

## 1. ERASMUS POLICY STATEMENT (EPS) 2021-2027

### 1.1 Erasmus activities included in your EPS

In this section, you need to tick the Erasmus activities covered by your Erasmus Policy Statement. Please select those activities that your HEI intends to implement during the entire duration of the Programme.

#### Erasmus Key Action 1 (KA1) - Learning mobility:

The mobility of higher education students and staff

#### Erasmus Key Action 2 (KA2) - Cooperation among organisations and institutions:

Partnerships for Cooperation and exchanges of practices

Partnerships for Excellence – European Universities

Partnerships for Excellence - Erasmus Mundus Joint Master Degrees

Partnerships for Innovation

#### Erasmus Key Action 3 (KA3):

Erasmus Key Action 3 (KA3) - Support to policy development and cooperation:

### 1.2 Erasmus Policy statement (EPS): your strategy

Your Erasmus Policy Statement should reflect how you intended to implement Erasmus after the award of the ECHE. Should you wish to add additional activities in the future, you will need to amend your Erasmus Policy Statement and inform your Erasmus National Agency.

What would you like to achieve by participating in the Erasmus Programme? How does your participation in the Erasmus Programme fit into your institutional internationalisation and modernisation strategy?

(Please reflect on the objectives of your participation. Please explain how you expect the participation in Erasmus to contribute towards modernising your institution, as well as on the goal of building a European Education Area<sup>1</sup> and explain the policy objectives you intend to pursue).

<sup>1</sup> For more information on the priorities of the European Education Area, such as recognition, digital skills, common values and inclusive education, please consult the following website:

[https://ec.europa.eu/education/education-in-the-eu/european-education-area\\_en](https://ec.europa.eu/education/education-in-the-eu/european-education-area_en)

Original language (and translation into EN, FR or DE if the EPS is not in one of these languages)

The participation of the Uniwersytet Ekonomiczny w Krakowie (henceforth referred to as Cracow University of Economics or CUE) in the Erasmus + program in 2021-2027 is in line with the University's statutory goals and assumptions of its internationalization strategy, and the objectives contained in these documents require multidimensional active participation of the university on the international stage. CUE actively cooperates with research centres abroad to create European educational and research area, among others, through the implementation of mobility programs for students and employees; also, it participates in international research projects involving the implementation and dissemination of innovative solutions and good practices in higher education. These activities are aimed at providing the highest quality education and best preparation for professional life of exchange beneficiaries, by enabling the use of education and training in the best academic centres and/or enterprises throughout Europe, and enabling academic staff to further develop their qualifications, upgrade the CUE teaching offer, and better adapt it to the needs of society and economy. Participation in the Erasmus + program will also positively affect the quality of education, exchange of experience, acquiring international staff, the possibility of co-financing technological solutions and developing study programs in cooperation with foreign universities. In the area of teaching activities, international cooperation and the internationalization of study programmes represent some of key strategic goals. Accordingly, the University assumes that in the coming years most full-time students will be completing at least one semester of studies at foreign universities. This trend will be stimulated by the full use of ECTS-individual University programme paths, blended mobility, as well as by the selection of major programmes and new offerings of foreign study programmes. It is also important to encourage students and university graduates to participate in overseas internships, thus enabling them to gain international experience corresponding to their programmes at home University. Another significant objective is to make the educational offering more attractive for foreign students by offering additional programmes held in English at all levels as well as by improvements in the infrastructure, IT systems and library resources in English. The placements of incoming international students to CUE and their inclusion in the University's community creates opportunities for development for those students who did not dare or did not have the opportunity to go on a placement abroad.

In its international operations, the University seeks to achieve a leading position as an economic and social research centre in Poland, and in selected areas – a major position in international research studies. The monitoring of the concluded agreements is a significant tool of the internationalisation strategy and Erasmus+ implementation. It aims to make an effective use of international agreements, verify the status of implementing agreement provisions as well as evaluating the impact of agreements on improvements in the teaching process and implementation of modern educational solutions. CUE is actively engaged in a number of European and non-European programmes and projects, and intends to continue this policy in the coming years. The implementation of this strategy requires involvement of various representatives of scientific, teaching and administration staff and the commitment of qualified administration workers who possess necessary knowledge and experience.

The University also puts emphasis on international research and knowledge transfer, which is beneficial for CUE research and faculty staff.

