ERASMUS POLICY STATEMENT (OVERALL STRATEGY)

This document was produced in May 2013 as part of the University of Greenwich’s application to European Commission/Executive Agency EACEA for an Erasmus Charter for Higher Education. It is divided into three parts – D1, D2 and D3 - corresponding to the questions on the application form.

**D1**

*Please describe your institution’s international (EU and non-EU strategy). In your description please explain:*

- **a)** How you choose your partners
- **b)** In which geographical areas
- **c)** The most important objectives and target groups of your mobility activities (with regard to staff and students in first, second and third cycles, including study and training and short cycles). If applicable also explain how your institution participates in the development of double/multiple and joint degrees. (Max 5000 characters).

The University of Greenwich is currently developing a new *Global Greenwich Mobility Strategy* which aims, over the next five years, to increase significantly the number of students engaged in mobility. It is hoped that eventually all Greenwich students will be able to benefit from some sort of mobility experience whether that means going overseas for three months to a full year, undertaking a short research or work placement or, possibly, working with overseas institutions to develop virtual exchanges or joint projects.

Erasmus, an established programme within the university, particularly welcomed by students, is a key element in this new strategy and will be one of the frameworks through which quality partnerships will be established and developed. The methods used to recognise study periods and work placements in Erasmus will be developed to widen participation and offer worldwide opportunities.

The establishment and renewal of partnerships will be overseen by the European Strategy Management Group and selection based on a comprehensive understanding of the potential partner researched by the applicant School/Faculty. This assessment will be based on the following criteria:

- Academic match for our institution – classes offered and academic focus
- Standards and reputation in teaching and research
- Facilities and support services offered
- Language of teaching and opportunities for language acquisition
- Enterprise and innovation
- Attractiveness to staff and students
- Web presence and information management systems
- Location – ease with which our staff and students can travel to the country and university
- Size and number of students
- If relevant, history of mobility.

Geographically Europe would remain the hub of partnership development but opportunities to develop exchange partnerships worldwide would be researched and
developed. Currently, the university already has one non-European exchange agreement (with the University of Arizona, USA) and is regularly approached by potential student exchanges partners outside Europe. We would also optimise existing links through our collaborative partners, international office and academic staff.

North America would be one focus but opportunities would also be progressed in regions of the world with growing economies such as India and the Far-East. In addition we are participating in the Brazilian government’s scholarship scheme Science Without Borders and considering the further mobility opportunities this scheme could offer in the future.

Over the next five years our objective is to engage as many first cycle students as possible in mobility. Initially the focus will be in subjects with a history of student exchanges, namely: Business, Humanities and Science. But we also hope to extend exchange opportunities to other subjects. For example, new opportunities are currently being developed in Engineering. The European Strategy Management Group meetings provide a focus to bring together staff from different Schools, highlight the benefits of mobility and the opportunities provided by partners. In addition successful partnerships will be promoted through the new webpages being produced by the International Partnerships Office. Where appropriate, opportunities for exchanges will be also developed for second cycle students.

The university’s regulations permit the development of dual and joint awards in the UK and other areas of the world. This will enable Faculties and Schools within the institution to develop this area of activity. For example the Business School has recently validated a suite of degrees with France Business School; this includes programmes in finance, marketing and international business. Students will study the first semester at Greenwich and the second at FBS’s Poitiers campus, with the dissertation/project being supervised by either institution.

Staff are keen to take part in Erasmus teaching visits (2012/13: 29 expected visits). In future the outcomes of visits will be featured on our new webpages and lunchtime workshops. This will engage new staff and highlight opportunities for the further development of partnerships across Schools and Faculties.

A small number of staff currently take part in staff training. This area of activity will be encouraged particularly for individuals directly involved with mobility and working with partners.

