

## ERASMUS POLICY STATEMENT (EPS) 2021-2027

### I-OVERAL STRATEGY

Through our participation in the Erasmus programme we wish to drive modernisation and internationalisation at our institution, as well as contribute to building a European space for education, learning and research without borders; help economic growth; promote social cohesion and consolidate our European identity –in all its diversity and multiculturalism– in current and future generations. Likewise, by collaborating in the program, *Universidad Europea de Madrid* reinforces its *Strategic Internationalisation Plan*. The key points of this plan are as follows: 1) Further digitization and simplification of mobility processes; 2) Advancement in the Bologna process; 3) Implementation of a new Internationality structure (this team will coordinate its processes and policies with the international teams of *Universidad Europea de Valencia* and *Universidad Europea de Canarias*); 4) Increased participation in European research projects (Partnerships Strategy); 5) Increase in the satisfaction and proportion of mobility students; 6) Signing of new agreements that are both beneficial and realistic with universities of interest, following a clear strategy and focusing on programs with fewer mobility agreements (such as newer degrees); 7) Promotion of double outgoing mobilities, in which students stay in two different countries, for two semesters in consecutive years; 8) Increase in staff mobility and recognition.

In addition, our participation in the Erasmus programme strengthens the University's *Modernisation Plan*. Projects outlined in this plan include, among others: 1) *Process Simplification and Automation Plan*, in which three projects stand out: 1.1) *The Customer Relationship Management (CRM) platform*; 1.2) *The Student Portal*; 1.3) *Digital Transformation Plan*; 2) *The Academic Model Innovation Project*. To mention a few key areas within this project: 2.1) *Blended Learning Project*; 2.2) *Project-Based Learning (Engineering)*; 2.3) *XRLab*; 2.4) *Challenge-Based Learning (Social Sciences)*; 3) *Research Plan*; 4) *Quality, Self-assessment and External Assessment & Recognition Plan*; 5) *Student and Staff Health & Safety Improvement Project*. With these actions we have set the following objectives, in alignment with the initiatives established by the European Commission for the development of an Education Area and with our *Strategic Internationalisation and Modernisation Plan*, in order to foster student and staff mobility for internships, academic purposes, research and employability throughout Europe:

- 1- Contribute to making international stays the norm among students and staff.** As outlined in our *Internationalisation Plan*, it is our objective to promote the international mobility program, extend agreements and deepen our knowledge of the destinations' academic offer to be able to consolidate and increase both the quantity and quality of our international mobility. To that end, another idea is for it to be increasingly common for students to go abroad not once, but twice in different academic terms and in different countries so as to further expand their multiculturalism and acquire a third language.

Likewise, for this objective it is essential for us to continue to develop the inclusive, global profile of our programmes to be increasingly more attractive to international students and staff, and for our students to experience this global spirit on campus as well. In that regard, we offer a wide range of subjects, as well full degree programmes in English, and also in French. These programs receive large numbers of both Spanish and international students who study with us for the duration of their degree programmes (these international students make up roughly 30% of total enrolment), as well as Erasmus and bilateral exchange students, both of which contributing to the university's multicultural character.

Our *Internationalisation and Modernisation Plan* also contemplates advancements currently underway in the simplification, digitalization and automation of processes. In this effort to modernise, in 2021 we will be going further than the *move on* implementation and will continue working on the project Erasmus Without Paper (EWP) and all it entails, such as the Erasmus Student Card (ESC) initiative which we will implement for the 2021-27 period.

**2. Support the consolidation of the Bologna process**, in terms of the recognition of degrees and credits completed abroad, mutual learning through the exchange of best practices, inclusive and innovative methodologies, cooperation in teaching, as well as innovation and research –as proposed in the *Internationalization Plan*.

**3. Encourage the learning of at least two languages other than the mother tongue** to be the norm among European citizens. We are working towards this objective, set in our *Internationalization Plan*, from various angles: 3.1) Fostering mobility (including two terms abroad per student, as outlined in the previous section); 3.2) Offering programmes entirely or partially taught in English or French –aiding in the immersion in a second or third language–as well as a foreign language subject included in a large number of degree programmes; 3.3) Strengthening support for Language Centres. With this in mind, the decision was made to merge the *Language Centre* and the *International Office* into a single entity, the *Department of Languages and International Mobility*, in order to take advantage of the synergies between both areas (for example, language teachers are encouraged to go beyond teaching a language and transmit intercultural competences, diversity and inclusion; in addition, an online, language-learning platform is being implemented to complement face-to-face teaching).

**4. Support inclusion** by attracting and sending –thanks to the Erasmus Programme– students and staff from all origins and diverse socio-economic backgrounds throughout Europe, without discriminating against absolutely anyone, as established by the University's *Diversity Policy*. Furthermore, we continue to support the inclusion of incoming and outgoing students and staff with special needs.

**5. Foster the values of European identity**, such as “unity in diversity” and other values such as human dignity, freedom, democracy, equality, the rule of law and respect for human rights, including the rights of persons belonging to minorities. These values are acquired travelling abroad as well as on campus –integrated in day-to-day learning within subjects, activities and clubs– and are in line with the University's stated mission, to “contribute to social progress with [...] entrepreneurial spirit and ethical value”.

