

1. ERASMUS POLICY STATEMENT (EPS) 2021-2027

UNIMIB strategy

The University of Milano-Bicocca (UNIMIB) is a multi-disciplinary University founded in 1998, which is comprised of two Schools and 14 Departments in the following areas: economics and statistics, education, law, medicine, psychology, science and sociology. The main campus is located in the north-east area of Milan, close to the Greco Pirelli railway station, and benefits from excellent access routes.

UNIMIB is an inclusive University, strongly connected to the district. It promotes several initiatives to achieve the objective of offering concrete support to students. A key point in the general UNIMIB strategy is to foster equal opportunities at any level, and to counteract any form of discrimination motivated by gender, ethnicity, sexual orientation, religion, personal and political beliefs, disability and age.

Through the Equality Committee (CUG) it promotes tangible measures to implement the principles of equality and parity for all those who work and study at UNIMIB.

UNIMIB pays special attention to students with disabilities or learning difficulties. The Disability and DSA (Disabled Students' Allowance) Service provides information about the assistance that UNIMIB can offer to find suitable housing, and to ease mobility to and within the campus (transport on a specially equipped minibus), attendance in educational and cultural activities, and the successful completion of exams.

UNIMIB, with interdepartmental and inter-university centers for gender studies, is one of the most prominent Italian centers in this research area. Special attention is devoted to STEM (Science, Technology, Engineering and Mathematics) disciplines, where the percentage of female students is often well below 50%. Specific activities designed to monitor the situation, provide information and psychological support are accessible to students, including Erasmus students, as well as activities to attract female students toward Science.

UNIMIB is a member of several distinguished academic associations, which include: EUA (European Universities Association), UniAdrión, (an association of universities and research centres of the Adriatic-Ionian area with the purpose of creating a permanent connection among these institutions, within the framework of the Adriatic-Ionian Initiative), UNISCAPE (a European Network of Universities dedicated to landscape studies and education), Informatics Europe (the research community setting the pace for informatics research and education in Europe), and EERA, the European Energy Research Alliance (the largest energy research community in Europe).

The international dimension has been a key objective of UNIMIB since its foundation, and has been actively pursued over the years, as a process of modernisation, with the clear objective to be part of a European Education Area. This has been achieved by actively implementing and supporting participation in various Erasmus actions (mostly through KA1 focused on the mobility of individuals, KA2 with projects on innovative cooperation and the exchange of best practices, and KA3 with the development of innovative policies), and by defining an effective model for the management of processes and actions related to international cooperation and communication. In particular, in this context quality management is a key issue for UNIMIB.

International Teaching Offer

Innovation and internationalization in teaching have been fostered at UNIMIB through the promotion of bilateral agreements for double degree programmes, international Master degrees and dual doctorate programmes.

Double degree programmes aim at offering students a scientific and cultural experience at the international level, and the opportunity to complete their learning experience by studying in a foreign country. In a double degree programme, students gain two qualifications, one from UNIMIB and one from the foreign partner institution. UNIMIB has presently ten active Double Degree agreements with several countries (Belgium, France, Switzerland, Argentina and Russia). Double degree destinations in Europe are included in the Erasmus procedure to ensure a constant monitoring of the flows that entail the assignment of a Double Degree, and to offer the same quality services offered to Erasmus students, both outgoing and incoming.

UNIMIB also promotes the institution of International Master Degrees with specific programmes entirely offered in English, aimed at improving the international profile of its students and at attracting students from abroad. There are presently five active International Master Degrees in Applied Experimental Psychological Sciences, Materials Science, Marine Sciences, International Economics, and Medicine and Surgery, plus a curriculum in Marketing and Global Markets.



In the recent past UNIMIB has relied on international programmes and activities funded through the initiative named Italian Departments of Excellence promoted by the Ministry of University and Research, which awarded 8 out of the 14 UNIMIB Departments with five-year project financing. All funded projects deal with topics of international and European interests that have important outcomes in terms of students and staff exchange. The international aspect of these projects along with the Visiting Scholars/Fellows programme serves as a potential basis for involving students in research projects through Erasmus Traineeship.

Several joint doctorate programmes are established within international cooperation agreements, which award the students with a double PhD title, one from UNIMIB and one from the partner institution. Current on-going programmes are in the following areas: Law studies (with Belgrade University, Serbia, and with Cote d'Azur University, France), Medicine and Surgery, Psychological studies, Mathematics and Physics and Astrophysics (with the University of Surrey, UK).

