



Erasmus Policy Statement 2021/2027 Sapienza University of Rome Overall Strategy

Sapienza's internationalisation strategy has been inherently built around the Erasmus + Programme, in full compliance with its objectives and overall targets. Its main goals focus on: the increase of student and staff cross-border mobility with Programme and Partner country universities, as a fundamental tool to ensure high quality inclusive education, to attract international students to the European Education Area, with a view to boost employability of our graduates; besides this, cooperation with universities and with national and international stakeholders of partner and programme countries has been encouraged and actively supported as driver for innovation and quality through benchmarking, exchange of experiences in both capacity buildings and strategic partnerships.

In addition to this, Sapienza's internationalisation and modernisation strategy has been fully embedded in the university's strategic plans for already 10 years. The current 5-year plan, 2016-2021, was designed in order *"to implement its policy coherently with the national strategy and the objectives of the European Higher Education Area"*. Specifically, Sapienza envisages to:

- Ensure a sustainable, quality education, including at the international level
- Improve the productivity and quality of research, also at the international level
- Pursue socially responsible development
- Guarantee sustainable space, structures and construction
- Ensure quality and transparency, simplification and participation

Modernisation plans are subsequently articulated in 3-year Integrated plans detailing operational objectives and strategic actions and KPI, which are annually updated, thereby ensuring full institutional commitment. Sapienza's 3-year plan for 2020-2022 is therefore fully in line with the priorities set by the European Education Area in that they aim at:

European Education Area

Sapienza's strategic actions

1. Realize inclusive, innovation driven education

- Increase online education making use of innovative technology
- Define learning outcomes clearly
- Increase courses and programmes provided via distance-learning and/or innovative methodologies
- Monitor educational processes through student satisfaction evaluation and monitoring of educational results
- Provide interdisciplinary and flexible programmes, with special attention to lifelong learning projects

2. Realise free movement of learners and overcome unjustified obstacles to mobility

- Step up cross border mobility, with programme and partner country universities, for students, researches and staff, particularly within the CIVIS University Alliance which Sapienza is partner of
- Contribute to the European learner space, removing obstacles to mobility through improved services and increased funding for disadvantaged students



3. Language learning	• Improve students' language proficiency both prior and during study abroad periods but more generally by providing better language learning facilities to all students also thanks to on line resources
4. Automatic Recognition of Diplomas	• promote the international attractiveness of the university for international students and staff, improving internationalisation at home, increasing English taught programmes, joint degrees • Innovate diploma verification by making use of blockchain technology, and recognition with Diploma Supplement • Fully recognise study periods abroad of up to 12 months, including the recognition of blended mobility and micro-credentials
5. Promote the common values of our identity as a European and of Europe's cultural heritage and its diversity	• Equal opportunities, including gender, disadvantaged students and staff • Promotion of a European knowledge society, advancing equal opportunities at all levels, contrasting all forms of discrimination • Cultural heritage
6. Digital Skills	• Realise a digital and open administration • Fully implement the European Student Card, within its participation to the European University Alliance CIVIS – A European University • Digitalisation of the recognition of diplomas and of study abroad periods

Sapienza will participate in all of the Erasmus actions as its past performances have shown that it has the resources, competences and the operational capacities to fully exploit their opportunities in order to progress towards the full achievement of its institutional objectives. Implementation in practice of each of the actions will be organized as follows.

1. Learning mobility:

Sapienza has been gradually implementing the principles of the European Charter for Higher Education since its first award and it is now fully ensuring them in its implementation of all learning mobilities. Good practices will be therefore maintained and further developed. Innovations will be implemented alongside them with a view to increase inclusion, automatic recognition:

- Selection of students is realised by open calls for application, published on the dedicated section of the website. Calls establish merit-based selection criteria and applications are submitted on a digital platform integrated with the registry of academic results and with the language centre results to transparently test language skills of applicants
- Students with learning disabilities are offered support both as outgoing and incoming students throughout their learning experience and extra-funding is obtained should they require special care



