

# Erasmus Policy Statement 2021-2027

### STRATEGIC CONTEXT AND POLICY OBJECTIVES

SGH Warsaw School of Economics is a leading higher education institution in Central and Eastern Europe with a strong economics and business profile. The University was founded in 1906 as Poland's first university of economics. For many years, SGH has been setting the highest standards in research and teaching, and it has been consistently developing an international dimension within all its activities.

SGH has been participating in the Erasmus program since 1998. Over the last 20 years, it has become a strategic program critical to the long-term development of internationalisation and modernization processes at SGH and has fundamentally changed the internationalisation's governance and its institutional architecture.

Consistent implementation of Erasmus at SGH has also shaped SGH's institutional culture and values, and helped to develop a culture of openness, respect for diversity, integration, interculturality and inclusiveness. Furthermore, the Erasmus program has facilitated expansion of quality partnerships with over 300 universities from all over the world, which include exchange of students, faculty and staff, scientific and academic cooperation as well as joint projects aimed at capacity building.

SGH is applying for the ECHE Charter for the next perspective of the Program in order to further develop and professionalise its internationalisation strategy and to contribute to the development of the European Education Area.

To ensure coherence and effective development of internationalisation processes at SGH, the Erasmus program for 2021-2027 will be integrated within the 3 main pillars of SGH internationalisation, which consist of:

- (1) education along with building competences and responsible social attitudes,
- (2) scientific research,
- (3) building and strengthening partnerships, consortia and cooperation networks.

Past experience and good practices pertaining to implementation of the Erasmus program as well as SGH's strategic internationalisation framework and the university's long-term goals have allowed it to formulate seven policy objectives for the next Erasmus perspective, which will be implemented in 2021-2027. They include:

- (1) Enhancing the role of the Erasmus program in development of internationalisation at SGH:** through better integration of Erasmus projects and resources into all key strategic pillars of SGH's internationalisation.
- (2) Establishing and strengthening high quality international partnerships and consortia with both HEIs and business partners:** through joint educational programs, cooperative projects, applied research initiatives and university-business projects.
- (3) Increasing staff and students' mobility:**
  - increasing the number of program beneficiaries (SGH students) participating in international mobility (acquiring international experience as a compulsory element of student education);
  - using the program funds for the development of international cooperation in new areas of research and in didactics (predominantly through more intensive mobility of SGH staff);

- expanding the availability of the Erasmus program to students and staff from disadvantaged groups.
- (4) **Improving the quality of teaching:** by enhancing competences of the academic and teaching staff on the basis of international experience and good practices.
  - (5) **Developing of superior research initiatives:** through collaborative, joint research projects supported by the Erasmus program.
  - (6) **Enhancing internationalisation of the SGH academic community (internationalisation at home):** internationalisation of the SGH campus, introducing systemic activities aimed at integrating international students into the SGH community; promoting a climate of tolerance and respect for cultural and religious diversity.
  - (7) **Strengthening institutional capacity:** development of competencies of staff and management through exchange of good practices with Erasmus partner universities in both program and partner countries.

The goals outlined for 2021-2027 also determine the selection of actions offered under the Program. Consequently, SGH is applying for ECHE Charter covering all Key Actions provided for in the Program, i.e.

- Action 1 – Educational mobility,
- Action 2 – Cooperation among organisations and institutions,
- Action 3 – Support for policy development and cooperation.

Active and thorough implementation of projects and initiatives under individual Actions of the Program will be aimed not only at the implementation of the policy objectives but will have a broad impact on the modernisation of processes and structures. In this context, SGH assumes that the implementation of the Erasmus program will contribute to:

- better use of advanced technologies in all aspects of internationalisation to improve management, and to streamline and coordinate international processes at SGH,
- enhanced quality of internationalisation services and their cost efficiency,
- quality and innovative teaching (enhanced use of modern technologies and methods in didactics; development of e-learning, virtual and blended mobility).

With respect to modernization of processes and services, our goal for 2021-2027 is to complete full digitization of the program and to implement electronic workflow of documents relating to student and staff mobility (Erasmus Without Paper).

## ACTIONS AND IMPLEMENTATION

The participation of SGH Warsaw School of Economics in all 3 Key Actions of the Erasmus program is a natural continuation of the engagement in the present Erasmus+ perspective. Multiple years of experience in the implementation of mobility, didactic, research and capacity-building projects at SGH will be used to further contribute to internationalisation of our university as well as to enhancing cooperation within the European Education Area.