UNIMIB can boast an educational hub of excellence in the Maldives, represented by the MaRHE Center (Marine Research and High Education Center), with its 3000 square meters of campus, which was founded based on the official agreement with the local Government. The MaRHE Center acts as a flywheel for attracting students and researchers from all over the world. Thanks to the collaboration agreement established with the Maldives' government, UNIMIB jointly with the Maldives National University, applied to the call (Key Action 107) - International Credit Mobility, Higher Education Student and Staff Mobility between programme and Partner Countries, and obtained financial support.

UNIMIB also organizes short training experiences such as Summer and Winter Schools, which Bicocca launched in 2015 on the occasion of EXPO 2015 Universal Exposition. These concur in defining blended learning experiences for both incoming and outgoing students, in cooperation with Erasmus partner Universities.

Organization and Management

An important aspect of UNIMIB is enhancing the Erasmus mobility as the key developer of international quality indicators. The Internationalization processes at UNIMIB are organized and monitored based on a distributed model, with a central administrative organization. The Vice-Rector for Internationalization is supported by an Internationalization Committee (composed by one representative for each Department and six students) that has the objective of promoting and monitoring the actions in support of the Erasmus programmes. The Vice-Rector for Internationalization also appoints a board constituted by 7 delegates who take part in the definition and monitoring of the implementation of strategic actions for internationalization.

At the Department level, a local Erasmus Committee helps in promoting and supporting all bilateral agreements relevant for the Department. It also supervises the students from a didactic viewpoint throughout all the process of the Erasmus experience. The Department Committee for Internationalization selects the partner Universities not only based on previous experiences with them, but also based on the quality of both their research and teaching activities at different levels (Bachelor Degree, Master Degree, and Doctorate students). The Department Committee also seeks to increase and strengthen the exchanges by identifying the possible set of courses that can best match the respective curricula in the home institution.

The Erasmus outgoing service for Study is certified by the ISO 9001/2015 quality management system since 2017. Through the International Mobility Office, UNIMIB acts in a targeted manner on its own processes by identifying the areas for improvement, by offering updated information and support to both UNIMIB faculty and students.

The University's rules and regulations for International Student Mobility fully implement the principles related to the European Charter for Higher Education, and extend them to all international mobility programmes at UNIMIB.

Erasmus Programme

At UNIMIB the Erasmus Programme is the reference model for defining the pillars of high quality mobility: 1) centrality of the student, 2) inclusiveness in participating in student mobility programmes without any discrimination, 3) full recognition of all activities successfully carried out abroad with registration of training credits, 4) availability of support services for both outgoing and incoming students, 5) transparency of the information offered concerning study curricula.

The Erasmus Programme is the reference model also for the UNIMIB Exchange Extra EU Programme in which mobility to non-Erasmus countries is enhanced by applying the European quality rules to the full recognition of all students' activities performed abroad.

UNIMIB gives students the full freedom of how and when to plan their period abroad during their career. In fact, the choice to attend courses abroad is primarily functional to the development of both individual and digital soft skills, as well as to the student's personal growth.



The Diploma Supplement contains information on international mobility and is assigned at the end of the entire course of study. UNIMIB has developed an additional digital tool, the International Student Open Badge, which is a digital certificate specifically designed for social platforms and electronic curricula. The Open Badge is issued to all students at the end of their mobility period, and contains the number of credits recognized at the end of the mobility programme. During the period 2016-2019, UNIMIB issued more than 27,000 open badges. UNIMIB is strongly committed to defending the fundamental principle that in any case Erasmus mobility does not slow down the university study path.

The Erasmus grant assigned to UNIMIB for Erasmus student mobility (including both Erasmus for Study and Erasmus Traineeship) has more than doubled since 2014. To ensure that participation in the mobility programme is not impeded due to disadvantageous socio-economic conditions, an important initiative undertaken by UNIMIB is to co-finance the scholarships dedicated to international mobility flows with both its own and ministerial funds, in order to ensure the fullest participation of students. The University integration of the economic benefit is calculated on the basis of the students' family income.

