to introduce newcomers to the city.



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.

Mental

Health



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.



the set of formalities requested upon arrival.







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.



that help newcomers integrate into the social environment.



Learn the language

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



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Involvement of communities

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





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



Ambassador



M KA - SCHMITZ-DE WWW.incomm-project.eu





Front desk

A physical place to ask all questions and get help.







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.







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Working on Onboarding: What are the biggest challenges?

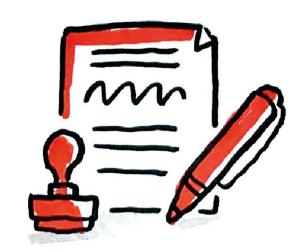


Assignment 1:

1. Find a group of 5 people

Try to have at least one student/PhD joining! Only one person per university in the group!

- 2. Identify the challenges at your universities / institutions
- 3. Share a shared challenge with the whole group





Student Mentor Iris Portegies



Working on Onboarding: What are you doing?



Assignment 2:

- 1. In your group, discuss what cool practices you have in place at your institution
- 2. Identify the most inspiring one, share it with the whole group!





Experiences as a Community Manager @ TU/e



I'm Erik de Jong

- Community manager at TU/e
- 'Make everyone part of our TU/e
 Community & make internationals feel
 more welcome'
- 3 days a week, since 2017



This is what a community manager does:

- 1. (involved with) policy development and improving procedures
- 2. Supporting and organizing community events
- 3. Connecting people by drinking a lot of coffee!

And... I chair the InComm Project, together with KTH

+ I'll do the onboarding session



"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





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





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



Strategy Paper Community

Vision Ac 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 oraring 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/c 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,
 - o 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 individuale studenten, medweviers en communities onderling verbinden en met 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. Itel [beernational] Community @TU/e verhool integral 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. Ehv HTC, BP, Expat Cntr	Community Awareness Commonity @TU/e story is commonity 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. Ce Community @U/Le, zowel do shittoiref ols ook als website, listen bijdirgen oan het wellbeing van die campussbewonens.	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 aigehele welbevinden op de TU/e.	
4. Meeting Enhance the possibilities to meet new people and new communities at the TU/e. Het vestevien van de mogelijkheden om nieuwe meisen 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 international gemeenschap op natuurlijke wijke deel laten ultmaken 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 let geneenachapagewal 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,JH, 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.	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 Ciassroom, onder andere via internationaal gemixt groepswerk en het taalbeleid.	



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)

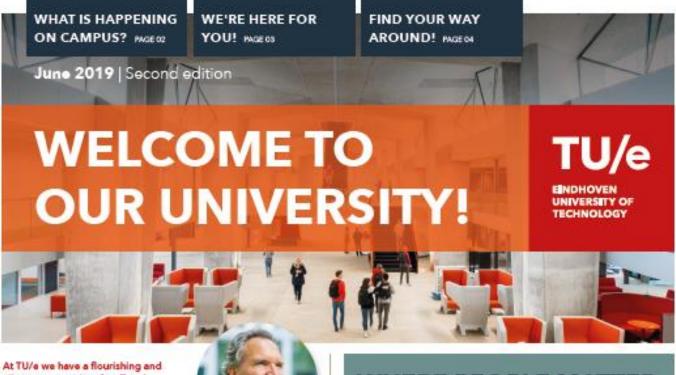


Welcome newspaper

Focusing on employers

Important data for your first week at our university

Including a readable map of the Campus



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 greate 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/el

Robert-Jan Smits | Chair of the Executive Board

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-sech Brainport region and equipped with high-qualty lab facilities, is a hub for tacking scientific and societal tisses at home and abroad. We pride ourselves on our tightfort, small-scale community consisting of more than 30 nationalities, where our goal is to make everyone feel.

welcome and where the well-being of students and staff are personant. Our university strives to make connections between students, adenticts and entrepreneurs because we believe innovation starts with people, not with technology, in short, we believe that Tute is the university Where innovation

Working environment

3.321 Total staff

Ecosystem & characteristics





- 18 Top research facilities
- 3,379 Scientific publications 31 Petents







COMMUNITY @TU/E

At TUI's we have many flourishing communities of staff and students from the Netherlands and abroad. We value our open, healthy, informal and caring community in which we create an atmosphere that enables us to do our best. 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.

