

In the following sections of the application form, you will need to explain how your institution will fulfil the ECHE principles if the Charter is awarded. You are encouraged to consult the [ECHE Guidelines](#) for support in completing this application.

Please note that your Erasmus+ National Agency will monitor your Erasmus Policy Statement and your answers to the questions given in the application. The Erasmus+ National Agency reserves the right to request more information on your activities and propose supplementary measures, for the purposes of monitoring and implementing the Charter principles by your institution.

1. ERASMUS POLICY STATEMENT (EPS)

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 Area¹ and explain the policy objectives you intend to pursue).

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

The University of Bergamo was founded in 1968 with an international vocation as an Institute of Foreign Languages within a territory with an economic fabric particularly involved in international relations and exchanges; during its evolution over the years, as a generalist University it has always preserved a particular sensitivity and predisposition to the international dimension, acting primarily on its teaching. Indeed, thanks to a continuous redesign of its educational offer and targeted training of its teachers, today the University offers 9 Master's degree courses in English and the possibility to deepen the study of 8 foreign languages, 5 of which are European.

Furthermore, starting from a.y. 2019/20 the University has promoted the spread of the teaching of English language subjects in Bachelor's degree courses, a proposal that has been welcomed by all departments, which have made some modules available to their students within their study plans. Teaching in a foreign language is made possible also thanks to the high presence of foreign teachers (often mobile from partner universities) who offer lessons and seminars combined with the teachings designed by the course managers.

In many Master's Degree courses students may obtain a double degree at American, German, French, Spanish, Romanian and Chinese universities as well as at the University of Bergamo. The double degree agreements are part of the perspective of international opening of the University of Bergamo, that has developed several mobility programmes for teaching, with an increasing number of participating students.

Internationalisation is one of the strategic objectives of the University for the seven-year period 2021 - 2027 (as stated in the 2020-2022 Strategic Plan of the University), being the educational dimension that allows to fully respond to the training needs arising in Europe and outside Europe as a result of globalisation processes.

At the University of Bergamo it is structured in the following actions:

1) Promote the international dimension: the international dimension is transversal to all areas of teaching and research and now finds its foundation in the expansion of the international visibility of the University, through the building and consolidation of strategic alliances with prestigious universities and research institutions and participation in national and foreign networks.

These interventions are aimed at fostering the University's awareness abroad and maximising opportunities for students and graduates to come into contact with the labour market at European and non-European level, as well as promoting new opportunities for the development of research projects and scientific collaboration with partners of excellence.

The possibility to have an international experience also requires that all processes be carried out in this sense.

2) Support and stimulate student mobility: the action aims at providing all students of the University who wish to do so with the possibility and means to undertake an international pathway at all levels, ensuring that each student can, at the end of their studies, include in their curriculum a period of mobility abroad, whether for study, traineeship or research, in a totally real or virtual or blended mode. This objective is pursued through:

- Promotion and support of structured international study programmes that involve the provision of training courses jointly with other universities (also aimed at the awarding of double degrees, both at Bachelor's and Master's degree level);
- Strengthening of mobility agreements with foreign, European and non-European universities;
- Support for mobility abroad through the mobility programmes proposed by the European Union and together with programmes activated by finding additional economic resources (also deriving from partnerships with the manufacturing companies of the area in which the University is based);
- Development of internship activities abroad to allow an approach to the labour market not only on the