Aiming at a broad modernisation and international opening, UNIMIB supports, within the Erasmus Key Action 1 – Mobility of Individuals, the opportunities for academic and administrative staff to undertake an experience in a partner institution abroad. Teaching mobility makes it possible to teach at a partner university abroad. Staff training mobility supports the professional development of both teaching and non-teaching staff in the form of training events abroad and job shadowing, observation periods and training at partner institutions. The outcomes expected by a mobility experience are, among others, improved competence linked to professional profiles, a broader understanding of practices, policies, and systems in education and training across countries.

Services and Communication

The implementation of an effective communication strategy is a key issue in the internationalization policy. Communication includes both internal and external processes. To ensure a principle of sharing and transparency on the internal side, UNIMIB aims at the development and implementation of a digital platform that can collect both documents and data related to internationalization activities. This will allow UNIMIB to be easily informed on the ongoing processes, and also make available specific calls for interdepartmental/interdisciplinary initiatives.

At the moment data is extracted from a common university dashboard (named Pentaho), which aims at checking at the Department level the students' participation in programmes and the Erasmus agreements are consistent with the goal of a thorough and suitable recognition of activities undertaken abroad.

On the external communication side, UNIMIB promotes several initiatives, which it intends to enforce in the next few years. These include an updated snapshot of all international activities on the Web Site, the production of ad hoc publicity material undertaken by the promotion office, the participation in international events finalised at the promotion of UNIMIB courses.

To provide a concrete and integrated support in accessing the opportunities that the city of Milan offers, UNIMIB participates in the "Study in Milan" project (<http://www.studyinmilan.net/>). This project involves all the universities in the Milan metropolitan area and aims at offering a favorable and welcoming context to all international students coming to Milan. Moreover, UNIMIB participates in the project "Invest your talent in Italy", devoted to foreign students interested in working in Italian companies. The project is focused specifically on economic studies. Through the involvement of academic institutions and industrial partners, the programme links academic studies with traineeships in private companies and aims at training people with strong technical and managerial skills, to prepare people to work in a highly competitive international environment.

The Welcome Desk Project is a service provided by UNIMIB to international students. The project started in 2017/2018 and is still running and supervised by the International Affairs Division of UNIMIB. The project aims at encouraging internationalization through the development of a communication 'bridge' between all the involved actors, from administrative offices to students and professors.

The project provides different opportunities and services as follows:

- Welcome Desk service. This provides support for international students through the first phase of their mobility as regards administrative and bureaucracy issues like those concerning immigration, enrollment, extracurricular activities within the campus, access to student services etc..
- Bicocca University Angels' Project. This consists in the selection of 10 students from different departments who have previously experienced a mobility period. These students work with the International Affairs Division through internships. Selected students support their outgoing and incoming colleagues with regard to specific



needs and problems thereby integrating the Welcome Desk tasks.

- Communication and promotion experience-based strategy. This experience-based strategy has resulted in the implementation of social channels enabling incoming and outgoing students to find all information needed to best approach their Erasmus mobility, one example being 'Tell Your Story Mode'. In addition, an International Guide with basic information about foreign universities has been published. The communication and promotion strategy includes a 'Welcome Day' organized twice a year dedicated to incoming students in order to facilitate their integration and knowledge of the campus and teaching activities as well as an event termed 'How-To Session' dealing with information about how to access the different UNIMIB platforms.

The UNIMIB Erasmus Student Network (ESN) supports international students, by promoting intercultural exchange and personal growth through the "Students Helping Students" principle. ESN Bicocca organizes trips to Italian cities, and with its "Tandem Project" helps both international and Italian students to familiarize with different languages in an informal environment.

In the last few years, UNIMIB has undertaken many initiatives and projects to improve soft skills, entrepreneurship culture and to promote innovation among students, staff members and teaching faculty.

The "iBicocca project", a UNIMIB project active since 2015, has helped more than 5,000 students in discovering their entrepreneurial potential. The project organizes interactive activities and events as well as a platform (the iHelp desk) to support students to start up their ideas (more information on www.ibicocca.it).

The "Bbetween project" is an innovative digital certification system that delivers "open badges" acquired through the performance of extracurricular activities. Open badges have an international validity and can be inserted in electronic CVs. Upon the student's request, they can also be converted into credits. The Bbetween project presents also an advanced language platform open to students, lecturers and administrative staff of UNIMIB, offering online courses ranging from "beginner" (A1) to "expert" (C1) level.