Taking into account past experience, the existing rich network of partnerships, and several different priorities related to the development of universities in the international field, CUE assumes further implementation of the concept of geographical diversification of partnership networks. Due to the profile of the University, building global partnerships and developing academic cooperation in this area is now a necessity, because many issues are no longer limited to the local context; instead, they require analysis in a broader perspective, taking into account global networks of interdependencies. The implementation of the above objectives falls in with the policy of internationalization of higher education at the state level, building the European Education Area, as well as the University's strategy, European Research Area, internationalization strategy, and the ECHE.

Please reflect on the Erasmus actions you would like to take part in and explain how they will be implemented in practice at your institution. Please explain how your institution's participation in these actions will contribute to achieving the objectives of your institutional strategy.

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Cracow University of Economics has many years of experience in coordinating various activities under the Erasmus+ program. Developing international cooperation is one of the main priorities of CUE's activities, which is why the University has adapted to these activities in terms of organization and substantial content. After receiving the ECHE charter, CUE plans to implement projects under Actions 1 and 2. Activities under these actions are part of the University's strategy, internationalization strategy, enabling cooperation with foreign entities, organizing student and staff mobility, and establishing contacts also in the area of research, modernization of curricula and digitization etc. The organizational structure of the university clearly indicates the division of competences between administrative units implementing various activities under the Erasmus+ program. In order to ensure appropriate quality of mobility in CUE, there is a division of competences between 3 offices. The International Programmes Office (IPO) manages student mobility placements (both incoming and outgoing study placements) and coordinates the establishment of cooperation with foreign universities and the entire process of signing bilateral agreements; Academic Career Centre (ACC) manages students' and graduates' placements for apprenticeships and internships; whereas International Cooperation Department (ICD) manages incoming and outgoing staff mobilities. The Knowledge Transfer and International Projects Department is responsible for the implementation of Action 2 projects. IPO's responsibilities includes comprehensive

implementation of student mobility (study placements), starting from programs' promotion, to recruitment, to preparing students for international placements, i.e. preparation of necessary documentation, cooperation with foreign partners, with Dean's Offices, and other student service units. In order to implement mobility placements at the highest level, competent Committees have been established at the CUE to oversee the implementation of student mobility in accordance with the principles of the Erasmus+ program: the University Committee for International Mobility of Students and the University Board of Appeals.

In order to better prepare students for their placement in a different environment, and to minimize the stress of staying in another country/university, in a different administrative and linguistic reality, CUE organizes workshops for all students departing to study and work in English, titled "Intercultural preparation for CUE students going to study abroad". In addition, together with the Erasmus Student Network, IPO organizes regular meetings, called "Re-Erasmus". As part of the Re-Erasmus project meetings, graduates of mobility programs share their experience acquired during the exchange and explain the realities of life in different countries. The process of preparing the Learning Agreement (LA) is handled by Academic Coordinators responsible for international student placements. The coordinators check whether the study program proposed by the student will enable achieving the required learning outcomes, and they designate subjects from the CUE program that will be credited to the student upon arrival. The Learning Agreement is signed by the Coordinator and the Director of the Institute, the student and the host institution, before the student leaves for the study placement under Erasmus+. After the scholarship has been completed and the Coordinators have issued an opinion on the Learning Agreement document, the Directors of the Institutes decide on the final approval of the subjects based on transcripts of records and course descriptions. Recognized (approved) subjects will later be entered in the supplement to the student's graduation Diploma. At the CUE, the ECTS (European credit transfer system) is used to measure academic achievement. All courses have ECTS credits allocated to them on the basis of workload. ECTS credits are awarded only upon the completion of work and the assessment of that work. One semester equals 30 ECTS. This system is applied to all courses provided at CUE (both regular courses in Polish and courses in English: for regular and exchange students). After the completion of study period, ECTS grades are included in a transcript of records (and supplement to the Diploma in case of home students), which is sent to students and partner universities. A transcript of records indicates the number of credits earned and grades achieved. The University is gradually introducing the necessary changes to its IT systems (including the USOS system) to implement the electronic circulation of documents, including the preparation of an online Learning Agreement. IPO also deals with all issues related to the admission of foreign students to study at CUE. IPO updates the didactic offer twice a year, at least one semester before students arrive at CUE. The course catalog is published on the office's website and is sent by email to nominated students (<https://bpz.uek.krakow.pl/studenci-przyjezdajacy.html>). The catalog contains a list of current courses for a given semester, with information on the number of ECTS points, number of teaching hours per subject, language of study, course description, description of learning outcomes, reading list. This information is user-friendly and is easy to locate on the IPO website. In addition, the course catalog contains information on accommodation options, an academic calendar, information about the university, factsheet, grading system, and grade distribution tables. Foreign (incoming) students are treated on par with local students. They study together with regular students in English, they receive student IDs, they do not pay for studies, they have equal access to the university infrastructure the same as CUE students, and they are members of student organizations. For foreign students, the University semester offers about 70 subjects in English. In order to better integrate students with the local community, CUE offers foreign students Polish classes at various levels of proficiency. In each semester, foreign students are given 2 weeks from the start of the didactic classes to choose, possibly change subjects, and make corrections in their Learning Agreements. During an Orientation Week (OW), the students receive information on the course selection procedure, modifications to LA, practical information about the University, life in the city. OW is organized by the International Programmes Office together with the Erasmus Student Network. IPO is responsible for the substantive preparation of international students for studying at CUE (including preparation and updating of the Student Guide, containing all necessary information on such issues as healthcare, the possibility of consulting a university psychologist in English, information about the University, Krakow, Poland, information on safety etc.; whereas ESN is responsible for assistance with accommodation, purchase of transportation tickets, organization of trips and various events for foreign students during the semester. ESN is also responsible for coordinating the Mentor program (buddy system). Every semester during the OW, a meeting with a police representative is also organized to present students with the most important safety rules during their placement. This organization formula for the OW has been working successfully for many years, and is highly regarded by international students. It will be continued in the coming years. International students are accommodated in private apartments offered by real estate agencies, checked and verified by the IPO. Real estate agencies are responsible for the comprehensive student accommodation process, which includes presenting several offers of various apartments to international students before their arrival in Krakow, mediation in signing contracts with apartment owners, dealing with any disputes between students and landlords. CUE does not offer students accommodation in student residences, therefore this manner of involving real estate agencies in the entire process of accommodation of foreign students seems to be the most beneficial and optimal, and it will be continued in the coming years. All relevant information regarding accommodation for international students is available on the IPO website at: <https://bpz.uek.krakow.pl/studenci-przyjezdajacy.html>. In addition, IPO is responsible for coordinating bilateral agreements, that is, ranging from establishing cooperation with a partner university, comparing education programs, arrangements regarding the scope and number of mobilities, to preparing a bilateral agreement, which contains all the required elements: recommended language levels, information on visa, housing, insurance, grading systems, application calendar, contact details, information about the infrastructure for disabled students and Staff. IPO conducts on-going monitoring of the existing agreements and takes strategic decisions in order to update and optimise the mobility offer. The agreement concluded with the foreign partner is then signed by the Rector of CUE.

