



ALMA MATER STUDIORUM
UNIVERSITA DI BOLOGNA

Erasmus Charter for Higher Education 2014 - 2020

Erasmus Policy Statement (Overall Strategy)

Partners institutions (about 2500) have been selected with a mixture of 3 approaches:

1. Bottom up: on the basis of research collaborations institutionalized through agreements;
2. Mixed: Creation and participation in institutional networks;
3. Top down: choice of partners on the basis of academic or policy driven reasons (US HEI with local sites in Bologna, American, Australian and LA HEI, Chinese HEI suggested by the Ministry, LA partners connected to UNIBO Buenos Aires Campus).

In 2012, UNIBO has developed a new internationalization plan: "Alma Global 2020", inspired by the strategic plan 2013-15, but approved as an independent policy document to be implemented in a longer time frame. This plan is based on 3 guiding principles:

- A) Diversity: building on the disciplinary variety of the institution (each different disciplinary sector can contribute to 2020 objectives in a different way)
- B) Networking: organising UNIBO networking capacity in a dynamic system
- C) Cross fertilization: international dimension of research, teaching and organization

Macro objectives of ALMA GLOBAL 2020 are:

1. Make a difference in policy making on key issues at a global level: increasing the presence and the impact in the international strategic places, through institutional networks and through the relevance of study programmes and graduates international profiles
2. Become the partner of choice at a global level, for students, researchers, policy makers, investors: valorizing researchers networks, developing services for researchers, removing obstacles to mobility
3. Keep improving the quality of teaching and research in line with the growing challenges of the global arena, linking international activities to study programmes profiles, focusing on learning outcomes that feature also international and intercultural skills.

Each Structure (33 Departments and 11 Schools), guided by the specific distinctiveness of their disciplines, defines its own objectives in order to contribute to the achievement of 2020 goals. Each Structure will be supported by delegates for internationalization and by the administrative units, especially in the development of study programmes at BA, MA and PhD level. Departments will reflect on how internationalization actions can be organized relating to specific geographical areas. Geographical platforms will be created, in order to coordinate shared policies and to plan initiatives, by gathering structures and people who are involved in research and education activities in specific areas.

The geographical platforms will be organized taking into account several criteria, e.g. the converging of Educational systems (e.g. ASEAN) and the EU external relations research strategy.

All continents will continue to be the target of UNIBO: each Structure will decide which activities are more suitable for the discipline and for the geographical area concerned. Methodology to select new partners will continue to be a mix of bottom up and top down approach, with the aim to systemize and concentrate strengths and improve the quality of activities by focusing on complementarity.

The strategy will be implemented around the following not exhaustive list of activities and targets:

Learning Mobility for study and placement (target: incoming and outgoing students at all cycles; mobility for placements, especially at 2nd cycle, International degree seeking students, especially at 2nd and 3rd cycle; International and local students enrolled in Joint Programmes especially at 2nd and 3rd cycle);

Teaching and technical staff mobility and international recruiting (target: academic and administrative staff of different units to enhance their internationalization competence and foster the involvement in the international agenda as a basic requirement for modernization and for external outreach);

Mobility windows: development of study programmes containing mobility windows open to a wide range of activities abroad aimed to the achievement of well defined learning outcomes;

Summer Schools and Intensive Programmes (target: perfect integration of SS and IP into existing BA, MA and PhD Programmes)

Joint Programmes and Programmes with enhanced International outlook at BA, MA, PhD level (main target 2nd and 3rd cycle). UNIBO is one of the most involved HEI into the Erasmus Mundus 1 and it has in place 46 JPs, Wider expertise in the development and management of JPs is internationally recognised to UNIBO. JPs continue to be a core tool for internationalisation within ALMA GLOBAL 2020;

Development of innovative multilateral projects: Fostering the participation in multilateral projects both at academic and organizational level to enhance the quality of the education and research and their translation into practice and impact, to strengthen the cooperation with industries, to remove barrier to mobility, to improve services and provision for disadvantaged groups. Capacity building and collaboration with civil society, governmental actors and NGOs will be prompted.

Institutional strategy for the organization and implementation of international (EU and non-EU) cooperation projects in teaching and training in relation to projects implemented under the Programme Erasmus +

Past internal promotional actions resulted in the successful participation in most of the EU Programmes, developing Joint Programmes, mobility actions, structural measures and capacity building initiatives. In the last years UNIBO has promoted the creation of international Knowledge Alliances, making the Modernization Agenda at the centre of its international activities.