Objectives

UNIMIB will invest time and resources to expand its international teaching offer and to provide research opportunities and an international exposure to students, faculty and staff. The main objectives that UNIMIB aims at achieving within the Erasmus 2021-2027 programme are: enhancing the international educational opportunities for students both on campus and abroad; increasing the presence of international students across Bachelor, Master and Doctorate programmes; broadening and deepening the partnerships with international institutions, including the establishment of novel joint/double degrees, student and/or faculty exchanges, and research collaborations; enhancing globally focused research and engagement; providing leadership to strengthen the culture of global awareness and appreciation for internationalization.

More specific objectives are:

- To plan a broader participation in mobility both inside and outside Europe, of both staff and PhD students. To promote specific actions for increasing the number of incoming Erasmus Visiting Scholars from partner universities in order to organize short sessions taught in English also for UNIMIB domestic students willing to have an experience of internationalization at home. One of the actions that UNIMIB is planning in order to achieve this objective is to increase the housing facilities at UNIMIB dormitories.
- To contribute to one of the most ambitious aims of the European Union Programme regarding higher education: the development of one European University, to offer students the possibility to get a degree by studying in different EU countries. European Universities aim at promoting systemic, structural, and sustainable cooperation between higher education institutions. UNIMIB will pursue all the steps necessary to establish an integrated strategy and long-term vision with other EU universities. The development of a new European University will allow the mobility of students and staff at any level within the consortium institutions, making UNIMIB more attractive.
- To increase the number of joint/double degree programmes, e.g. in the fields of data science, multiculturalism, and biology.
- To increase the initiatives and measures aimed at ensuring equal opportunities to students, as well as absence of any kind of bias or discrimination in the selection process by implementing specific actions to promote inclusion and diversity in the mobility programme. Particular attention will be paid to incoming and outgoing students with fewer opportunities due to economic, social, cultural, geographical or health reasons. Specific gender-related



activities will be also organized aimed at fostering gender balance by encouraging applications from under-represented genders in different groups.

- To define a priority strategy that aims at providing the fruition of both cultural and leisure events by disabled students, to make their stay at UNIMIB as enriching and enjoyable as possible.
- To carefully monitor the reciprocity in the student flows (incoming and outgoing) between institutions, in the effort to balance and improve the cooperation and mobility between the parties and to ensure the sustainability of the services offered to students.
- To increase the participation of outgoing administrative staff in professional job shadowing, and to extend the staff training experience to technicians, by annually scheduling both outgoing and incoming flows. To increase the number and quality of participation of faculty staff in the mobility programme to strengthen the relationships among the partners and ensure new international collaborations.
- To improve the already ongoing modernisation and digitalization policy by participating in the Erasmus Going Digital project with the support of the Italian Interuniversity Consortium High Performance Systems (CINECA) with the aim of complying with the milestones set by the European Commission: by the end of 2021 - to manage inter-institutional agreements and online Learning Agreements; by the end of 2022 - to send and receive student nominations and acceptances; by the end of 2023 - to exchange transcripts of records related to student mobility; by the end of 2025 - to integrate the European Student Card at UNIMIB.

To define a digital platform for internationalization that collects in a centralized way documents and data related to Internationalization activities in order to inform on the ongoing processes and make specific calls available to the Departments to support interdisciplinary initiatives.

Focus ERASMUS

UNIMIB recognizes the role that Erasmus+ and other EU programmes have played thus far in the development of our University's international outlook. We understand the ambition of the Erasmus 2021-2027 Programme and commit ourselves to playing an important role in consolidating and strengthening our involvement in Erasmus key actions in working towards the European Research and Education Area. In line with our internationalization strategy, in the next Erasmus 2021-2027 programme we would like to focus on:

- **Participating in KA103**, UNIMIB will continue to collaborate and forge ties with key higher education institutions throughout Europe. To both prospective and current UNIMIB students and staff, UNIMIB aims at effectively promoting the opportunities available for student and staff mobility under the framework of KA103, and at increasing the number of international activities and services currently on offer.
- **Participating in Erasmus Mundus Joint Master Degrees (EMJMD)**, both as Partner and as Coordinator. UNIMIB has ten double degree programmes. Building on the success of these programmes, UNIMIB will participate in launching joint/double degree programmes in the fields of data science, multiculturalism, and biology, thus complementing the existing academic strengths with new innovative programme pathways that attract international students, staff and industry partners. The focus will be on increasing employability and ensuring that students have the skills to navigate in an increasingly connected global environment.
- Launching **Joint Doctorate programmes** for study, research and career opportunities. As part of Horizon 2020, UNIMIB is actively participating in thirteen MSCA-ITN networks (of which, six projects as coordinator) and in eleven ERC projects (of which, four Starting grants, five Consolidator grants, one Proof of Concept, one Synergy). We currently have dual doctorate programmes in Juridical Sciences, Medicine and Surgery, Psychological studies, Mathematics and Physics and Astrophysics. Our target in coming years is to increase them with our strategic higher education partners worldwide.
- Expanding academic and research partnerships with Extra EU countries through **participation in the Call KA107**. In the last few years, UNIMIB has been actively participating in this Call and has been successfully executing mobility programmes with Partner Universities in Kazakhstan, Palestine, Guatemala, Russia, Maldives, Kurdistan, Brazil, El Salvador and Tunisia.

Within the scope of this Call, in the new programme we aim to:



- Enhance our English teaching offer to attract more incoming students and better support staff mobility;
- Expand the scope to different geographic regions, in line with UNIMIB's internalization strategy, involving all our departments;
- Expand the Student Traineeship action with Partner universities, with an increased focus on PhD students and their possible innovative research contribution;
- Enhance staff teaching and training opportunities abroad; continue to organize an Erasmus Staff week every year at UNIMIB to give all administrative offices the opportunity to meet foreign Colleagues with similar professional profiles, and to start collaborations that can be very useful to understand and implement good practices from other higher education institutions;
- Last but not least, foster a culture in UNIMIB that manifests cross-cultural awareness, and that delivers a high quality international staff and student experience.

Building on the success of the KA107 mobility projects financed in 2017 and in 2018, UNIMIB has been continuing its partnerships even after the end of project activities. With Guatemala the partnership continues in the field of pediatric hematology, and we shall be applying for a Capacity building Project in the new programme. With Palestine we have applied for a capacity building project as a Partner. Staff training and mentoring with the Partner university within UNIMIB courses in Psychology is continuing in order to support inclusion of their academic staff and to avoid their isolation in the scientific field by inviting them for seminars, conferences and joint paper publications. This is also the case with the Partner University in Kazakhstan, where we are working on capacity building projects in sustainability and green management. There are also some joint research projects underway in the field of Green Energy Management, which include the organization of a Summer School.

Promotion is done by means of ad hoc events organized during the academic year by UNIMIB in collaboration with INDIRE (Italian National Institute for Documentation, Innovation and Educational Research), and by targeting all the potentially interested groups. UNIMIB is aware that strengthening the action ICM KA107 will allow it to further reach agreements (double degrees, doctoral co-tutorship, international research projects) that are instrumental for creating new synergies with partner universities. The existing agreements are publicized on the website of UNIMIB.

Investment in strategic partnerships with world-class institutions – UNIMIB is planning some strategic institutional-wide partnerships alongside a larger portfolio of active partnerships focused on delivering value to our institution and vice-versa. As part of this strategy, within the Erasmus+ KA2, we have been participating in various Strategic Partnership projects, Knowledge Alliances, Sector Skills Alliances and Capacity building projects. Since 2015, UNIMIB has been part of 14 projects both as Coordinator and Partner. Our vision is to continue to participate through Erasmus+ KA2 Calls in building long term and sustainable project partnerships on themes of mutual interest, led by our faculty.

As regards KA3 Social Policy Action, UNIMIB won two important projects – Promoting mental health in schools (PROMEHS) and Creative Learning Districts for Inclusion (Cledi). We shall continue to be part of this action, both as Coordinator and Partner.

UNIMIB is currently evaluating the existing partnership for a possible participation in the European University Call, by creating synergies between partners for teaching and research in specific subject areas and fields, by promoting European values and identity, alongside improving quality and competitiveness.

At UNIMIB, international students are supported by a Welcome Office with dedicated staff for KA107 to ensure that they are well settled into the study programme and university life. UNIMIB also provides linguistic support to students, a buddy programme, and tutorships, and engages them with the ESN Network for socializing activities. There are also specific Erasmus Coordinators at the Department level, who ensure the effective implementation of the mobility programme.

Impacts of participation in the Erasmus programme on UNIMIB

Impacts of participation in the new Erasmus programme on UNIMIB will be manifold.