The Academic Career Centre is responsible for the comprehensive implementation of student internships (promotion, recruitment, preparing the student for the placement abroad, contacts with a foreign partner). Recognition of the internship is made by entering the fact of internship completion in the Diploma supplement. In order to ensure a high level of implementation of foreign internships, ACC monitors locations of internship placements, especially new ones. Thanks to this, CUE cooperates only with reliable companies that offer students good conditions for work placements and internships. An additional element of the evaluation of the organization when the placement is held is the obligatory company evaluation survey, completed by the students after the first month of their internship/work placement, and sent to the ACC. The university attaches high importance to the reliable preparation of the document titled "Agreement on the internship program" so that the internship program correlates with the student's field of study. The method of monitoring student/graduate progress is precisely defined, together with an indication of timeframe when it will take place. Every student going to study or work placement has guaranteed access to a license for an online language course on the OLS platform. This is intended to ensure equal access to continuous improvement of language qualifications for every student. In addition, the possibility of using a license for a second foreign language is promoted. As a rule, these are the languages of the country where the student is placed as part of his/her mobility. The implementation of employee mobility is dealt with by the International Cooperation Department – whose responsibilities include promotion of the program, recruitment/qualification for mobilities, assistance in preparing the Mobility Agreement, contact with a partner university. The department head/head of the unit decides about the recognition of the mobility of the CUE employee based on the delivered lecturing/training certificates. The Cracow University of Economics offers its didactic and administrative staff the opportunity to take English courses at various levels, organized by the in-house Language Centre. ICD offers comprehensive assistance in the implementation of the placement at CUE to employees of foreign universities coming to the CUE for training or to deliver classes; and that assistance includes finding accommodation. CUE organizes Staff Training twice a year for administrative employees from international universities, while academic lecturers are directed to specific departments, where they share classes with lecturers in the given department. This way of bringing together experts in a given field significantly facilitates the process of integration of foreign guests, and is an excellent method for planning joint scientific research, publications, etc. As in the case of student mobility, appropriate committees are appointed at CUE, which supervise the correct implementation of employees' mobilities and placements – University Committee for International Staff Mobility and the Board of Appeals. All units involved in the implementation of the Erasmus+ program, if necessary, may issue the documents required to obtain a visa to all program participants who need it. In situations requiring contact with consular units, such assistance is also provided. All program participants are informed about the need to have adequate insurance for the duration of the scholarship. CUE covers the costs of insurance for outgoing employees with its own funds. The Knowledge Transfer and International Projects Department is responsible for the administrative coordination of Action 2 projects and controlling the planned budget. The Department's employees cooperate closely with the academic departments in managing the project in the administrative and financial aspects. The Department employs highly qualified staff with experience in international project management. Appropriate university administrative units, such as the Public Procurement Department, Bursar's Office, and Legal Department are involved in the implementation of individual projects.

