

1. ERASMUS POLICY STATEMENT (EPS)

1.1 Erasmus activities included in your EPS

In this section, you need to tick the Erasmus activities covered by your Erasmus Policy Statement. Please select those activities that your HEI intends to implement during the entire duration of the Programme.

Erasmus Key Action 1 (KA1) - Learning mobility:

The mobility of higher education students and staff

Erasmus Key Action 2 (KA2) - Cooperation among organisations and institutions:

Partnerships for Cooperation and exchanges of practices

Partnerships for Excellence – European Universities

Partnerships for Excellence - Erasmus Mundus Joint Master Degrees

Partnerships for Innovation

Erasmus Key Action 3 (KA3):

Erasmus Key Action 3 (KA3) - Support to policy development and cooperation:

1.2 Erasmus Policy statement (EPS): your strategy

Your Erasmus Policy Statement should reflect how you intended to implement Erasmus after the award of the ECHE. Should you wish to add additional activities in the future, you will need to amend your Erasmus Policy Statement and inform your Erasmus National Agency.

What would you like to achieve by participating in the Erasmus Programme? How does your participation in the Erasmus Programme fit into your institutional internationalisation and modernisation strategy?

(Please reflect on the objectives of your participation. Please explain how you expect the participation in Erasmus to contribute towards modernising your institution, as well as on the

goal of building a European Education Area¹ and explain the policy objectives you intend to pursue).

Original language (and translation into EN, FR or DE if the EPS is not in one of these languages)

Internationalization is a top priority of the University of Macerata: it is cross-cutting to both **research** and **teaching** activities, and constitutes a driver of **innovation and improvement** for both. The University of Macerata recognizes internationalisation as a driver of **modernization** for all the university's core activities (teaching, research and third mission), as well as for the administrative processes. The University of Macerata strongly believes in internationalization as a pre-condition for the creation of an **inclusive community**, based on dialogue, respect for differences, recognition, and aimed at providing a **transversal education**, in compliance with the goal of building a European Education Area.

The priority of internationalization is recognised in the main **strategic documents** of the University of Macerata, including the last Strategic Plan (Piano Strategico 2019-2022), where the cross-cutting and strategic dimension of internationalization is emphasized, and the document of 3-years planning (Programmazione Triennale 2019-2021), recently submitted to the Italian Ministry of Education and Research, where internationalization is defined a major objective. In both documents, specific activities are identified for reaching the objective of internationalization. Among the most relevant ones: increase of students' mobility for study, for traineeship and for research (aimed at writing the MA thesis); increase of Ph.D candidates' mobility; increase of the ratio of international students in the programmes offered by our institution (especially MA and Ph.D. level); internalization of the teaching offer, by increasing the number of international courses, and by adopting international standards of teaching; improvement of the international dimension of the faculty, especially through outgoing and incoming mobility, with a potential positive impact both in terms of teaching and research; improvement of the international dimension of the administrative staff, especially through improvement of language skills and increase of outgoing mobility; improvement of the processes dealing with internationalization by strengthening digitalization, communication and cooperation among the different areas and offices of the university, and a culture aimed at pursuing objectives and constantly monitoring results.

In this general framework, participation in Erasmus and specifically in Key Actions 1, 2, and 3, constitutes a pillar of the internationalization strategy of the University of Macerata.

First, **Key Action 1 – Learning Mobility** represents a key activity for our institution. Mobility is a cornerstone in the development of an integrated education of students, as it allows to learn from different education systems and teaching methodologies, to compare with different approaches, to learn a different language and to integrate in a different culture, and more broadly to grow as a person through dialogue, respect for and engagement with difference, improvement of transversal skills (including time-management and organizational skills), in compliance with the goal of building a European Education Area. Students mobility can also provide students with the opportunity to do an internship abroad, thus further contributing to the development of transversal skills and to a positive potential impact in terms of placement, both at the local and at the international level, bridging education with the job market. Students, once they return from mobility, can also share their mobility experience, and act as ambassadors of the Erasmus program, actively engaging in building alumni communities, as well as further promoting the program itself among prospective participants.