1. Improving the Quality and Relevance of Higher Education - Participation in activities under the Erasmus Programme will help UNIMIB's mission to offer students an education of the highest possible quality and allow them to graduate with skills that are in demand in the labor market both in Europe and internationally. It will also allow UNIMIB to be engaged in both European and non-European strategic partnerships, and will offer UNIMIB a framework to strengthen established links and



initiate new ones.

Student Mobility – Student mobility remains a very high priority for UNIMIB. The University will keep fostering the internationalization of degree programmes and learning environments, so that cultural diversity and international experiences become strengths for the benefit of all. UNIMIB shall continue to expand both EU and Extra EU destination countries for our students, in accordance with their study curricula. The list of destinations is provided at the department level by the Erasmus coordinators, who offer suitable partner universities of high quality that are consistent with the students' curricula. UNIMIB is committed to encouraging more students to engage in international mobility, and to accepting more students from partner universities to attend courses at Bachelor, Master and Doctoral levels.

Staff mobility for teaching - At UNIMIB, staff mobility has always been encouraged as an integral and relevant part of the Erasmus project, due to its value in strengthening the relationships between the partner institutions. With the aim of participating in the development of a European University network, UNIMIB will continue to invest in the professionalism and competences of the staff at all levels, by sharing good practices among institutions around Europe, in learning different approaches to improve both teaching and participation in research projects and infrastructures. Therefore, in the next Erasmus Programme, UNIMIB intends to boost this essential pillar of mobility even more. The expected impact of the above will be the adoption of international models of teaching delivery, including joint/double degree masters, joint doctorate programmes, dual undergraduate degree programmes and, most importantly, participation in a European University Network that will enable UNIMIB to develop long-term structural and strategic cooperation.

Administrative staff training - this is part of a broader objective for the training of human capital, as planned by the university administrative director. UNIMIB promotes staff training experiences for both incoming and outgoing administrative staff. Incoming staff training programmes are designed for mutual sharing and exchange of best practices. Outgoing staff mobility is focused on sharing professional job practices with colleagues in the partner university. The target for the next seven years is to extend the staff training experience to technicians and to yearly schedule an outgoing flow for each administrative area.

The main target of staff mobility will be to improve the amount and quality of mobility both for faculty teaching and administrative staff, both at the outgoing and incoming level. UNIMIB Leadership team will continue to foster the culture of staff working as teams, to develop intra-departmental multidisciplinary collaborations so as to support and enable efficient and coordinated ways of working, peer learning, and the sharing of good practices.

Specific measures to ensure high quality in student and staff mobility are listed in the following:

- Innovative teaching solutions, related to blended and distance learning will be further developed and strengthened; UNIMIB promptly reacted to the emergency caused by the spread of COVID-19. It ensured full online teaching for all courses, thus being active throughout the entire lockdown by ensuring regular and complete teaching activities, including exams and graduations. This was also an effective support to our international students. Teaching activities will continue online also during the Fall semester 2020-2021.
- Existing bilateral agreements will be reviewed upon renewal to ensure that they are maximizing the potential benefit and academic quality.
- Individuals with fewer opportunities will be encouraged to apply for scholarships for international mobility.
- The UNIMIB Student Council, who is elected by the university student community, will be involved in all aspects of the Erasmus Programme planning and implementation.
- In order to attract teaching staff from European institutions more systematically, UNIMIB shall consider opening a call for application to teaching staff from all the relevant disciplines covered within UNIMIB Departments.
- The annual international planning mobility document will continue to follow Flow Plan-Do-Check-Act (PDCA) in order to improve the quality and efficiency of the programme implementation.
- Dedicated and personalized service in place for students and staff with special needs will continue to work efficiently. Incoming students with disabilities will be offered the best services.

2. Strengthening quality through cross-border co-operation - By working more pro- actively with our European and international partners with an active sharing of good practices, we intend to substantially increase our participation in all Erasmus key actions as Coordinator and Partners in order to contribute to the modernisation of higher education.

3. Knowledge Triangle – UNIMIB will continue its efforts in linking higher education, research and business for excellence and regional development. UNIMIB's approach is to integrate all actors in the chain, to provide continuity and sustainability beyond funding cycles. UNIMIB has built a strong network with the territory and its alumni. In line with the same, we shall continue to forge greater linkages between our Horizon 2020 project partners and Erasmus collaborations.



