

1. ERASMUS POLICY STATEMENT (EPS) - MONDRAGON UNIVERSITY

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)

Mondragon University is a cooperative university within Mondragon Corporation, the 7th industrial group in Spain, integrated by 264 companies and bodies and more than 81.000 employees with the presence of production units in 30 countries, with a clear human vocation and a commitment to our environment, our society and our time. Boosting the international dimension of Mondragon University is one of the Strategic Challenges identified in our Strategic Plan for the period 2017-2020. The strategic goals are:

- To boost and enhance student and staff mobility and cooperation with universities, technology centres, and organizations.
- To strengthen the positioning of international Mondragon University's offer.

Continuing participating in the Erasmus Programme will contribute to the following objectives defined in Mondragon University's internationalisation strategy:

- Improve the linguistic and multicultural competencies in an increasingly more global world of our Bachelor, Master and PhD students and staff as part of their educational experience by promoting the student' international mobility. Our purpose is to continue promoting and enhancing the international mobility experience of both outgoing and incoming students and staff.
- Improve the competitiveness and innovation level of the university by promoting the cooperation with other universities, technology centres and organisations.

More specifically, the participation will contribute to:

1. Tackling skills mismatches and promoting excellence in skills development: Our competencies based education model focuses on the practical orientation of the studies, with a balance between academic education and in-company training. The competencies based education model, based on problem based learning, enables the acquisition of advanced technical and transversal skills and key competences. In this work-based learning approach students carry out final study or work experience in local or international companies and a high number of students contrasted their studies with part time jobs in the university's research labs or in companies, thus developing their professional experience and receiving financial support for their studies.
2. Building inclusive and connected higher education systems: Mondragon University is collectively self-managed, and has the interests of the collective stakeholders at its core. The cooperatives forming the university are owned by their staff. Staff ('Worker partners'), students ('user partners') and associated companies and entities ('collaborating partners') are represented in the managing governing bodies and elections are based on the principle of one person, one vote (with no distinction as regards to qualification, hierarchical level and background). Participation and mutual engagement are therefore fostered at all levels.

In terms of cooperation with international institutions, Mondragon University has been particularly interested in establishing collaboration with institutions and regions closely linked to social economy and social projects that share common views and values of the cooperative movement.

3. Ensuring higher education institutions contribute to innovation: Education and training enable the adjustment of the training of future workforce to the needs of local companies. In addition to 'formal' university-level education, there is also a wide range of vocational education and long-life learning diplomas and masters. For companies involved in partnerships with the university, education-centered collaboration is a complement to the wider links established with the university in order to promote regional innovation activities.

The Mondragon model is firmly based on a local approach and orientated towards the local innovation eco-system but Mondragon University actively promotes international exchanges with businesses and universities abroad (e.g. Mondragon University has a very long tradition in terms of international mobility and the Mondragon Corporation already started funding students' exchanges in universities abroad in 1972, well before the Erasmus programme)

The alignment of research objectives and agenda between the different stakeholders is at the basis of the Mondragon open innovation model. Partner business cooperatives develop every year technology roadmap in partnership with the university's R&D unit, centres of research excellence, education institutions and other relevant stakeholders. Likewise, continuing education is a way to ensure that professionals and schools adapt to the constant changes in knowledge and technologies. The aim of Mondragon University is to continue taking an active part in innovation and cooperation projects which will enable to improve the quality of the teaching programmes.

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

4. Supporting effective and efficient higher education systems: The Mondragon education system is firmly based on a local approach and oriented towards the local eco-system. The narrow collaboration between the university and companies, together with the work-based learning and research-based teaching approach contribute to an effective cooperation and to allocate resource and investments in an efficient way.

In line with the EU Agenda for higher education as well as the goals towards a European Education Area our objectives for our internationalization are:

- Making mobility a reality for all: Our main objective is to increase the number of students who are able to enjoy a mobility stay throughout their academic career.
- The mutual recognition of diplomas: Within our internationalisation strategy, establishing joint degrees with other institutions is one of our priorities, which contributes to the mutual recognition of diplomas.
- Improving language learning: Studies offered at Bachelor and post-graduate level will be either bilingual or plurilingual. Mobility experiences will enable students to have a good knowledge of two languages in addition to their mother tongue(s) by 2025.
- Supporting teachers: The International Office together with the Coordination of the different departments is boosting the taking part of professors and researchers in Staff Mobility experiences (teaching / training) and /or International Weeks under the Erasmus+ programme. This support and international experiences will enable the professional development of teachers and researchers.
- Creating a network of European universities: This will allow our partners and our university to work together across borders with a shared strategy and therefore contribute to the development of a European Education Area with optimised resources and sharing the best practices of all the partners.