- Students from disadvantaged backgrounds receive top up of their EU-funded financial contribution thanks to dedicated national and institutional funding which are allocated proportionally to their family income
- Full and automatic recognition of all credits gained is ensured, thanks to an internal regulation approved in 2015 which has identified clear responsibilities and procedures within each degree programme and has so far streamlined the recognition process which was also entirely digitalised and is now paperless. In the new programme Sapienza intends to integrate its policy with the recognition of blended mobilities alongside physical ones, being this one of the objectives of CIVIS. In addition to this, incoming students receive their Transcript of records as soon as they complete their mobility without delay as it is digitally integrated in our mobility management platform.
- Sapienza fully implements the ECTS guide: it publishes its academic offer complete in all required elements and easily accessible as a search tool in its website homepage; all learning periods are recognised and results are evident in Sapienza's internal transcripts and diploma supplement, the ECTS grading scale is published and regularly updated. The academic catalogue will be improved with tools to ease virtual mobilities which will be developed to allow for these opportunities to be clearly identified by students and staff.
- Staff mobility is recognised both for academics, whereby teaching mobilities are included in their annual workload, and for administrative staff whose training abroad is fully recognised in the internal competences database
- Fees are waived to all incoming students, not only within the Erasmus programme but as a policy in all bilaterally signed student mobility and joint/double degrees agreements.
- Both incoming and outgoing students receive linguistic preparation, respectively at their arrival or before mobility starts, OLS will also be fully exploited
- Incoming students will be guided before arrival and receive orientation during a welcome week organised at the beginning of each semester and constant tutoring during their stay, including cultural and sport activities to support their full integration in Sapienza's community
- Outgoing students will act as ambassadors of the programme during several awareness raising events and as buddies of incoming students
- Sapienza is already carrying out preparatory technical activities to fully exploit opportunities of digitalisation offered by the Erasmus Without Papers project and to join the European Student Card initiative together with partner Universities of CIVIS alliance.
- Both incoming and outgoing satisfaction rates will be regularly monitored through surveys and faculty support services (academic and administrative ones), as they constitute key performance indicators in the university strategic plan.

2. Cooperation among organisations and institutions:

As for our participation in international cooperation projects, Sapienza has achieved relevant results within the past programmes, as far as all actions are concerned: Strategic Partnership projects, Capacity Building in Higher Education projects; Knowledge and Skills Alliances, one University Alliance initiative called CIVIS; and it is also partner or coordinator of Jean Monnet and Sport projects, well as Erasmus Mundus Joint Master Degrees. Besides the strong initiative of the academic staff, the wide network of partners and the good reputation at international level, positive outcomes were the result of dedicated staff at the International office which supported project design, implementation and reporting throughout the programme. Such service will therefore be maintained and once again will play a fundamental role in realising the objective of cooperation with international key stakeholders for the sake



of institutional modernisation, improvement of education quality and enhanced employability of our graduates.

The key objectives which will be targeted are:

- Quality and innovative education to be achieved thanks to peer cooperation, benchmarking and joint education programmes.
- Support to Partnership for Excellence within the Erasmus Mundus joint master degree action,
- Increased media and digital literacy embedded within our degree programmes thanks to partnership for cooperation and exchanges of practices.
- Inclusion will remain a pillar in our cooperation actions, as a continuity with several projects already implemented such as Erasmus + KA2 projects dedicated to refugees and social inclusion of migrants.
- Transparency and non-discrimination will remain at the core of all actions with regards to opportunities for mobility, employment and cooperation.
- Provide institutional commitment to ensure that implemented actions deploy full and sustainable impact and maximise exploitation of results.

As far as Partnership for Excellence is concerned, in October 2019, Sapienza formed a university alliance called CIVIS, together with seven other prominent European universities from across Europe, as part of the European University Initiative co-funded by the Erasmus+ programme.

CIVIS, a European Civic University, is a far-reaching initiative which aims to create a truly unique European interuniversity campus where students, academics, researchers and staff will move, study and collaborate seamlessly within the alliance. As such, it aims to contribute actively to the modernisation of the European Education Area. To support the Alliance's objectives, the universities intend to make use of the various actions of the future Erasmus programme:

To facilitate the mobility of our university staff and students, our member universities have signed institutional bilateral Erasmus agreements between all universities and initiated calls for short term mobilities (KA1, mobility).

CIVIS's long-term goal is to develop a deep level of European integration, involving joint learning pathways, development of complementary research facilities and diverse degree pathways turned towards solving societal challenges at regional, national and international level. These ambitious goals can be supported through Partnerships for Innovation (KA2) and Support to policy development and Cooperation (KA3).

In addition, we firmly believe that the future of Europe and that of Africa are intertwined. This is why CIVIS will affirm its vocation as a bridge between Europe, the Mediterranean and Africa, as part of a long-term commitment, and foster collaboration in education and research with our Mediterranean and African partners. International mobility projects (such as the existing KA107) will be crucial in helping us meet this objective.