According to the assumptions presented in the "Guidelines for the SGH Development Strategy for 2019-2030", SGH's internationalisation has been included in the 3 pillars of the university's activity, which are:

- (1) **International Cooperation:** high level of internationalisation of teaching and scientific research; high number of international researchers and teaching staff, students and doctoral students; openness to various new forms of international cooperation; active participation in international academic networks;
- (2) **Teaching:** high quality of didactics confirmed by prestigious accreditations and high positions in domestic and international rankings; linguistic and cultural adaptation programs for international students; comprehensively educated, international and scientifically active teaching staff;

- (3) **Research:** high activity in developing research carried out in international teams; publishing in international scientific journals.

None of the above-mentioned pillars can be achieved without the active participation of SGH in Erasmus projects covering all 3 Key Actions:

## **1. Erasmus Action 1 – Learning mobility:**

SGH wants to continue and increase the implementation of student mobility for studies and traineeships as well as staff mobility for teaching and training purposes, both with the program and partner countries. SGH is characterized by a relatively high level of mobility, its geographic diversification and a balanced exchange in terms of both outgoing and incoming students and staff. SGH's goal is to enable an increasing number of students and staff to gain invaluable international experience through the implementation of the well diversified offering of physical mobility combined with blended and virtual mobility. As a part of the internationalisation strategy, our university will strive to introduce a mandatory semester of study abroad, mainly as a part of the Erasmus program as well as of other exchange and didactic programs.

Enhancing international and multicultural competences of students and staff from both SGH and Erasmus partner universities has been fully in line with the strategic goals pursued by our university. Moreover, it can help shaping a tolerant, inclusive and open society in Poland, in the region, and in the entire European Union.

## **2. Erasmus Action 2 – Cooperation among organisations and institutions:**

SGH is an active member of numerous organisations and associations both at the national (e.g. co-founder of the network of international relations offices – IROs Forum), European and transcontinental level, i.e. CEMS: The Global Alliance for Management Education which offers a joint program "Master in International Management" and PIM: Partnership in International Management networks.

SGH Warsaw School of Economics has a network of close contacts with many universities, both in the program and partner countries. This creates a solid foundation for applying for funds under activities such as European Universities and Erasmus Mundus Joint Master Degrees. SGH has been a long-term partner of 2 didactic projects of the EMJMD type: "EMLE – European Master in Law and Economics" and "QEM – Models and Methods of Quantitative Economics", which it plans to continue in the next Erasmus perspective.

## **3. Erasmus Action 3 – Support for policy development and cooperation:**

Having experience in the implementation of projects supporting the promotion of the international attractiveness of European Education Area in the world (under Erasmus Mundus Action 3), SGH wants to continue its activities in this area in cooperation with current and future partner universities from both countries directly neighbouring the EU as well as from other regions. Stable and intensive contacts with universities from the Eastern Partnership countries (Ukraine, Belarus, Armenia or Moldova) and the Western Balkans (Montenegro, Bosnia and Herzegovina; expansion of cooperation to Kosovo and Albania is planned) will allow our university to participate in Action 3 initiatives and to engage in the activities which will help disseminate and promote EU high standards of education and good practices in its neighbouring countries.

SGH has organisational and institutional capacity which can ensure efficient management and implementation of international projects. Mobility projects are implemented and managed by the International Center (which is supervised by the Vice-Rector for International Cooperation) in close cooperation with academic units responsible for teaching. This way of managing mobility projects stems from the non-faculty structure of SGH and allows for more efficient management of implemented projects.

Student and staff selection for mobility programs is fair, transparent, consistent and well documented. The university makes every effort to apply the principles of inclusiveness, equal opportunities and non-discrimination.

Projects under Key Actions 2 and 3 are managed by the Project Support Office (which is supervised by the Vice-Rector for Research and Management), in cooperation with the university's research units (Collegia).



For the implementation of individual mobility, research and development projects, SGH will create consortia together with its partner universities. They will have a high degree of stability, sustainability as well as a balanced and diversified character. SGH cooperates with over 300 carefully selected partner universities from around the world – this relatively large number results from the SGH internationalisation strategy and is a natural consequence of SGH's attractiveness as a partner with high-quality English language education, high research level (categories: A and A+ for SGH Collegia) and a traditionally high level of internationalisation.

