



Erasmus policy statement

Université Jean Monnet – Saint-Etienne
Erasmus Institution Code : F ST-ETIE01

UJM has a strong commitment to internationalization in all its activities: teaching, research, knowledge transfer, innovation and outreach. Internationalization in general and mobility in particular help UJM fulfil its missions and contribute to its modernization and development. The ambition of UJM is to turn internationalization as one of the central pillars of its development strategy and to enable the whole university to benefit from an international experience, which represents a source of personal and professional development and of culture sharing.

UJM has a long tradition of academic cooperation with different regions of the world. It has 232 Erasmus agreements and 158 bilateral agreements. Nearly 90% of the latter are signed with non-EU countries. As part of the Arqus consortium (which constitutes a new model of the European University), UJM is fully integrated into the European Higher Education Area and the European Research Area, and has extensive links with universities across the entire continent. Its peculiar geographical situation and history also stands as an important crossroads with connections to North Africa, the Mediterranean area, other French-speaking countries and neighbouring European countries. As a member of the Université de Lyon, UJM has strengthened cooperation bonds with universities from the international alliance of this academic site of excellence. As a result of this cooperation, UJM has encouraged cooperation projects with universities in China (Shanghai area), Japan (Tokyo area), Canada (Ontario and Quebec areas), Brazil (São Paulo) and Europe (European University Arqus, Turino, Geneva, Lausanne). All these actions increase student and staff mobility opportunities, double/multiple degrees, delocalized programmes, joint research, and the signature of new agreements. About 270 outgoing students choose EU destinations, and more than 125 students study in non-EU countries each year.. Most of these study abroad programmes can be funded by different actions from the Erasmus+ programme, such as the learning mobility of individuals, Erasmus Mundus Joint Master Degrees, Strategic Partnerships, the European University project (Arqus Alliance) and Jean Monnet activities. At UJM, mobility and internationalisation is also financially supported by local (from the Université de Lyon), regional (from Région Auvergne Rhône- Alpes) and national (especially the social one) grants.

University of Lyon international strategy axes is one of the primary sources of UJM international strategy. For the period 2021-2027, three of these axes are the foundations of UJM international development plan: a development of a bottom-up approach on internationalization based on students and staff ; a quality improvement of the life on campus and international experience itself for the whole university community and the enhancement of the visibility and the attractiveness of the university.

UJM's institutional international strategy also contributes to strengthening the capacities of developing countries' higher education area on the basis of cooperation projects. Consolidated partnerships and long-standing cooperative actions (e.g. with Morocco, Chad, Lebanon, Tunisia) are prioritized, and long-term sustainable and viable cooperative projects with partners with strong development potential are encouraged (e.g. with Benin, Ivory Coast, Brazil). The university plans to expand cooperation ties with non-EU countries by building up on the previously gained experience with them. Generally speaking, UJM is willing to cooperate with higher education institutions with comparable profiles and genuine academic and scientific interests. Other elements will be assessed: the quality of the project, and of the partnership, the partners complementary, the project sustainability, the relevance of the cooperation agreement, among other criteria. For UJM, it is highly recommendable to create partnerships based on balanced both-way mobility.

Mobility for all plays a central role in UJM's institutional international strategy. It encourages modernization and the improvement of the quality of studies, the development of new curricula, support and service structures within the university, the human resources management, and individual development of new skills and competences. It concerns all possible activities: studies, internships, teaching, learning, training, research, sharing of experience, exchanges of best practices, services, among others.

UJM actively works to promote student and staff mobility in all departments of the university, meeting a broad range of aims and objectives. In several aspects, outgoing student mobility substantially contributes to individual development through the acquisition of academic, linguistic, cultural, professional and personal soft skills. One of the aims of our strategy plan is to encourage and significantly increase the number of outgoing and incoming students (up to 20%) and staff mobility (up to 10%). Such mobility will be supported by Erasmus actions such as the annual Erasmus mobility scheme, the international credit mobility scheme and the EMJMDs projects.