In summary Erasmus will be the keystone of our Global Greenwich Mobility Strategy and will provide opportunities for mobility experiences both in Europe and beyond. This is seen as an essential element of equipping our students for their futures in a changing world and achieving the Greenwich Graduate Attributes (http://www2.gre.ac.uk/about/schools/eddev/support/graduate) ‘to move fluently between different cultural, social and political contexts’ and ‘value the ability to communicate in more than one language.’
D2

If applicable, please describe your institution’s strategy for the organisation and implementation of international (EU and non-EU) cooperation projects in teaching and training in relation to projects under the programmes. (max 2000 characters)

The university’s Strategic Plan (2012-17), Objective 1: Learning and Teaching, states: ‘In future years, we will continue to extend our international profile, partnerships and programmes to ensure that we reflect the global nature of the modern education and business worlds.’ This reflects our support for the EU’s modernisation and internationalisation agenda in higher education and our intention to continue to support international cooperative projects.

The University of Greenwich has a long history of involvement with cooperative projects covering research and teaching in Europe and beyond. In February 2013 the university’s Schools participated in 42 European projects. Fourteen were listed as funded directly by the EU Commission and nine as ERDF projects (including a research orientated Interreg project which Greenwich leads). In addition; three are Tempus (Greenwich leading one) and three are EACEA funded projects. The latter are Erasmus - Europe in the World and Jean Monet Lifelong Learning, both within the School of Humanities & Social Sciences. The remainder of the 42 projects are funded by organisations such as the European Research Council and the European Foundation. The Natural Resources Institute also has thirteen EU funded research contracts. These focus on developing countries and include projects on plant technologies and pests.

In future this cooperative work will continue to be supported by Greenwich Research Enterprise (GRE) and the new International Partnerships Office (IPO). The GRE assists with grant applications and provides training in the Framework Programme, while the IPO oversees the implementation of the Erasmus Charter, supports Erasmus, is developing the new Global Greenwich Mobility Strategy and manages collaborative projects. Means of supporting academics and promoting the collaborative opportunities offered by the new programme will be incorporated into the work of these offices. (http://www.gre.ac.uk/governance/vc/strategic-plan-2012-2017)

D3

Please explain the expected impact of your participation in the Programme on the modernisation of your institution (for each of the 5 priorities of the Modernisation agenda 2 in terms of the policy objective you intend to achieve. 3000 characters)

The university’s Strategic Plan (2012-17) sets out how we plan to maintain and enhance our status as a high-quality research-orientated institution enabling students to learn and acquire the skills needed to function successfully in a knowledge economy. Within this context the opportunities offered by the Programme are recognised as a vital means through which students can develop the attributes they need, and staff can strengthen teaching and research through cooperative working. We expect our participation in the programme to develop internationalisation and modernisation in the following ways:
Increasing attainment levels to provide the graduates and researchers Europe needs. One of the key aims in the university’s Strategic Plan is to increase student employability and entry into further study from 83% (2012) to above 90%. Mobility is seen as a key element in achieving this aim through developing the student experience and enhancing teaching. We also undertake to widen participation in mobility and seek to break down barriers restricting mobility.

Improving the quality and relevance of higher education. The university has comprehensive systems to ensure the quality of its programmes. Relevance is ensured through liaison with partners and industry. For example, in the Business Faculty, each department has an Employers’ panel, which advises on revisions of courses and provides expert guidance on the range and types of employability skills. Placement opportunities are valued and through the programme it is hoped to encourage European and international traineeships.

Strengthening quality through mobility and cross-border co-operation. The university recognises the importance of mobility in acquiring Greenwich Graduate Attributes. It is developing a new Global Greenwich Mobility Strategy for 2013 – 17 which aims to give all students an opportunity to benefit from some sort of mobility experience worldwide (see question D1.)

Linking higher education, research and business for excellence and regional development. The university is committed to creating high-quality programmes which develop the attributes expected by employers. Additionally, by 2017 we aim to increase regional, national and international enterprise partnerships per year from 150 (2012) to 300, and the number of academic staff with internationally excellent research from 15% to 25%. The opportunities offered by the programme e.g. staff mobility and transnational strategic projects will be promoted to help achieve these goals.

Improving governance and funding. The academic activities of the university will following strong leadership supported by efficient support services. A clear and transparent planning and budgeting process will have forecasting accuracy and financial soundness. Sustainability will be embedded firmly in academic and administrative activities.

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