Mobility is also a driver of innovation for teaching and research: through teaching staff mobility, researchers and professors can learn from different teaching methodologies and apply them in their home institution, once they are back; moreover teaching staff mobility can also lead to foster joint projects in the field of education by setting the base for the establishment of double or multiple degrees, in cooperation with partner institutions, by using both "traditional" and blended tools, thus also enhancing digital skills; finally teaching staff mobility can also set the base for joint research with researchers and professors of the host institution.

Last but not least, mobility is fundamental in the modernisation of administrative processes, as it allows administrative staff to compare and learn from different procedures and processes, including those that help digitalization, to improve their language knowledge, and actively test the cross-cutting impact of internationalization in institutions abroad, with an added value upon return.

¹ For more information on the priorities of the European Education Area, such as recognition, digital skills, common values and inclusive education, please consult the following website:
https://ec.europa.eu/education/education-in-the-eu/european-education-area_en

Second, **Key Action 2 – Cooperation among Organizations and institutions**, represents a very strategic activity for the University of Macerata, because it allows to further strengthen cooperation and exchange of practices, at all levels, with the added value of modernizing our institution, by learning from mutual exchange and the comparison of the results achieved with partner institutions. Within this framework, our institution devotes particular attention to developing new alliances with Partner Countries higher education institutions, for addressing existing challenges in management and governance issues.

Moreover Key Action 2 allows to implement the strategic dimension of internalization of our institution through the possibility to promote Erasmus Mundus Joint Master Degrees: here dialogue and mutual benefit deriving from international cooperation would be turned into a project where students, teaching staff and administrative staff could learn a lot and our institution as a whole could reach a higher level of innovation and modernization, both in terms of education and administrative processes.

Third, within the **Key Action 3 - Support to policy development and cooperation**, the University of Macerata is willing to enlarge this commitment in participation to projects aimed at enhancing the quality and modernisation of education and training systems, particularly in the areas of: education and training of young people to support initiatives for policy innovation, stakeholder dialogue, and policy promotion.

As shown above, all the Key Actions, and, more in general, the Erasmus Programme strongly contribute to the modernization of the University of Macerata and represent a cornerstone in our capability to actively and effectively contribute to the strengthening of the European Education Area.

Please reflect on the Erasmus actions you would like to take part in and explain how they will be implemented in practice at your institution. Please explain how your institution's participation in these actions will contribute to achieving the objectives of your institutional strategy.

Original language (and translation into EN, FR or DE if the EPS is not in one of these languages)

Internationalization is a top priority of the University of Macerata which represents a driver of innovation, improvement and modernization for all the university's core activities (teaching, research and third mission), as well as for the administrative processes. The priority of internationalization is recognised in the main strategic documents.

The University of Macerata overall strategy for international cooperation is implemented at central governance level. The University has an excellent support structure for organization and implementation of cooperation projects. The Department offices, the Internationalization Area and the Grant Office provide advice and guidance on developing proposals and support on managing projects.

The University of Macerata currently participates in student and staff mobility agreements with over 240 institutions throughout the world. Recent developments have expanded expanding our partnerships especially in China, Australia, Russia, US and Canada.

By participating to learning mobility actions (KA1) the University of Macerata aims at increasing the number of students' mobility for study, traineeship and for research (this means: aimed at writing the MA thesis). Among the students, we expect to see an increase particularly in Ph.D candidates' mobility. As for inbound mobility, we aim at increasing the number of international students in the programmes offered by our institution, especially at MA and Ph.D. level. This strategy will be pursued also by increasing the number of international courses and by adopting international standards of teaching. Within this vision, a particular effort will be put into creating the conditions to establish Erasmus Mundus Joint Master Degrees. The University of Macerata will work to strengthen the cooperation with the following Countries: Africa, Japan, South America, Kazakhstan, Azerbaijan and Vietnam both for signing agreements and for students' recruitment.

The University of Macerata will implement the Erasmus Key Action 1 (KA1) - Learning mobility through the Internationalisation Mobility Office. It is a centralised Office that coordinates the mobility activities in cooperation with the 5 Departments of the university. The office will present the projects, will launch the calls, will collect documents from staff and students and will manage the grants.

The international dimension of the faculty will be enriched through promotion of outgoing and incoming mobility, that will have a potential positive impact both in terms of teaching and research. We will also pursue the international dimension of the administrative staff, mainly through improvement of their language skills and outgoing mobility.

Another way to increase internationalization will be strengthening digitalization, communication and cooperation processes among the different departments and offices of our university, and finally promoting a result-oriented and work culture by constantly monitoring policy results.