The network of partner universities is of key importance for international SGH activities, and future development will be based primarily on deepening relations with strategic partners. This will include further development of joint and double degree programs, as well as regular exchange of teaching and administrative staff, and joint research projects (including implementation), which will result in publications in peer-reviewed journals.

## IMPACT

The key policy goals will be monitored on an ongoing basis throughout the entire duration of the program and will be regularly adapted to new challenges and opportunities. The implementation of policy goals will be analysed through the set of qualitative and quantitative indicators that have been formulated within each of the goals.

### **(1) Integration of the Erasmus program in all strategic pillars of SGH internationalisation**

The assessment of this objective's implementation includes qualitative monitoring of the internationalisation processes supported by Erasmus program funds. Particular emphasis will be placed on greater use of the program in the area of scientific research and didactic cooperation. An important indicator in this respect will also be the number of strategic partnerships implemented under the program, in which SGH is a participant or a leader.

### **(2) Building high quality EU / international partnerships and consortia**

SGH's goal is to build quality international partnerships with partner universities in program countries within the European Union and partner universities outside the EU. A key element of monitoring progress in implementation of this goal will be a regular review of academic partnerships, including an analysis of the needs and expectations of SGH students and staff (survey method), assessment of mobility implemented at the partner university (report / survey of mobility beneficiaries), assessment of the quality of education at the partner university (accreditations, place in rankings), membership in university networks, compatibility assessment of the program offer for students and the level of services for international students within the framework of implemented mobility.

### **(3) Increasing the scope of mobility under the Erasmus program**

The monitoring of the implementation of this goal will be conducted both through quantitative and qualitative indicators. In particular, the following indicators will be used: number of outgoing and incoming students (planned increase by 10% annually), number of staff outgoing and incoming mobility (planned increase by 5% annually), number of international student traineeships under Erasmus program (planned increase by 5% annually). At the same time, emphasis will be placed on ensuring the highest standards of mobility services, in line with European Union standards, and high-quality education. An important element is to provide comprehensive mobility services and support under the program, including by guaranteeing a transparent and fair recruitment process, support for students at every stage of mobility (in terms of program aspects related to education, logistics and organisational matters), support for outgoing and incoming staff, linguistic, mentoring, or psychological support.

### **(4) Improving the quality of education by raising the competence of the scientific and teaching staff and using international experience**

Key elements of policy goals' implementation include developing cooperation that will result in the development of joint curricula and double / multiple / joint degrees as well as other forms of continuing education, including e-learning, blended and virtual mobility. Through the exchange of experience,

SGH lecturers will use modern innovative teaching methods to a greater extent, the quality of which will be evaluated using regular feedback from students. The qualitative assessment of achieving this goal will also be complemented by quantitative indicators, including, for example, the number of academic teachers implementing mobility for teaching purposes, the number of courses taught in English, the number of courses offered at SGH in English or another language.

## **(5) Development of superior research initiatives**

The goal is to increase the number of research initiatives and partnerships, in particular within the Erasmus Key Action 2. Monitoring of the quality research with support of Erasmus program should be conducted based on the quality assessment and quantitative indicators. The major indicators shall include such elements as: number of partnerships within the program, value of projects implemented jointly with other EU partners, number of publications which resulted from projects and initiatives implemented under Erasmus program, etc.

## **(6) Increasing the internationalisation of the SGH academic community**

The key element is the introduction of systemic activities aimed at integrating international students into SGH community, building a climate of tolerance and respect for diversity. This goal will be achieved through professional training in the field of multiculturalism, and through actions aimed at promotion of intercultural communication and integration of international students. Indicators enabling monitoring of activities in this area will include the number of conducted trainings, the number of administrative and academic staff trained in multicultural issues, the number of events aimed at integration of international students. At the same time, qualitative monitoring will also be carried out.

## **(7) Strengthening of institutional and human capacity**

The target is to develop high-quality management, staff, and processes while using best practices and experience from partner institutions. The regular staff exchange, joint trainings and staff weeks should facilitate better exchange and thus help develop efficient and cost-effective institutional and functional architecture. Special focus will be given to improving of language skills. To ensure a comprehensive service for outgoing and incoming students, SGH has established a well-designed institutional and regulatory framework with the International Centre being a central focal point. The critical element of the existing system is a good cooperation and coordination of activities across our University.