

4EU+ for Ukraine Lessons Learned and recommendations

No.	Lesson learned	Possible response in future projects
1	Any initiative in terms of international collaboration between institutions should come from the bottom (academics, departments).	Tight cooperation among departments/ academic teachers, scientists, researchers and non-academic staff/ administration.
2	The role of IRO is mostly focused on finding contacts/ opportunities and motivating/ encouraging the staff/ students at the home institution.	Effective cooperation among departments; well-designed promotion of available opportunities.
3	There should always be a personal contact to address the issue.	Tight cooperation among the partners, joint events and activities; adequate composition of the project teams; effective communication.
4	An impressive example of crisis management and perseverance of the colleagues from Ukrainian Universities; the importance of keeping up or re-establishing international contacts in the academic world.	Effective use of each institution's expertise, experiences and knowledge; taking care of networking activities and effective communication.
5	Learning more about Ukrainian universities and resilience strategy in the war time, their needs and experience.	As above
6	New experience, new communication, new vision of joint projects.	Further joint activities/ projects, adjusted to the needs and expectations of the partner universities.
7	The International Relations Offices Study Visits provided me with crucial insights into the practical aspects of managing academic mobility. The program emphasized the need for strong organizational skills, effective communication, and cultural sensitivity to ensure smooth and successful student exchange programs. I am actively applying these insights by streamlining workflows and enhancing communication channels with partner universities.	More initiatives involving job-shadowing, exchange of expertise, experiences and good practices.
8	Knowledge of the English language is necessary.	More activities/ workshops building language skills.
9	Distance education is the future.	Well-designed online, blended and hybrid activities; workshops on innovative education and digitalization of education.
10	Sociability is the key to success.	More activities/ workshops building soft skills/ intercultural communication.

Recommendations for future projects

No.	Recommendations
1	Include more academics and researchers in physical mobility so that they could establish (or re-establish) contacts with their colleagues in their academic/ scientific fields.
2	Organize meetings and trainings in certain fields of knowledge, e.g. philology, psychology, history (etc.)
3	Organize workshop for project managers (writing of project applications, project management), job-shadowing for project managers.
4	Organize meetings at other 4EU+ universities.
5	Continue in the same movement and pace. Invite ambitious speakers to share experiences
6	Other ideas for workshops: for librarians (technological tools/ digitalization); teacher training; quality management; grant application/ different grant opportunities; publishing an article/ book; well-being/ mental health; data literacy.
7	Other possible initiatives to consider: summer schools; language courses; internships for students; joint-supervision of theses (at all levels); mini-grants/ joint mini-projects; scientific bilateral projects; multidisciplinary scientific conferences; guest lecturers; joint publications; double/ multiple degree/ joint programmes.
8	Diversified forms and formulae: F2F, hybrid, blended, online.