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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1. The mobility of higher education students and staff: Our institution fosters the mobility of our Bachelor, Master and PhD students as well of Staff Members as part of their educational experience in which linguistic and multicultural competencies become fundamental elements in an increasingly more global world. For this, we are currently working on designing more mobility windows in the curriculum so that students have more possibilities of mobility throughout their studies.
2. Partnerships for Innovation and Cooperation and exchanges of practices: Mondragon University will continue boosting and strengthening the cooperation with HEIs institutions and organisations in order to share and improve practices or promote innovation in educational practices and organisational management. The results of these projects will contribute to the modernisation of the university and to improve practices.
3. Partnerships for Excellence – European Universities: Mondragon University will foster taking part in networks of international universities to share and to create a long-term joint strategy for education which will permit a long-term cooperation at several levels of the organisational system of the partner institutions taking part in the alliance. Integrating this network will contribute to enhance education methods, increase the attractiveness of the programmes and the optimisation of resources.
4. Partnerships for Excellence - Erasmus Mundus Joint Master Degrees: Mondragon University's strategy aims at implementing multilateral mobility schemes with strategic partners all over the world. Mondragon University has taken part in Erasmus Mundus in areas of strong development potential both personal and economic points of view. This position emerges from the knowledge of the local reality and makes use of advanced educational resources to push a real breakthrough effect.
5. Support to policy development and cooperation: The existing national policies result, in most of the cases, in incompatibilities in the development of mobilities within Europe, in which specific national policies rule. Taking part in this Action, will enable Mondragon University to contribute to innovative policy development in the field of education.

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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Taking part in the Erasmus+ Programme:

- Contributes to the local and international recognition of the university, improving its attractiveness when recruiting students
- Contributes to the updating of teaching and organisational methods of the university as there is a constant communication with international partners' methods
- Contributes to the personal and professional development of the student as it improves their soft skills, their adaptability and the so-called 21st Century skills, specifically in the Life and Career Skills section, in these dimensions: Flexibility and adaptability, initiative and self-direction, social and intercultural skills, productivity and responsibility, leadership and responsibility, as a result of the mobility
- Improves the employability of the students: for employers a key differentiating element seems to be the fact that the student has made an international mobility, as possible evidence that he or she has been able to develop his or her soft skills and are better prepared for a constantly changing world. If, in addition, that person has been a volunteer or their mobility has a social character, the development of some soft skills may be even greater: a person who has volunteered demonstrates that they are committed, empathetic, active, seeking the welfare of all, who is willing to work in a group, who knows how to handle herself well, who is daring, etc.). This fits perfectly with our cooperative nature and our social vision as a university
- Improves the linguistic skills of the students

The following Mobility targets for student/staff mobility have been defined:

- % of Students with an international experience
- Number of Incoming Students
- Number of International Students
- % of Staff Mobilities
- Number of active inter-institutional bilateral agreements

Regarding the quality of the implementation and support for participants on mobility, all the students who enroll in a mobility experience have a specialized internationalisation tutor who will advise them throughout the mobility process, that is, from the time the programmes are presented until the student returns. This tutorship is integral since it covers the personal, financial, administrative and educational field. In addition, in the case of international internships students they have an academic tutor who is the one who will evaluate them academically as well as a supervisor in company, who will assure the project's technical assessment. In the mobilities for studies the evaluation of the subjects is on account of the host institution. To date, 100% of the mobilities have received external funding, either through the Erasmus+ scholarships or through the Mobility grants of the Basque Government.

Mondragon University expects to continue to develop collaboration networks and, even if we have already established collaborations and connections with international academics and international institutions, our aim is to identify the key international partnerships at university level and work on their development to increase and enhance the scale and impact.

For Incoming students we offer international programmes in English and/or Spanish in all of our knowledge areas. In this way, every year we host international students who come to study or to do an internship in company or in the university. This is one of our main strategies of the policy of Internationalization at home.

Regarding the sustainability/long-term impact of projects, the existing strong link to local companies has enabled Mondragon University to support local companies in their internationalisation process. The policy of Mondragon University is to be especially active in establishing agreements with HEIs from countries and regions where a strong presence of Basque companies. Furthermore, all mobility programmes are embedded in the curriculum of each degree. On the one side this permits our students to do their final degree project or develop their dual studies within our partner institutions and, on the other side, our local companies to host incoming students from our partner institutions during their exchange period in Mondragon University.