4. Improving governance and funding - UNIMIB values transparency about how to access funding through a competitive and fair process. Through both our international and research offices, UNIMIB will support our departments in participating in Calls, by assisting with planning and implementation of projects.

Taken together, all these actions under the Erasmus Programme will contribute to the modernisation and internationalization agenda. All these actions and activities will enable UNIMIB to address the five priority areas in the EU's modernisation and internationalization agenda namely:

- Improving the quality and relevance of higher education;
- Strengthening quality through mobility and cross-border cooperation;
- Linking higher education, research and business for excellence and regional development;
- Improving governance and funding.



2. IMPLEMENTATION OF THE FUNDAMENTAL PRINCIPLES

Implementation of the new principles

UNIMIB is committed to the principles of the Erasmus Charter for Higher Education in the implementation of the Erasmus programme. The same principles are also well rooted in the vision and values of UNIMIB. In the current times of influx of immigration, political instability, changing labor markets and careers, the values of equity, diversity and inclusion are more important than ever. We want our students and staff to thrive in an international, research-rich culture, where excellence is built on diversity and inclusion. In a rapidly changing world, our educational offer must also evolve with frequently refreshed curricula, varied flexible modes of learning and assessment, and opportunities for our students to innovate. UNIMIB takes all measures towards respecting the principles of non-discrimination, transparency and inclusion of our students and staff.

Measures to respect the principle of transparency

UNIMIB will keep applying and enforcing fair and transparent procedures throughout all stages of mobility. More specifically:

A. Before mobility:

- Publishing clear guidelines, criteria and dates for award grants well in advance
- Defining a digital platform which collects documents and data related to the internationalization activities in order to inform about the ongoing processes, and make specific calls available to the Departments to support interdepartmental and interdisciplinary initiatives.
- Publishing and regularly updating the course catalogue on the website of the institution well in advance of the mobility periods, so as to be transparent to all parties and allow students to make well-informed choices about the courses they will follow.

B. During mobility

- Monitoring the fulfillment of the learning/mobility agreement by IT systems,
- Providing incoming students with transparent information on recognition and grade conversion procedures (giving them pre-established conversion tables).

C. After mobility

- Providing incoming students/staff and their home institutions with digital documents containing a full, accurate and timely record of their achievements at the end of their mobility period.

Measures to respect the principles of non-discrimination and inclusion

UNIMIB ensures equal opportunities, absence of any kind of bias or discrimination in the selection process, and implements specific actions to foster inclusion and promote diversity. Specific gender-related activities are organized, which foster gender balance by encouraging applications from under-represented genders in different groups. Specific actions include:

- Publishing fair and transparent rules for candidate selection that avoid any discrimination based on sex, color, ethnic or social origin, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation.
- Encouraging applications by under-represented categories, also through advertisements specifically addressed (for instance female students in STEM disciplines and male students in humanistic courses).
- Providing for potential candidates who have fewer opportunities the help of a cultural mediator who, maintaining privacy, gives assistance during the preparation of the documents necessary for the application and guarantees the regularity of the selection procedure.
- Assigning a mentor to groups of incoming students who will establish intercultural communication between foreign and local communities, promoting and supporting them in the removal of cross-cultural and linguistic barriers.
- Supporting outgoing students who have fewer opportunities for economic and social reasons, by increasing the grant and by financing it in advance.
- Planning a complementary programme devoted to educating students towards the principles and values of



mutual respect and equal opportunities.

- Developing gender sensitive language in communication and administrative documents.
- Providing students with an integrated questionnaire at the end of the Erasmus Programme aimed at monitoring the path of self-assessment in relation to discrimination issues and gender differences during the Erasmus experience.

Measures for Protection and Safety

Protection and safety of our students and our staff community is of utmost importance to us. In the light of the Covid-19 emergency, UNIMIB is extending psychological support to our domestic as well as international students.

In general, a psychological and counselling support is available to all students and staff. International students are further supported by Bicocca Angels, by the welcome desk staff, by the department faculty coordinators, and by tutors who support integration in the new academic environment and help to prevent isolation. UNIMIB also guarantees insurance coverage for accidents and third-party liability insurance for all students and staff at campus.