**6. Cultivate the key competences for Lifelong learning.** Literacy; Multilingualism; Numerical, scientific and engineering skills; Interpersonal skills; citizenship; Entrepreneurship; Cultural awareness and expression; Digital and technology-based competences. All these competences are found in the various subjects within our bachelor's and master's degree programs, and several which materialise in *cross-curricular* subjects existing in our degrees (e.g.: *Ethics; Entrepreneurial Leadership; Communication Skills*, etc.).

**7. Participation in transnational cooperation projects.** The university signed the declaration of commitment to the principles of the *Charter for European Researchers* and sent it to the European Commission and has recently applied for the *Human Resource Excellence in Research Award*. This will bolster, among other things, KA2 actions in order to move forward and expand the European research and innovation

projects we currently participate in, thus contributing to the development of the European Research Area.

**8. Consolidate a culture of continuous improvement**, transparency, simplification of processes and data-driven analysis based on key indicators. By participating in this process and in the Erasmus Programmes, also provides us with a great opportunity for improvement given by the external assessment from the ECHE and the national agency. In this spirit of measurement, analysis and continuous improvement, in the academic year 2020-21 we will pilot the ECHE *Self-assessment*, analysing the mobility in 2019-20. We will fully implement this measure from the 2021-27 programme onwards.

## II-IMPLEMENTATION OF ERASMUS+ ACTIVITIES IN THE INSTITUTION

We want to take part in **KA1-Learning mobility**, an action that contributes to our institutional objective of advancing the internationalization and modernization of our university. This objective is reflected in the mission of our university: "prepared to respond to the demands of a global world", and defines us as an "inclusive, multicultural organization that values diversity and respects all cultural perspectives and characteristics". In this sense, we would like to continue to implement and improve this action, helping more and more students and staff experience an international stay in order to foster that global vision. Likewise, this is reinforced by attracting both exchange and permanent international students as well as staff, so that the great inclusion, diversity and multiculturalism that is currently felt in the university can gain traction.

This improvement, reflected in the strategic objectives of our *Internationalization Plan*, must be not only quantitative but also qualitative, improving the perception of the participants through different implementation initiatives: 1) Increase information available on processes and destinations before the stay (from the first year of studies, so that they are aware of the need to improve their second or third language) as well as specific information for incoming students and staff; 2) Increase the monitoring of outgoing and incoming students and staff during their stay, focusing particularly on those participants with fewer opportunities and on the integration of incoming participants; 3) Count on the *alumni community* as ambassadors to promote the programme to future participants; 4) Expand the automation and simplification of processes; 5) Simplify communication with students by centralising and professionalising communications through a sole interlocutor, the *International Mobility Advisor*, who will carry out both administrative processes as well as academic ones –in coordination with the Schools and Faculties; 6) Persist in the strategic search for quality agreements for our students and staff, focusing on relatively newer degrees that, for this reason, have fewer mobility agreement opportunities and monitoring these agreements more intensively.

We also want to continue participating in **KA2-Cooperation among organizations and institutions**, consolidating ties with current partnerships and creating new ones, as well as participating in research projects and the exchange of best practices with other institutions. In particular, and in alignment with the objective of KA2, the continuous improvement of our teaching methodologies plays a fundamental role in the university's academic and research models, in order to bring us closer to the demands of the professional world and the entrepreneur. To this end, since 2015, Universidad Europea, through its *Vice-Rectorate of Faculty and Research*, has a plan in place to encourage participation in this action amongst our teaching and research staff by promoting the active dissemination of the calls for research proposals and their requirements; providing support for participation required by partnerships

with other institutions and identifying active research groups, in which participation is possible and whose calls and projects are strongly linked to the strategic lines of the university. In addition, the *European Projects Office (OPE)* provides technical and administrative support and ensures compliance with all the requirements published in the calls.

The objectives to be implemented by the *European Projects Office*, in alignment with KA2 and with the institution's *Strategic Research Plan*, are as follows: 1) Foster the participation in research projects with international entities, either by having the OPE invite researchers to participate, or if researchers express their interest in signing up for a specific call; 2) Improve guidance and support for the presentation of research proposals for various European calls (H2020, Erasmus +, Creative Europe, Health Programme).

### **III- IMPACT OF ERASMUS+ PROGRAM IN THE INSTITUTION**

**KA1. Student and Staff Mobility.** The long-term impact of our participation would be seen in our alumni, and could be measured in terms of their percentage of European employability or of European clients and partners; regarding their languages level; and in terms of their European awareness (for example, measuring the% of participation in European elections). For staff, impact will be seen if future agreements, projects and improvements in their teaching and research.