Strategic and transparent management in CUE as well as high standards applied in the coordination and implementation of activities under the Erasmus+ program will contribute to achieving the goals that the university intends to achieve in the next edition of the Erasmus+ program in the years 2021-2027.

What is the envisaged impact of your participation in the Erasmus+ Programme on your institution?

Please reflect on targets, as well as qualitative and quantitative indicators in monitoring this impact (such as mobility targets for student/staff mobility, quality of the implementation, support for participants on mobility, increased involvement in cooperation projects (under the KA2 action), sustainability/long-term impact of projects etc.) You are encouraged to offer an indicative timeline for achieving the targets related to the Erasmus+ actions.

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Each type of mobility is beneficial for both individual participants and HEI; while at the same time, as a part of a bigger programme and strategy, it plays an important role in the global context. Student exchange (SMS) as well as staff exchange (STA, STT) contribute to academic society and open up the possibilities for future improvement. It is believed that individual participants will bring a lot of added value to their local communities, social groups, colleagues, family etc. Experience gained builds personal and professional capacity and increases chance for employability of individuals. All these mobility-related activities raise institution's excellence and recognition – acting as a better provider of quality education and project management, and enhancing one's potential, which brings benefits to participant, institution, local community and market. Participating in the Erasmus Programme will enhance greater internationalization of educational process, preparing CUE academics and administrative staff to work with international students (language

capacity, methodology, work in multi-cultural environment), developing research and project management activities on the global scale, elaborating the offer in English, strengthening world-wide partnerships, improving infrastructure for international students. All these aspects are correlated with an important goal of increasing numbers of mobile students and staff. Emphasis is put on areas such as development, maintaining high quality strategic partnerships, achieving leading position as an economic and social research centre, conducting research with international impact, and significance of internationally recognized publications. Strengthening partnerships and maintaining strategic cooperation is reflected in continuing cooperation with several partners via Erasmus+ programme.

The Cracow University of Economics aims to carry out high-level, high-quality mobility activities, which is why it has developed procedures for monitoring project implementation and organizational support for every outgoing and incoming scholarship holder. Before leaving for a placement abroad, each student must make a contact with the relevant Academic Coordinator for International Mobility, who gives opinions on the legitimacy of subjects' selection in the Learning Agreement document. Outgoing students would have previously been acquainted with the LA during information meetings; the document is also permanently available on the IPO website. The appointment of academic coordinators was aimed at improving the system for mobility recognition; and is also an element of support for placement participants. Ultimately, it is the Directors of the Institutes (department heads) that issue approval on the Learning Agreement document. During his or her placement abroad, the student stays in touch with his or her academic coordinator, who gives opinions on proposed changes to the study program and provides substantive support in the scope of individual subjects – as an element of student monitoring and support. Outgoing students (travelling to a foreign placement) are assigned to the appropriate "administrative coordinator" – an IPO employee responsible for the specific mobility who is in constant contact with the student, and with the host organisation's coordinator – before, during, and after the student's mobility placement. An important aspect is the analysis of questionnaires, and drawing conclusions from information obtained from participants of the Erasmus+ program. This is the material used to improve certain processes, solve problems, and verify partnerships.

All persons involved in the project, both on the part of the CUE, and its international partners, remained in constant contact with mobility participants – both before leaving and during their stay abroad – so they were able to respond to emerging questions and problems on an on-going basis. In addition, the Mentor program works well at the CUE – every visiting student from abroad is put in contact with a Polish colleague even before coming to Poland. This system of support for foreign students has been working successfully at the CUE for many years. The Erasmus Student Network, which IPO works closely with, is responsible for the logistics issues of the Mentor program. The Academic Career Centre ensures the correct implementation of internships at three stages: before, during and after the placement. Every student and graduate are informed about the need to prepare and approve the Training Agreement, sign a financial agreement, and fulfil the obligation to take out an insurance for the entire period of the internship. Program participants are in constant contact with ACC employees throughout their stay abroad. The International Cooperation Department provides on-going support to the teaching and administrative staff of the CUE participating in the project; controls the process of preparing employees for departure (assistance in the preparation of Training/Teaching Agreement, purchase of flight tickets, insurance, etc.); and also remains in constant contact with employees of foreign universities coming to the CUE for a placement under the Erasmus+ program (hotel reservation, putting the incoming staff in touch with their counterparts at the CUE, organization of meetings, training sessions).