READ MORE

TU/EXTRA

TU/eXTRA wants to show all the students at the TU/e the variety of extra-curricular activities that are present at the Eindhoven

Doing something besides your study can greatly help you in developing yourself, both within your study as within your career path.

MEET SOME OF OUR COMMUNITIES







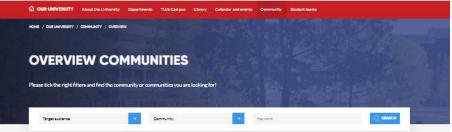
Avalanche boarders Cosmos

innovation Space

VV Tamar

....

GET YOUR OWN COMMUNITY SITE!









a.s.v. SSRE

SSRE is a student association in Eindhoven Students of all studies come together to make the best out of their student life!

Acro Yoga SSC

Acro yoga is a cocktail of yoga, acrobatics and fun. The practice involves usually 2 or 3 people which explore different balancing...

AEGEE-Eindhoven

AEGEE is a network of European students which is present all over Europe and brings people from all different cultures together.







Aeroteam Eindhoven Developing an autonomous drone network for

sustainable transport by zero-emission in air delivery

All Terrain All Terrain is a student sports association which mainly focuses on outdoor sports.

Avalanche boarders Avalanche Boarders is an approachable association for everyone interested in boardsports.





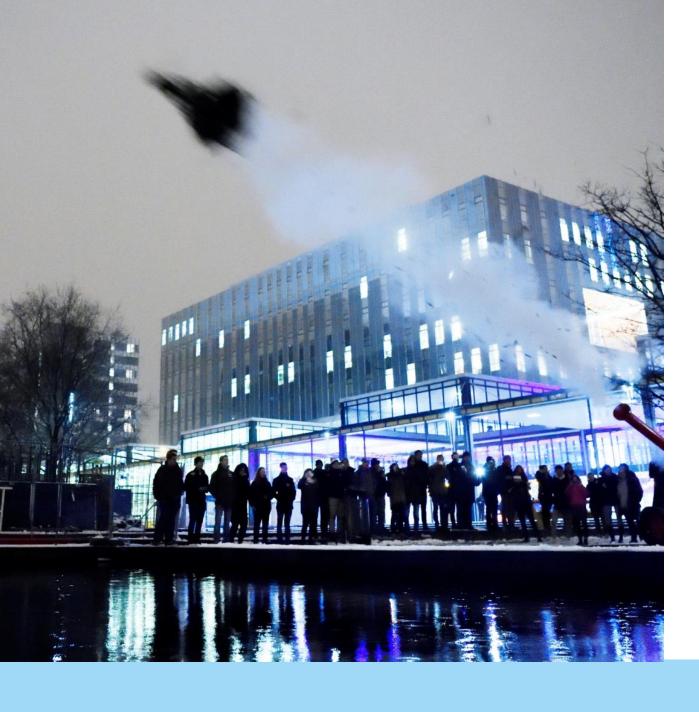


B&R Beurs Eindhoven

SPORTS ASSOCIATION Boreas

EDUCATIONAL AND CAREER ASSOCIATION Break The Algo (BTA)





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...









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.



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!



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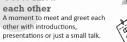
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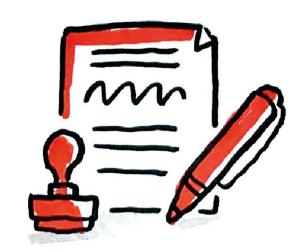


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Assignment 3:

- 1. In your group, discuss which element would make most impact
- 2. In one element (everyone!) share what you would like to work on, starting on Wednesday





Thank you!

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

www.incomm-project.eu



What will you start working on, Wednesday Morning 9 o'clock?