3. Support to policy development and cooperation

Thanks to its participation to policy development actions, Sapienza aims at contributing to some of its key strategic objectives, thanks to the European added value of university cooperation. These strategic objectives mainly concern: the automatic recognition of diplomas; the development of a European Quality Assurance Scheme aimed at ensuring high-quality, inclusive education across Europe; the full digitalisation of the learning mobility.



Since the launch of the new Erasmus+ programme, Sapienza University of Rome made a significant effort in order to get familiar to its innovative regulations and somehow ground-breaking actions. Such effort, has turned into a rather successful performance with regards to the KA1 individual mobility, to the KA2 cooperation projects, and to the KA3 support for policy reform and youth dialogue as well as to the Jean Monnet and Sport initiatives.

As for KA1, we achieved stunning results: outgoing students increased from 1300 to over 2000, in the period between 2013-14 to 2018-19, with a nearly 50% increase, also thanks to the participation to the new International Credit Mobility action where Sapienza has been one of the most active universities in Italy. As for our participation in international and cooperation projects, Sapienza has achieved relevant outcomes, both quantitatively and qualitatively speaking. In 6 years, excluding the last ongoing calls within the KA2, we were part, as partner or as coordinator, of 30+ Strategic Partnership projects; 30+ Capacity Building in Higher Education projects; some Knowledge and Skills Alliances, the University Alliance initiative CIVIS; and also partner or coordinator of Jean Monnet and Sport projects.

So, there is evidence to suggest that Sapienza will continue making all possible efforts to endure its successful performance on the already undertaken path within the Erasmus+ programme: on one side we set goals such as the digitalization of our main Erasmus+ activities (i.e. Erasmus Without Papers), on the other side we are keen on strengthening our ties within the CIVIS Alliance striving towards a comprehensive and unique body overlooking the different institutions that are part of it. The European Quality Assurance is vital to create the conditions for facilitating student mobility across Europe, enhancing both recognition of titles and diplomas as well as a shared accreditation system.

Our participation in the "Erasmus+ Programme phase 2" will have an undeniable impact on our institution. That is why, we set specific targets, as well as qualitative and quantitative indicators in monitoring this impact and an indicative timeline for achieving them. Of course, it is absolutely necessary that the targets and qualitative and quantitative indicators of the two distinct stages, national and European, are compliant in order to address successfully our main goals.

The increase of student's mobility is one of the main objectives set by Sapienza both at national and EU level. That is why we agreed with our Civis partners to:

- enable seamless and multi-dimensional mobility models (physically, virtually or blended) that will allow 10% student mobility within the Civis Alliance by 2022;
- achieve a 50% student mobility inside the Alliance by 2025;
- foster the creation of an inter-university campus (European Doctorate Label 20%; Lowering the cost of mobility; Common Welcome desk; Virtual mobility; Pre-departure training modules; On-line mobility platform) by 2025.

At institutional level, indicators and targets are summarised as follows:

INDICATORS	TARGETS
students' mobility (physical, virtual, short, long, blended)	
• N. of incoming students at Bachelor/Master/PhD level per timeframe and % of increase	+ 20% - 1800
• N. of outgoing students at Bachelor/Master/PhD level per timeframe and % of increase	+ 25% - 3000
• N. of recognized ECTS of outgoing students at Bachelor/Master level per timeframe and % of increase	+ 15%
• Satisfaction rate about mobility activities/initiatives/support services before/during/after mobility per timeframe	Above 80%
• N. of dissemination activities aimed at fostering students' mobility per timeframe	+ 3 each year
• Increased participation of students with disabilities or with lower family income	+10%
staff mobility (both academic and administrative)	
• Incoming/outgoing academics /administrative staff per timeframe and % of increase over past years	+ 15% - 120
• % of taught disciplines of incoming/outgoing academics per timeframe	+5%
teaching/research achievements	
• N. of innovative pedagogies/tools adopted in course delivery per timeframe	+5
• N. of training activities for staff on innovative pedagogies/tools per timeframe	+5
• Satisfaction rate about innovative pedagogies	+70%



• N. of trained staff on innovative pedagogies/tools per timeframe	+25 per year
• Satisfaction rate about training on innovative pedagogies	+70%
involvement in cooperation projects	
• N. of financed projects as partner per action per timeframe and % of increase	+10% - 50
• N. of financed projects as coordinator per action per timeframe and % of increase	+10% - 20
• N. of interdisciplinary financed projects per action per timeframe	+ 5
• N. of innovative financed projects per action per timeframe	+4
• Local, national and international impact	