Cooperation for innovation and the exchange of good practices (KA2) are strategic activities for the University of Macerata, as highlighted in the University of Macerata Strategic Plan (Piano Strategico 2019-2022) and in the document of 3-years planning (Programmazione Triennale 2019-2021). By participating to these actions, the University of Macerata aims at opening new strategic partnerships with qualified stakeholder. This will allow a strengthened cooperation and fruitful exchange of practices, at all levels, with the added value of modernizing our institution, by learning from mutual exchange and from the results achieved together with partner institutions.

The University of Macerata already participates in Erasmus+ strategic partnership collaborations in the fields of excellence of our expertise. Our commitment is devoted mainly on the themes of education (children education, inclusion through IT, refugee students, preventing school dropout, IT continuing education for pre-school teachers ...), students' career and employability (innovative approaches for enhancing students transversal skills, innovation for new employability paths, students' entrepreneurship...), multilinguism and plurilinguism, cultural heritage and tourism, political sciences, law. The University of Macerata is already involved also in other types of collaboration focusing on education and research such as the Interreg Programme and other strategic region-based programmes. The University of Macerata expects to participate in activities under all three 'Key Actions' in the new Programme at a greater level, staying focused on quality assurance and entering into cooperation projects with realistic objectives that will mutually benefit all participants.

Moreover, by participating to Erasmus+, the University of Macerata aims to increase the share of external funding through education and cooperation projects and to improve administrative competence and capacity to advise and assist staff in developing good projects and applications for funding with KA2 projects proposals. For this purpose, special funds will be made available over the years for development of strategic projects including the Erasmus+ Programme; currently, a call for interest has been just published (May 2020) that will award vouchers for those who will submit a quality application in EU projects.

As part of the strategic partnerships, the University of Macerata has ambition to offer further joint courses / programmes with designated partner institutions within areas of particular international relevance. We already have ongoing joint programmes as from 2010: we offer 1 double Ph.D degree in cooperation with MGIMO - Moscow State Institute of International Relations in Russia and 9 double / multiple MA degrees in cooperation with the following Universities: University of Angers in France; University of Toruń in Poland; MGIMO - Moscow State Institute of International Relations in Russia; Taras Shevchenko University in Ucraina; Clermont Auvergne University in France; University of Orléans in France; the Faculté Libre de Droit et d'Economie et de Gestion - FACO Paris in France; the Catholic Institute of Toulouse in France; the Universidad de Las Palmas in Spain. We are also in the process of developing a double master degree in Antiquities with the University of Gjrokaster in Albania.

The University of Macerata is forging its expertise also on partnerships related to transnational capacity-building projects with Partner Countries. The areas of main focus are, thanks to a longstanding peculiar asset of relationships intertwined in the past years, the Eastern neighbor countries, where a few projects are currently ongoing or have been just completed under KA1 (Armenia, Georgia, Ukraine, Turkey among the others).

Furthermore, the University of Macerata is currently part of a KA3 European partnership on the universities' actual and prospective role at regional level in the light of the Smart Specialization Strategy. The University of Macerata is willing to enlarge this commitment in participation to projects aimed at enhancing the quality and modernisation of education and training systems, particularly in the areas of: education and training of young people to support initiatives for policy innovation, stakeholder dialogue, and policy promotion.

Lastly, participation to KA2 and KA3 is a key instrument to expand our Strategic Partnerships with enterprises, public authorities, and civil society organisations, to cooperate and exchange experiences in order to develop innovative approaches to raise quality in learning and training, welcoming groundbreaking results and bringing different actors together. As a higher education institution offering study programmes within social sciences, business, law and teacher training, we depend on close connections and cooperation with the labour market and more largely with civil society. Most of our study programmes include mandatory placements in industry and organizations, not only in the local area. Through the Erasmus+ Programme, we aim to engage in larger cooperation work with European enterprises / industry representatives, in order to develop joint projects to facilitate academia/business and formal/ informal / non-formal learning interchange and employability of our students. A particular focus will be on projects that will help to fine-tune curricula to the current and emerging labour market needs, and equip young people with transversal skills, by

developing active cooperation between higher education institutions and outside partners (enterprises, professional organisations, chambers of commerce, social partners, local/ regional bodies etc.).