**Quantitative indicators:** we will employ two types of indicators: general university-wide indicators and specific indicators by School/Faculty, in order to consolidate mobility in Faculties with a high degree of mobility, and to focus on Faculties with lower mobility rates. These will include, at the very least, the following indicators: 1) Number of incoming / outgoing mobilities (differentiating between Erasmus and other programmes); 2) Percentage of outgoing mobility with respect to the total number of eligible students (students who have completed at least 60 ECTS credits at the university); 3) Decrease in the attrition rate (%) among outgoing students during the preparation of their stay; 4) Number of Erasmus and bilateral agreements per program; 5) Percentage of the Erasmus budget spent as compared to the assigned budget. 6) Number of incoming students who participate in university clubs (integration indicators) and other integration activities. **Qualitative indicators:** These include, among others: 1) Satisfaction questionnaires of both incoming and outgoing students & staff 2) Incoming and outgoing student & staff testimonials.

**Support:** International strategy will be led by the *Head of the Department of International Mobility and Languages* (in the *Vice-Rectorate for Institutional Relations & University Life*); mobility management, admission, administrative and academic support of incoming/outgoing students will be carried out by the *International Mobility Advisor* of the student's given area of study. The participants of internship and traineeship mobility programmes have the support of the *Professional Careers Service Counsellors*, who works in coordination with the *International mobility department*. Regarding incoming / outgoing staff, support for these participants is given by Academic Heads of the *Vice-Rectorate of Faculty and Research*, as well as the various Schools/Faculties and/or departments of the respective staff members, in coordination with the international team.

**Quality:** The quality of programme implementation will be managed by both the *International Mobility Advisors* and the *Head of the Department of Internationality Mobility*, by measuring the established indicators, analysing the results in our annual self-assessment reports as well as in the *ECHE Self-assessment* reports. Likewise, this annual diagnostic report will feed into the Institution's *Strategic Internationalisation Plan*.

**Timeline for the implementation of improvement measures and objectives:** The improvement targets for each indicator will be established each year from the follow up report. In general, these will be established in such a way as to generate sustainable improvements ranging from 2-10% gains per annum, depending on the item. Regarding the improvement measures proposed, we would highlight: 1) the *European Student Card* for digital mobility management and to provide a connection between our mobility system and the EWP Network. Objective: implementation in 2021; 2) *Outgoing and Incoming Alumni Ambassador Plan*. Objective: implementation in 2021-22; 3) Student English level improvement project from year one on. Objective: implementation 2021; 5) Integrate all current safety plans into the unified *Institutional Plan for safety and prevention on Exchange*. Objective: implementation in 2021.

**KA2-Cooperation among organisations and institutions.** In this case the impacts are expected from the European projects carried out and published.

- **Partnerships for Cooperation and exchanges of practices.**
  - Actions centralised by the European Commission (EACEA). 1.1.1) *Capacity building in the field of youth*—We have as of yet never applied for this project, though we do not rule it out as a medium-term objective; 1.1.2) *Capacity Building in the field of higher Education*. Despite having applied several times, we have thus far not received funding. That said, we are interested and aim to participate in at least one such partnership; 1.1.3) *Knowledge alliances*. We have never applied, but are interested and aim to learn more of this call and send in a proposal; 1.1.4) *Sector Skills alliances*. We have never applied, but would like to and have made it our objective to investigate further and apply.
  - Decentralised actions, calls regulated by national agencies, in Spain SEPIE and INJUVE. *Strategic Partnerships in the field of education, training and youth*; 1.2.1) *Partnerships in Schools* (KA201); 1.2.2) *Partnerships in VET* (KA202); 1.2.3) *Partnerships in higher education* (KA203); 1.2.4) *Partnerships in adults (KA204) and youth*. We have applied for and obtained funding in the first three areas, and we would like to continue to develop them in 2021-27. In the field of adults and youth we have not yet submitted any proposals. We will make it our objective to work with adults, and do not rule out doing so in the category of *youth* through the University's Foundation.
- **Partnerships for Excellence: European Universities/Erasmus Mundus Joint Master Degrees. Partnerships for Innovation.** We have never applied, but are very interested in doing so and aim to participate.

**Indicators.** 1) Presentation of intermediate and final economic reports justifying the activity carried out; 2) Number of proposals and projects by type; 3) Budget assigned vs. budget spent; 4) Impact and dissemination of results.

**Support:** members of the European Projects Office, within the *Research Support Office* (OTRI) of the Vice-Rectorate of Faculty and Research.

**Quality:** Monitoring and follow-up of results will be carried out by the *European Projects Office*. Their team create internal assessment reports, which inform the University Research Plan. Meanwhile, the *Intermediate* and *Final Reports* of the Erasmus projects are produced for each year.

**Timeline for the implementation of improvement measures and targets:** 1) *Capacity Building in the field of higher Education*. Objective: two new proposals in 2022; 2) *European Universities*. Objective: one project underway in 2022; 3) *Knowledge alliances y Sector Skills alliances*. Objective: one project underway in 2024; 4) *Partnerships in schools*. Objective: two

projects in progress by 2024; 5) *Partnerships in VET*. Objective: two new projects underway by 2024; 6) *Partnerships in higher education*. Objective: two new projects in progress by 2024; 7) *Partnerships in adults and youth*. Objective: one new project underway 2024; 8) *Partnerships for Innovation*. Objective: one new project approved by 2023.