Within the new Programme, these practices will be further strengthened; the participation in EU and Cooperation projects is fostered within ALMA GLOBAL 2020 and implemented through the IRO which is in charge of the technical assistance in the application and running phase. Internal policy levels are involved in the process to foster institutional commitment and to promote a more significant exploitation of results. Internal seminars addressed to Internationalization delegates and study programmes coordinators will be regularly organized.

The aim of this approach is to promote the Programme as a crucial instrument to reach the internationalization objectives of the structures and of the whole institution. A specific strategy to increase the international dimension of study programmes, through innovative curriculum review and planning, the international experiences of students and an increasingly diverse and international student body has already started in close cooperation between IRO and QA office, coordinated by the two Vice-rectors for Teaching and for IR. This strategy will take advantage of past experiences in Curriculum development, disciplinary networking and QA. A closer cooperation among IRO and Research Office, coordinated by the vice-rectors for IR and Research, will be implemented to exploit complementarities between Erasmus + and Horizon2020, especially for the creation of KA, strategic partnerships, and international cooperation – including capacity building and horizontal cooperation with third countries institutions. Projects will match with the department and the institutional strategy and will be students and study programmes centered.

Impact of UNIBO participation in the Programme Erasmus + on the modernization of the institution (for each of the 5 priorities of the Modernization Agenda*) in terms of the policy objectives UNIBO intends to achieve.

Modernization Agenda is at the basis of UNIBO institutional strategy and it is a necessary prerequisite to enhance the international impact at a global level. In recent years many local, national and international projects have been established to meet the arising needs, including initiatives to:

1. enlarge the attractiveness of the University and the participation of disadvantaged groups to HE;
2. improve the governance including the professional development of staff;
3. increase the quality of the education and research through the improvement of the existing dialogue with stakeholders.

Participation in the new Programme will be the way to persevere with the routes already taken. To reach the objective of the 1st priority (attainments levels) new international projects and partnerships will be created to improve the dialogue with other HEIs, orientation services, municipalities, schools and decision makers; identify best practices to reduce drop outs; better inform youngsters on the opportunities offered by HE and on the dedicated services for disadvantaged groups (disable services, loans, grants and fee waivers). A specific effort will be dedicated to connect to migrant communities linking with opportunities arising from international activities overseas, cultural relations and area studies.

Many investments have been done for initiatives connected to the 2nd, 3rd, 4th priorities which are interconnected (Quality/relevance of HE; Mobility and co-operation; Knowledge triangle). UNIBO has already implemented the new Italian QA system. This system requires the integration of stakeholders in the creation of curricula responding to global challenges and to emerging LM needs. The new Programme will permit to continue to apply Bologna Process tools for curricula design, promoting stakeholders consultations and involvement in the definition and provision of study programmes in response to global labour market needs. This interaction will be further promoted, especially for the integration of T-Shaped modules within existing and new curricula at MA and PhD level. Mobility windows are integrated in the internationalization strategy, while the efforts for the identification of mobility barriers and strategies for their removal (such as the offering of lectures or semesters in English to incoming students) will continue to be pursued with the new Programme, in a global perspective of collaboration.

Knowledge transfer will be fostered through the constant cooperation between the Research and Internationalization divisions. More efforts in the synergies between the new Programmes will be promoted to make the knowledge triangle work (active participation in KICs and PPP).

Governance (5th priority) has been recently reformed at UNIBO in the view to concentrate expertise spread at the UNIBO. New interdisciplinary virtual centers of excellence are under creation, so far 4 have been created (Integrated Research Teams: Alma Food; IRT-Brazil; ALMA Heritage Science; Social Economy and Civil Society).

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Endorsement of the application

I, the undersigned, legal representative of the applicant institution,

certify that the information contained in this application is complete and correct to the best of my knowledge. All Programme activities will be implemented on the basis of written agreements with the relevant authorities of the partner institutions;

agree to the content of the Erasmus Charter for Higher Education (ECHE) application outlined above and commit my institution to respect and observe these obligations;

agree to the publication of the Erasmus Policy Statement by the European Commission

Place: Bologna

Name: IVANO DIONIGI

Date (dd/mm/yyyy): 06/05/2013

I have read and accept the Privacy statement

Original signature of the legal representative of the Institution (as identified in section A.2 above)



Original stamp or seal of the Institution