¹ 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

national	territory.
<ul style="list-style-type: none"> • Building of mobility projects in blended mode. 	
<p>The University also aims to support the number of foreign students who choose the University as a destination for exchange programmes, being aware of the benefits of incoming mobility also in terms of "internationalisation at home", i.e. positive outcomes in the interaction with international students even for non-mobile ones (especially in English language Master's degree courses, where courses and learning assessment are often developed on group projects). This goal may benefit from a careful management of user services, with particular attention to welcoming and integrating everyone into the academic community.</p>	
<p>3) Promote the mobility of teachers, researchers and technical-administrative staff: the University aims to support the study and research collaborations of teachers and researchers of the University of Bergamo at prestigious foreign universities or important private companies in the research and entrepreneurship world. This objective will be developed through:</p>	
<ul style="list-style-type: none"> • the strengthening of mobility agreements with foreign universities, with particular attention to those that boast an educational offer similar or complementary to their own; • the support of mobility abroad for research and study and/or internship, through the EU mobility programmes, also further supported and thanks to the finding of additional economic resources; 	
<p>The participation in the Erasmus+ programme is an essential turning point in the strategy of internationalisation and modernisation of the University of Bergamo because, through the design of individual mobility pathways and strategic partnerships, it allows:</p>	
<ul style="list-style-type: none"> - the development of partnerships with research centres and companies with a view to the continuous innovation of knowledge and technology transfer, with repercussions also on the University's educational content and methods; - the identification of training experiences (job shadowing, Erasmus+ staff week, ...) aimed at implementing the relational and intercultural skills of the technical-administrative staff and increasing the exchange of good practices on the University's strategic development lines (inclusion, digitalisation, ...); - the building of a European identity, strengthening of the sense of belonging to the enlarged academic community of the European Higher Education Area and sharing of the values that distinguish it; - the comparison between different academic and educational methods, aimed at the continuous innovation in the definition of training curricula, the increasing use of new technologies and blended teaching; - the strengthening of a multilingual and multicultural approach to teaching and research thanks to both incoming and outgoing mobility flows and to the co-building of double diploma or integrated courses between different universities, to a continuous and enriching exchange between the academic and the business world; - the increase in the personal and disciplinary knowledge and skills of graduates and PhD students, in order to guarantee a more effective and fast integration into the labour market, as well as the ability to become self-orient throughout one's working life. 	

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.

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

During the seven-year period 2021-2027, the University of Bergamo will first of all implement the individual mobility actions (KA1) already undertaken, on the one hand by consolidating the existing partnerships in Europe and outside Europe and on the other by expanding the range of opportunities for students, teachers and technical-administrative staff. In particular, in the European context, the number of host venues to be reserved for students enrolled in undergraduate and Master's degree courses established more recently will be expanded, also through the extension of existing agreements that over the years have proved to be more successful, both for reciprocity and for the participants' satisfaction. Additionally, the virtual and blended mobility pathways will be formalised and expanded starting from the experimentation begun in recent years thanks to the "Telecollaboration" project in favour of the students of the Department of Law. As regards the mobility of teachers, opportunities for mixed mobility will be encouraged, allowing to put side by side with the teaching a part of training and updating, in order to

respond more and more accurately to the challenge of an internationalised teaching, not only because it is delivered in a foreign language, but also because it is able to offer students multiple cultural models. The administrative staff will be encouraged to discuss with colleagues from other countries in order to share good practices related to the dematerialisation of processes and the inclusive management of student services.

Outside Europe, the number of mobility projects will be expanded with two particular focuses: on the one hand, the search for partners that allow students to consolidate their language and cultural skills, especially in the field of Eastern languages (Arabic, Chinese, Japanese) up to the creation of new double degree programmes; on the other hand, the creation of networks that provide for the participation of universities and companies with offices also in the Bergamo area, so as to start the internships (for students and teachers) even in the field of International Credit Mobility and to be able to guarantee effective repercussions also in terms of employment.

In order to get closer to the objective of guaranteeing each student a mobility experience abroad and, in particular, to include students who find it difficult to undertake a semester mobility for work or family reasons, short mobility programmes will be promoted, specific for the degree courses that most include these types of students.

In line with the aim of strengthening strategic alliances with prestigious universities and research institutions, cooperation within international networks and the participation of the University of Bergamo in KA2 projects, both as leader and as participant, will continue and be intensified. In particular, projects will be proposed in the areas of innovation (including the teaching one), entrepreneurship and health and the pathways will include virtual mobility and internship activities for the students involved so as to implement their curricular skills and soft-skills. Furthermore, participation in partnership cooperation projects will allow a greater involvement of the labour market organisations at local, national and international level, with obvious positive effects also on teaching, research and the third mission of the University, as well as in support of the innovation and internationalisation of the companies themselves.

At the end of the seven-year period, the University of Bergamo aims to be one of the founding members of a European University: thanks to the consolidation of some already existing partnerships with which a full sharing of research and teaching topics is in place, it will be possible to offer an innovative, inclusive campus model capable of offering a multicultural a European student, teacher and researcher-friendly context. It will be able to focus on the most challenging issues that today's society poses and develop integrated curricula able to offer a real multilingual and multicultural context. Such goal will be achieved in a gradual and progressive way; both through learning mobility actions (KA1) and through strategic partnership projects (KA2 and KA3) as well as through the project of a multiple degree, drawing inspiration from the model of the Crossways project already in place at the University.