In 2019-2020, only 6% of undergraduate students and 4.6% of graduate students went abroad to study. The reason why percentages are so low can be explained for two main reasons. First of all, $\frac{1}{3}$ of our students are national scholarship holders on social basis. Consequently, it can be very difficult for them to cover expenses related to outgoing mobility even if they apply to and receive different mobility grants. Secondly, at graduate level, because MSc programmes are more specialized than BSc programmes, it can be more difficult to find courses at the host institution which fit expected prerequisites. In order to increase its outgoing mobility numbers, UJM international strategy seeks to provide additional financial support (applying to different calls at local, regional, national and European level) for its students. As well as that, from the period 2021-2027, UJM wants to promote internationalization at home actions by developing virtual exchanges, especially with its partners from the European University Arqus and increasing the number of incoming teaching staff mobility. UJM aims to develop and implement several initiatives to create a truly international campus for non-mobile students and staff mixing students coming back from a mobility period abroad together with incoming mobile students.

Beyond the learning student mobility, UJM also promotes short and longer international placement mobility in Europe and in the EHEA countries. Each year, about 250 of our students do a placement abroad. International internship mobility is mandatory for some courses in different departments of the university. Our strategy plan is to significantly increase the number of placement mobility in Europe. Similarly, we plan to increase the number of short-term mobility actions proposed to research, teaching and administrative staff. Such outgoing and incoming mobility is a key element of our institutional international strategy. It is an excellent opportunity for sharing experiences, benchmarking and exchanging best practices in teaching and

learning experience, as well as for initiating joint curricula and ensuring the viability of existing double/multiple/delocalized teaching programmes.

Another institutional priority is to expand our academic offering in foreign languages (mainly English taught programmes) for the incoming students. The university currently offers nine English-speaking programmes (4 EMJMD + 5 other MSc programmes at the Faculty of Sciences and Technologies) and 442 teaching units (177 in BSc programmes and 265 in MSc programmes). It also offers teaching units in other foreign languages (Portuguese, Spanish, and Italian). We would like to develop such courses to improve our incoming student mobility ratio and develop balanced both-way mobility agreements.

During 2014-2020, UJM participated in all the annual Erasmus mobility projects, in 4 international credit mobility projects, 8 EMJMDs (4 of them as coordinator), 3 Erasmus+ action 2 projects, 3 Jean Monnet projects (Module, Chair and Network) and 1 project in Sport. Participating in new Erasmus+ projects will give UJM the opportunity to expand its experience at the international level. At the same time, it will strengthen the university's position as an important European actor and extend its global outreach. UJM is committed to participating to all key actions of the Programme.

In order to boost and support incoming and outgoing mobility at all levels (students and staff, from Bachelor to Doctorate) , UJM will apply to Erasmus learning mobility projects both at European and international level. Such projects will also help UJM promote the added value and the importance of a mobility experience, and provide further professional services and support to students and staff in mobility. Furthermore, UJM will continue encouraging students and staff to get involved as active citizens before, during and after their participation in a mobility project., and developing EMJMD projects. Such projects in particular will promote the creation of programmes taught in foreign languages, and enhance the reputation of our curricula in order to attract the best students and teachers from all over the world. UJM will also strengthen their cooperation bonds through strategic European partnerships, especially with the European University programme Arqus partners.

Participation in ambitious cooperation for innovation or exchange of good practices projects will help UJM strengthen the capacity of higher education area of developing countries. Through Erasmus+ projects, they will be great opportunities for UJM to share its experience and to learn from partners about different methods and approaches on administrative and academic issues. It will further rationalize our international agreements and raise the quality of both our partners and potential partnerships.

At UJM, innovation in mobility management will play a key role, especially when it comes to physical mobility: virtual exchanges will be deliberately promoted (internationalisation at home) through an enhanced use of ICT tools, as well as the digitalization of (dematerialization) procedures. Erasmus+ projects on cooperation and exchange of good practices will be great opportunities to reach these priorities. Finally, UJM aims to participate into activities and projects supporting policy reform, especially any action related to the benchmarking and exchange of best practice in university governance and management.

The participation in the different actions of the Programme will increase the level of University's internationalization. This will also serve as a tool to implement the institutional international strategic plan of

UJM for 2021-2027. Programme outputs will help UJM encompass all 5 priorities of the Modernizations Agenda. The expected impacts of this participation are:

- To deepen the modernization of UJM and contribute to the goals of a European Education Area laid down in the communication on "Strengthening European Identity through Education and Culture". The Erasmus Programme will allow the development of individual learning opportunities through mobility and participation in Erasmus projects. These opportunities will feed the UJM general modernization strategy and its effective governance. By 2027, UJM aims to increase its participation in EU projects. For the 2014-2020 period, UJM participated in 19 Erasmus projects (i.e. 3 projects per year on average). In order to increase this number, UJM aims to participate in 5 projects per year in the new edition of the programme. Additionally, within the European University project Arqus, UJM aims also to participate in more H2020 projects applications (with an objective of 2 applications per year in average). From 2021 onwards, the international office will implement a quality approach (based on quantitative/qualitative quality criteria) to check if UJM can reach its mid-term and long-term objectives. As a result of this approach, the international office will be able to provide a detailed analysis of the current situation with realistic recommendations for improvements to the governing bodies of the university (e.g. on how to maximise the impact of actions/activities implemented). The vice-rector for international relations is responsible for setting-up these realistic objectives and revising them if needed, according to annual performance reports and the institutional international strategy of the university. He/she will have also to assess every year the impact of actions/activities implemented the previous year(s).
- To make international mobility and cooperation one of the cornerstones of UJM institutional policy. Increased mobility and cross-border cooperation is expected to have impacts on at least two levels: the development of a relevant international academic offer and the deepening of the process of internationalization. UJM, as member of the Arqus project, aims to significantly increase its student and staff mobility rate (up to 20% compared with the period 2014-2020) and to increase the number of teaching units/programmes taught in English (up to 20% compared with the period 2014-2020) in the next three years. From 2021 onwards, UJM will implement a qualitative process (based on objective quality criteria) to assess the quality of its cooperation agreements and outputs of these agreements.
- To share experience, information and best practices to improve quality on institutional and academic staff level. On mid-term basis, UJM will carry out a survey to study the impact of Internationalisation at home and of distance learning on the quality of experience and on the performance/benefit of these approaches. The results of this survey will contribute to guiding the academic community at UJM to adapt their teaching approach to an international public and its quality. The quality of teaching units/programmes open to international students will be scrutinized every year (from questionnaires and interviews), with a special focus to pedagogical innovation. Guidelines and suggestions will be given to academic staff to improve the quality of their teaching activities. The vice-rector for quality and evaluation of teaching activities will be responsible to recommend all improvement measures to implement.
- To improve the recognition of teaching and training activities undertaken by the teaching staff during their mobility. UJM will define a broad range of assessment criteria to evaluate activities and the workload implied in them. The most significant undertaken teaching and training activities will be promoted in the newsfeed of the website's international section.
- To foster awareness (and provide a better visibility) on achieved results by any staff involved in a key action 1 activity or in a key action 2 project. The projects with the most positive impact will be promoted in the newsfeed of the website's international section and in the institutional reports of the university.

- To increase the participation of individuals with fewer opportunities in the Programme. UJM, as member of the European University Arqus, is committed to promoting widening access for diverse student and staff populations, facilitating inclusive admission and recruitment policies, and attracting talent from less represented groups. UJM aims to increase by 10% the mobility rate of these students.
- To improve the language proficiency of students and staff to improve the transversal skills (such as linguistic skills, cross-cultural competences, mobility skills). UJM, as member of the Arqus Alliance, is committed to promoting multilingualism and multiculturalism in its community. For instance, UJM aims to develop language learning units in English for outgoing students and in French for incoming student mobility. The objective is to increase the number of students following language learning units by 20% in the next three academic years of the new programme.
- To strengthen environmentally friendly practices at UJM in all activities related to the Programme. On a mid-term basis, UJM aims to implement additional concrete actions to minimize its impact on the environment (e.g. by encouraging virtual exchanges, promoting green deal, promoting actions against climate change, etc.). In contributing to the Earth's sustainable and social well-being, UJM will also improve its Times Higher Education University (THE) Impact Ranking.
- To make progress towards the principles on human resources policy set out in the HRS4R Chart. The HRS4R process is a tool to attract international staff to permanent positions. An action plan has been already launched at UJM. This action plan defined an agenda, an internal evaluation process to check if targeted objectives are reached, a set of correction actions to put in place in case of delays of implementation.
- To improve the quality of our international partnerships in Research, to increase the number of PhD mobility and joint supervision thesis, and the success rate to funding programmes. One of the objectives at UJM is to increase the number of outgoing and incoming mobility of research staff / PhD students by 10% in the next three years. UJM will analyse the impact of the support provided and of the action lines developed by the International office to researchers (e.g. looking at the success rate of the applications and comments from reviewers).
- To contribute to ensuring a better long-term sustainability to strategic projects/partnerships. Beyond EU funding, UJM will try to find additional funding from local, regional and national agencies.

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