

ERASMUS POLICY STATEMENT (Overall Strategy)

Institution's international (EU and non-EU) strategy.

Universitat Pompeu Fabra has demonstrated over the years its level of commitment to the internationalisation of higher education. A clear indication of this vocation is that at national level, UPF is currently considered to be the university with the highest percentage of Erasmus student mobility with almost 30% of its graduates with a study period abroad. It is also significant that some of its study programmes can be taken entirely in English, hence attracting international students and facilitating to establish double or joint degrees.

UPF international relations strategy is based on the following priorities: 1) To generalize the international education experience of UPF students at undergraduate level; 2) To establish double/joint degrees with top EU and non-EU universities, particularly at the master level; 3) To make international education accessible to a maximum number of UPF students by developing a scholarships policy and internationalization at home initiatives; 4) To increase the number of foreign students in graduate programmes and research teams; 5) To promote international mobility among professors and staff.

With these objectives in mind, Universitat Pompeu Fabra has nurtured an extensive network of partner universities all over the world. There are more academic cooperation agreements within Erasmus participating countries, but bilateral agreements with third countries' higher education institutions have increased in the last years with a view to intensify mobility and cooperation with North-American universities and to expand to the Asia Pacific region and other emerging countries, while consolidating our presence in Latin America and exploring potential partnerships in the Mediterranean. A particular effort has been made to build bridges with higher education institutions in the BRICS (Brazil, Russia, India, China and South Africa) countries, where new agreements have been recently signed. This strategy of geographic diversification seeks to gain visibility in non-traditional countries and to create new opportunities for mobility. In Europe, the university policy is based on strengthening and seeking stronger forms of cooperation with universities by setting up double or multiple degrees and by participating jointly in European calls for proposals in the field of academic cooperation and research. The participation in calls such as Erasmus Mundus is driven by an aim to build

up on existing connections with European partners to reach out to priority regions.

An extensive network of partners is not in contradiction with quality. UPF accurately selects its partners for mobility and cooperation in terms of general academic guarantees (all accredited higher education institutions, privileging those outstanding in the world rankings), checks in advance there is an adequate course offering and the academic calendar matching, and assesses the host university services to help students and staff settle and integrate. This procedure involves both the international relations office and the academic advisors at each faculty in order to make a decision on the interest of a proposal or to approach prospective partners. An overall review of incoming and outgoing trends and balances is done every three years and student evaluation reports are taken into account to inform decisions on the renewal of inter-institutional agreements. University partners for mobility of students are also open to and preferred for mobility of staff, and vice versa, so that one can reinforce the other and further projects such as double degrees or European bids can develop from a closer academic and administrative contact.

Even if agreements with foreign universities foresee different kinds of cooperation, mobility of students is the most common interest and main activity. On one hand, UPF has enhanced mobility of undergraduates in the new bachelor degrees by defining mobility windows to make credit transfer of electives more flexible. The rationale behind the mobility windows is that all undergraduate students can develop intercultural skills and complement their curriculum with new courses and competencies by studying or doing a placement abroad and so, mobility windows are introduced as an incentive. On the other hand, at the master level, the mobility fit is not always feasible in the framework of one-year long programmes, unless structured within double and multiple degrees or certificates. Therefore, some master programmes are offered as double or multiple degrees with other European universities, incorporating mobility and adding value to graduates. Such a solution has proved to be successful also for recruitment purposes. Finally, mobility is a must for doctoral students but it normally follows a less structured pattern and so there is an open call. Staff mobility of both professors and administrative personnel is linked to the university professional development policy, encouraging internationalization and benchmarking.

Institution's strategy for the organisation and implementation of international (EU and non-EU) cooperation projects in teaching and

training in relation to projects implemented under the Programme

Universitat Pompeu Fabra has been very successful bidding in research calls under the 7th Framework Programme and attracting researchers with European Council Research grants. Equivalent results were lacking in the field of academic cooperation and UPF was underrepresented in the Lifelong Learning and Erasmus Mundus programmes, to name the most relevant ones. This is the reason why the internationalization strategy of the university included as a specific objective to raise the participation in European and non-EU projects. As a result, an international project officer joined the international relations service with the mission to involve both the institution and its professors in international cooperation projects in teaching and training. Dissemination of the European calls for applications among professors is now assured by the office and assistance is given to those professors willing to promote or participate in a project proposal judged coherent with the geographic and international relations priorities aforementioned. The office also relies on the institutional network of partners to create further opportunities and puts forward projects to faculties and departments for their consideration, thus deepening into existing relations for the benefit and training of students and staff. In 2013 so far Universitat Pompeu Fabra has doubled the proposals submitted to EU educational cooperation programmes with 13 project applications, 4 as a coordinator. Funding obtained via EU and non-EU projects is used to reinforce the international structure and support in faculties and departments. It is financially controlled by the central administration. Academic activities are organized and coordinated by an appointed professor with the necessary administrative support and mobility management is integrated in the international relations office. International projects are implanted in the university structure, where each unit provides its own expertise for a smooth management.

Expected impact of your participation in the Programme on the modernisation of your institution (for each of the 5 priorities of the Modernisation Agenda) in terms of the policy objectives you intend to achieve.

The participation of UPF in the Programme will contribute to **increase attainment levels to provide the graduates and researchers Europe needs** in a two-folded way. From one side, drop-out

prevention (personal tutors and guidance) and attainment regulations at UPF are highly developed. Therefore, UPF counts one of the highest performance rates in Spain (87,8%) and lowest drop out (12%). From the other side, the socioeconomic background of students is very diverse as a result of an open recruitment policy. A tuition scholarship policy can be complemented by the Programme funding for mobility to make sure all students are given the same chances.

Strengthening quality through mobility and cross-border cooperation is the core of the Programme and the main motivation for UPF to participate. Mobility is already embedded in the curriculum and credit recognition is a condition for mobility and a right of mobile students. As a result, 30% of UPF graduates can claim to have studied abroad. Mobility is understood to equip students and researchers with the competences to operate in a global world and to integrate in a knowledge-intensive job market. When promoting new ways of mobility and cross-border academic cooperation, the Programme offers the university the pathway to increase the current indicators and set up new double/multiple/joint degrees with a unique added value. Students will also be able benefit from the EU loan scheme for vertical mobility or scholarships to study and research in Europe, making it more attractive to come to UPF.

The Programme approach to engage employers and labour market institutions will contribute to **improving the quality and relevance of higher education at UPF**, facilitating closer public and private associations for curriculum development, placements offerings and graduate employment rates (92% in 2008), as well as creating applied research training opportunities. In particular, the university is looking forward exploit the knowledge alliances initiative, where the **knowledge triangle** is at the service of innovation. The proposals can contribute to build on existing regional and local clusters and connect them to other initiatives in Europe and beyond in order to create excellence groups.

Institutional-wide capacity-building projects, together with staff mobility, are also a source for benchmarking and learning from each other, thus providing input for **improving governance and funding**. This is a more indirect effect but cross-border cooperation is an eye-opener and brings a comparative perspective that can inform change in management and governance.