

## **Erasmus Policy Statement (Overall Strategy)**

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

In a world increasingly globalized, interconnected in real time and with important migration flows, it is very important that a professional knows, communicates, works and lives with people belonging to different cultures, sometimes very different from his own. For this reason, it is essential that in his formative stage, at home, or outside, the student interact with people who come from other parts of the world and, without abandoning his roots, values and beliefs, is open to them.

Obviously, to speak other languages is important, especially English. However, speak other languages is necessary, but not sufficient. What matters is to be open-minded and wishing to understand the diversity and learn from it.

Aware of its relevance, the University Ramon Llull (URL) gives a great importance to the international dimension with the goal of offering to our students the possibility to end up being good professionals able to do their job inside and outside their country, regardless of the sector.

To make it possible, our centres have many agreements with foreign universities in all continents with which they exchange students, develop joint programs, conduct research or make benchmark.

Being the Ramon Llull University (URL) a federation of schools, we harmonize the overall strategy with the one of each URL member.

The main goal is to give to our community (students, professors, staff...) the opportunity to have a truly international experience.

To select a university partner, we look at several aspects like, for example, their prestige, the disciplines they offer, the level of the demand of our community to develop exchanges or projects with them; where they are located, for geographical balance and security reasons; the structure of their programs or their research lines.

As already said, our university has partnerships worldwide, but especially in Europe, Latin America and North America.

Therefore, in the coming years we shall try to improve our relations in Asia and the Middle East, especially in China and India, and in the Arabic peninsula.

Another continent where we would like to increase our level of cooperation is Africa. Again, we hope to increase the number of deals in the region in the coming years.

We try to involve in our international activities the students of the majority of our programs, whether first, second or third cycles, as well as the participants of long-life programs.

We take advantage of our partnerships to promote also professors and staff exchanges, join research projects, and double and multiple joint degrees.

We also pay great importance to the international experience of our students through internship programs done in many parts of the world. Nowadays, especially in Europe, but also in other continents, for which there is increasing interest from our students' side.

Similarly, encourage the international experience of our faculty and staff through specific collaborations with universities and research centres abroad. Again, most of these collaborations are in Europe, although it is growing the interest for other regions of the world.

**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.**

As said, we already have a number of double or joint degrees. For example, a Master in Project Management, with ESAN, in Peru; an MSc in Innovative Hospitality Management with the Hotel Management School Maastricht of the Zuyd University of Applied Sciences, in the Netherland; a MSc in International Management with HEC, in France; another one with the University of Saint Gallen, in Switzerland; another one with Erasmus University, in the Netherland; another one with Bocconi University, in Italy; one more with Queen's University, in Canada; or the CEMS Master in International Management jointly offered by 28 university of 28 different countries, in Europe, North and South America, Asia and Australia, with a very close cooperation of more than 70 multinational companies, among others.

Our goal is to increase the number of double and joint degrees, above all outside Europe, during the next future, and at the master level.

We would like to replicate the CEMS experience to other disciplines setting up strategic alliances with relevant EU and non-EU universities and companies.

We would like to promote also several non-academic activities for our students to contribute to their international exposure, organizing, for example, EU and non-EU universities sport events.

A part of the academic exchange semesters abroad, we would like to increase also the number of the students' study tours with the goal to let them experience the cultural and socioeconomics aspects of different regions of the world. These study tours would be organized with the cooperation of foreign partners, like, for example, local universities.

**The expected impact of our participation in the Programme on the modernisation of our institution (for each of the 5 priorities of the Modernisation Agenda<sup>1</sup>) in terms of the policy objectives we intend to achieve.**

According with the five proprieties of the Modernisation Agenda, the expected impact on our participation in the Programme on the modernisation of our institution in terms of the policy objectives we intend to achieve, is as follows.

We cannot grow too much in quantity but we will try to increase above all the quality of the students recruited, looking for talent internationally and not only in the domestic market. At the moment, we have a yearly intake of about 16,000 students, 1,700 of them coming from the international market, mainly from Europe.

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<sup>1</sup> \* COM (2011) 567 (<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2011:0567:FIN:EN:PDF>)

If we increase the quality of our students' intake, also the percentage of those finishing their university studies will increase with a favourable impact on society and with a positive payback of the investment done.

Our objective is to increase the quality and relevance of the human capital working in higher education. That is why we are recruiting professors, researchers and staff not only in the domestic market, but also in foreign countries. As it happens with the students, our goal is not quantity, but quality, attracting and retaining talented people.

Regarding the governance of the university and its schools, it has been updated over the years to face the challenges presented by the natural evolution of our industry. In this sense, we believe we are well prepared to face the competitive scenarios higher education will deal with the years to come.

In terms of funding, being a private university we are not subsidised by the public administration and we have to finance ourselves thanks to the fees the students pay to be enrolled in our programs and to the generosity of a number of private donors. Our goal for the years to come is to increase the percentage of such donations although the Spanish law does not incentivize fundraising, the European culture, above all the Mediterranean one, does not facilitate it and the economic crisis we are experiencing does not help at all.

Thanks to our very close relationship with the business world, we have already in place the so-called knowledge triangle. Of course, our objective for the future in this field is to increase further more the cooperation between education, research and business.

As mentioned before, we recruit yearly about 1,700 foreign students, which represent more than 10% of the total number. If we sum up to them 1,000 more of our students which go on exchange to foreign universities and that we receive an equal amount of incoming, the total population on campus is pretty higher on average. Even so, our goal is to increase this percentage as much as we can.

The fact that many of our schools own a brand internationally respected (ESADE, La Salle, IQS, Blanquerna...) and the attractiveness of our town, Barcelona, help a lot in attracting students coming from all over the world. As said, leveraging on these assets and improving the way we work, we will try to be attractive for many international talented students.