What is the envisaged impact of your participation in the Erasmus+ Programme on your institution?

Please reflect on targets, as well as qualitative and quantitative indicators in monitoring this impact (such as mobility targets for student/staff mobility, quality of the implementation, support for participants on mobility, increased involvement in cooperation projects (under the KA2 action), sustainability/long-term impact of projects etc.) You are encouraged to offer an indicative timeline for achieving the targets related to the Erasmus+ actions.

Original language (and translation into EN, FR or DE if the EPS is not in one of these languages)

In order to monitor and periodically assess the level of implementation of its internationalisation strategy, the University of Macerata has set up a number of key performance indicators to be measured yearly from beginning to end of the new programme (2021-2027). Monitoring will be conducted by the offices of the Internationalisation Area and relevant data will be discussed and assessed by the Deputy Rector for internationalisation and the Rector, in order to take appropriate corrective measures.

In the field of outbound students mobility, the University of Macerata expects to increase students' mobility both for study, for traineeship and for research (aimed at writing the MA thesis); within the students' community, we particularly aim at increasing Ph. D candidates' mobility (3rd cycle students). As for inbound students' mobility, the University of Macerata aims to increase the ratio of international students enrolled in the programmes offered by our institution (especially at MA and Ph.D. levels). More generally, we expect to make our educational offer more internationally appealing by increasing the number of international courses, and by adopting international standards of teaching and by promoting the organization of Erasmus Mundus Joint Master Degrees.

Besides, we aim to improve the international dimension of the faculty, especially through outgoing and incoming mobility of faculty and, also, to improve the international dimension of the administrative staff, especially through focusing on language skills and increasing outbound mobility. Finally, we expect to improve the processes dealing with internationalization by strengthening digitalization, communication and cooperation among the different areas and offices of our university, in order to foster a working culture aimed at pursuing objectives and constantly monitoring results.

Relevant KPIs and related target values to be reached by 2027 are:

KPI 1: +20% n° of students undertaking at least one international mobility activity in their career (for study, traineeship, research)

KPI 2: +20% n° of international students in the programmes offered by our institution

KPI 3: +30% of international courses offered

KPI 4: +30% n° of faculty undertaking at least one international mobility activity

KPI 5: +30% n° of admin staff undertaking at least one international mobility activity

The University of Macerata will monitor the quality of the activities organised by administering satisfaction questionnaires to Ph.D Candidates, to international students and to incoming and outgoing teaching staff. The evaluation of the questionnaires will allow to adopt improvement measures.

As to KA2 actions, great commitment will be devoted to the target of developing new strategic alliances with key academic and non academic stakeholders, e.g. secondary schools, business sectors, associations. Our intention is to strengthen cooperation and exchange practices, at all levels, with the added value of modernizing our institution and to learn from mutual exchange and comparison of results achieved with partner institutions. Within this framework, particular attention will be devoted to developing new alliances with Partner Countries higher education institutions, for addressing existing challenges in management and governance issues. The University of Macerata has, by now, grown in expertise of managing international projects also as Coordinator. Therefore it has reached the capacity to embark

on Strategic sustainable Partnerships that should produce ideas, tools and/or effects to generate positive impact on the people and organisations taking part to projects – both during and after the project's lifetime – but also on people and organisations outside the project, at local, regional, national and/ or European level. Besides, another important strategic objective will be to increase external funding value to the University from bids won from international sources.

Relevant KPIs and related target values to be reached by 2027 are:

KPI 1: +20% Number of new partnerships established with other academic institutions

KPI 2: +20% Number of new partnerships established with non-academic institutions (mainly: schools, small and medium sized enterprises, no profit organisations, key labour market national and/or regional stakeholders)

KPI 3: +30% value to the University of bids won from international sources

KPI 4: +20% Number of new partnerships established with Partner Countries' academic institutions

The University of Macerata expects to generate value, in terms of added knowledge, to support policy development and cooperation in the education European area (KA3). In particular, the University of Macerata expects to enhance policies of innovation within the university itself and in collaboration with civil society and public authorities, and secondly to contribute to stakeholder dialogue and policy promotion teaming up with public authorities, providers and stakeholders in the field of education, training and youth.

Relevant KPI and related target value to be reached by 2027 is:

KPI 1: +20% Number of new partnerships established with Policy Makers