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.

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

After some years of fast growth of the University and, in parallel, of the players involved in Erasmus+ KA1 and KA2 projects, the University, also thanks to the introduction of the programmed number, aims to keep the total number of students unchanged while, as regards the number of Erasmus+ actions, it aims at a reasonable quantitative increase accompanied by a greater differentiation of actions to allow a more inclusive participation by students, graduates, PhD students, teaching and technical-administrative staff.

The indicators to be monitored will be the following:

- the qualitative-quantitative extension of the international partnerships in which the University is involved: starting from an analysis of the participation in KA1 and KA2 in the previous seven years, the aim is to increase by 15% the Erasmus+ interinstitutional agreements with European and non-European partners, envisaging a revision of the agreements and, by 2024, the offer of 10 new locations for each department or school of our University. Additionally, the diversification of strategic partnerships will be promoted, networking with local authorities, non-profit organisations, social organisations, economic and cultural

institutions in the new research areas of the University, in order to promote participation in at least one Erasmus Mundus Joint Master Degree project;

- the consolidation of real and virtual outgoing international mobility, both long and short term, of students, PhD students, graduates, teaching and technical-administrative staff that will involve about 3,000 participants in 7 years (+10% compared to the previous Erasmus+ programme) and the increase in the average number of CFU acquired abroad;

- the increase in real and virtual, long and short term international mobility of students, PhD students, graduates, teaching and technical-administrative staff, that will involve about 1,500 participants in the seven-year period (about 15% more than in the previous framework programme) thanks to the implementation of the course catalogue and, in general, of the reception and tutoring services in favour of those entering and visiting the University;

- the expansion and further improvement of the educational offer by providing new courses in foreign languages, modules in virtual and blended mode and double degree programmes in partnership with universities (European and non-European) participating in the Erasmus+ programme;

- the greater involvement in strategic partnerships with bodies and institutions belonging to different scientific and economic fields, in order to stimulate the comparison between the different academic and educational methods and their effectiveness, supporting the review of training curricula and, in general, the process of quality management of teaching at the University;

- the increase in the participation of local and regional stakeholders and players in educational events and seminars proposed as part of strategic partnership projects;

- the completion of the digitalisation of processes in support of mobility and the implementation of the paths of recognition of the results achieved during the mobility period.

In addition to the above indicators, an impact is expected in the following areas:

- the strengthening of the multicultural and multilingual opening of the educational environment through interaction (real and virtual) with people in mobility;

- innovation in the local, regional and national socio-economic reality, as a result of participation in international partnerships;

- the increase in the disciplinary and transversal skills of university students and graduates, especially with regards to their integration into the national and international labour market (as may be verified through specific employment surveys).

The activities will be structured in three macrophases:

1) 2021 e 2022: detailed reviewing of interinstitutional agreements and identification of new possible areas of partnership also with different modes of mobility (virtual and blended mobility), in relation to the strategic lines of evolution of teaching, research and the third mission of the University and starting from the experiments already in progress; detailed planning and starting of the activities related to the Erasmus Without Paper project and the European Student Card initiative; implementation of the quality, visibility and timing of publication of the course catalogue; starting from the historical data available to the University, identification of the targets of subjects with lesser inclusion and planning of ad hoc actions.

2) 2023-2024: full implementation of the new actions proposed by the programme (virtual and blended mobilities, short mobilities) and adaptation of processes (selection, reception, coordination, tutoring, monitoring) and support resources; collaboration with agencies and design offices already present at territorial and national level, implementation of strategic cooperation partnerships in relation to the new needs and modes of teaching and mobility and with a view to the establishment of a possible European University; increase in internationalisation initiatives at headquarters (i.e. summer school, staff week, ...) in order to support the international attractiveness of partners and beneficiaries within the Programme;

3) 2025-2027: evaluation of the effectiveness of the various initiatives proposed and their reshaping on the basis of the feedback received from participants, partners and internal (Internationalisation Commission, Quality Assurance, ...) and external (National Agency, EACEA, ...) evaluation bodies; verification of objectives' achievement and implementation of corrective mechanisms that allow their completion.