Employees of the Knowledge Transfer and International Projects Department actively support scientific and research staff from individual departments submitting applications in calls for proposals under KA2. KA2 actions are very popular among CUE employees, who see them as an opportunity to develop their professional competences, strengthen international cooperation with institutions with which CUE already cooperates and establish new contacts in the field of scientific research, teaching, and applications.

In the current situation (Covid-19 pandemic) the University's goal is to maintain the quality and quantity of mobility at the current level (approx. 400 – 420 outgoing student + employee mobilities and approx. 450 – 500 incoming mobilities of foreign students and staff to CUE). Due to the emergence of the possibility of taking part in the exchange that assumes a shorter duration of stay at the partner university, and continuing studies remotely (online), it is expected that interest in this type of mobility will increase among CUE students up to 20% by 2023. Ultimately, the university would like to achieve a 40% increase in student mobility until the end of the programming period, that is, by 2027. The university also aims to modernize and better adapt the educational offer to market needs, which increasingly means international approach.

The implementation of this goal is supported by the development of the foreign internship program. Due to the profile of the university, many students begin their professional career while still studying at the CUE. Therefore, increasing mobility for work placements/internships is a substantial challenge; however, having international experience translates into a better position on the labour market. In this context, the University will emphasize the promotion of benefits resulting from the implementation of internships and work placements abroad. In addition, the university plans to increase the number of graduate mobility by 25%. A significant increase in student mobility to CUE is expected due to the introduction of the blended mobility option. Currently, the university puts great emphasis on the development of research and teaching staff in the international arena, which will stimulate a steady increase in staff mobility to foreign institutions in order to participate in training to improve teaching competence and to conduct classes. The University's assumption is an increase in the outgoing and incoming mobility of research and teaching staff – by 30% by the end of the programming period, as an important element of increasing competences and building international networks, and consequently improving the quality of education. Striving to increase the level of internationalization, the University will also put emphasis on raising the competences of administrative staff by promoting participation in training in organisations abroad. It is planned that training mobility will increase by 40% by 2027. Thanks to the expansion in staff mobility and the development of the Knowledge Transfer and International Projects Department, there is a noticeable increase in employee involvement in international projects, and in particular in Action 2 projects. The University will endeavour to increase the number of implemented projects by a minimum of 15% by the end of the program.

In the long term, the impact of the project will manifest itself in several key areas.

The implementation of the program is part of the University's strategy, and its realisation will be one of the tools for the development and implementation of the assumptions contained in the said document. The direction for the development of the university as an academic centre as well as the assumptions of the program remain in accord.

Implementation of the program will affect students through the development of competences, including the development of professional, social and intercultural skills, thereby increasing employability and shortening the period from graduation (defense of the diploma thesis) to starting work. Participation in the Erasmus+ program or the possibility of mixing and collaboration with foreign students studying at the CUE will contribute to broadening horizons, intercultural awareness, building openness and curiosity, with a better understanding of the world around them. Building such an attitude, creating opportunities for the CUE community to gain this direct experience can have a significant impact on building an attitude of "social inclusion" and preventing discrimination.

Due to the new technological solutions offered, the Erasmus+ program, as well as the CUE's desire to integrate procedures and their digitization, in addition to the obvious aspect of environmental protection and minimizing paper documentation, better adaptation, will affect communication with the student in an accessible form. The enhancement of technology in many aspects of social and professional life is an inevitable direction of development. Therefore, CUE will endeavour to use available technologies and search for solutions aimed at digitizing its activities, but also to support students and employees throughout the process of "digital transformation".

Implementation of projects under the available Erasmus+ actions, including student and staff mobility and building strategic partnerships, affects the development of universities by improving the quality of teaching, better adaptation of study programs to market needs, popularization of modern teaching methods, etc. International cooperation also helps build recognition of the University as a modern academic centre, which, taking into account the development of technology, improving the quality and changing the form of mobility (for instance, towards "blended" mobility) will have an impact on the effectiveness and quality of the educational offer in the form of e-learning. This approach guarantees better adaptation of the educational offer to market needs while maintaining high academic standards.