Measures to support students

Multilingualism is one of the cornerstones of Erasmus. Foreign languages have a prominent role among the skills that will help to equip people for the labour market and make the most of available opportunities. UNIMIB promotes language learning and the linguistic diversity of its students and staff by offering an extensive English course offering within the existing degree programmes at all levels. All incoming students and staff are offered Italian language courses on campus. Language support through the Rosetta Stone platform aims to improve the learning performance both for incoming and outgoing students and thus contributes to the specific objective of the Erasmus Programme.

The above helps us foster a strong sense of community. UNIMIB will continue to provide comprehensive support to every student, with consistently excellent student services and a focus on student wellbeing. UNIMIB particularly recognizes the importance of a student's early experiences at university for their long-term success and will continue to curate a student-centered induction experience. UNIMIB commits to listening to student and staff voices and feedback through surveys, and working closely in partnership with students and staff, to develop an educational offer in compliance with fulfilling the goals of the European Education Area.

At UNIMIB, the management of international incoming and outgoing student and staff mobility is managed by the International Affairs Division, which guarantees a coordinated service both for outgoing and incoming student flows. All administrative procedures have been put in place to ensure the smooth functioning of the mobility programme. Information on international mobility opportunities is offered during the Bicocca International Day. At the department level, the Erasmus coordinators offer targeted meetings to present their Erasmus destinations. Doctoral students are also invited to participate in the Erasmus Programme.

The mobility programme is student centric, it encourages students to choose their host university in accordance with their individual study and training needs. To ease the process, students are asked to identify five possible Erasmus destinations ranked by preference, and to suggest a list of courses to be taken at each partner University. Based on this, the University Committee for Internationalization has defined a common procedure based on merit in order to assign the destination. Each Department monitors and manages the Erasmus selection of students in a decentralized way.

The yearly call for Application allows students to plan the period abroad as an integral part of their study programme. The study plan and credits are defined in each students' Learning Agreement. The number of credits is proportional to the period of study abroad, by expecting roughly 5 credits to be acquired for each month spent abroad. This helps students to follow the programme in a timely manner and to avoid any unjustified extension of their period abroad. Outgoing students are constantly monitored and supported in order to pass exams and acquire credits as stated in their Learning Agreement for the Erasmus mobility abroad.

UNIMIB is continuing its digitalization policy to support the application process, the approval of the Learning Agreements and the digital signature procedure for the mobility agreements. The online Learning Agreement allows us to trace and monitor in a clear and transparent way the approved activities as a part of the student's study curriculum. It also helps to monitor the process of automatic recognition of the courses passed during the Erasmus mobility. The students can access via Intranet the career management portal and can interact with their Erasmus coordinator in order to update and integrate the initial Learning Agreement with the courses provided by the partner University. All changes are recorded by the management system and this allows for a continuous monitoring of the exams taken abroad and for actively supporting the process of recognition.

For the academic recognition of equivalence, the conversion table for the Italian grading system is published on the Web and is also printed in the UNIMIB Transcript of Records. TORs are sent to the International Office of the partner University



as soon as incoming students pass the exams at UNIMIB and grades are registered in the Students' Online System (Esse3). In order to promote an inclusive student experience and to support equal study opportunities, UNIMIB is investing a lot in online courses. We are introducing flexible mobility formats, which include developing blended mobility opportunities for both students and staff, by combining a short-term physical mobility with a distance learning based component.

UNIMIB is actively involved in the **Erasmus Going Digital project**, which will also include the European Student Card, an online one-stop-shop through the Erasmus+ Mobile App for students to manage all administrative steps related to their mobility period (before, during and after their stay). This will allow students to find all the information they need to experience a high-quality mobility period abroad.

UNIMIB is part of an experimental working group coordinated by the University of Padova. In order to comply with the envisaged timeline for the European Student Card Initiative we are exchanging knowledge with other HEI's in order to share a common platform for all internationalization processes. UNIMIB IT sector is working closely with CINECA (the largest Italian computing center and one of the most important worldwide) to analyse and fulfill all requirements coming from the Erasmus Going Digital project. The use of the Erasmus+ mobile app is being developed within the framework of the Erasmus Without Paper project. CINECA has scheduled the integration process between the European digital requirements and UNIMIB Esse3 so that incoming and outgoing students can be invited to use the **Erasmus+ Mobile App** and access all useful information about UNIMIB via the Erasmus+ Mobile App.

Since some students have experienced difficulties with the online version of the Erasmus+ App, UNIMIB has in parallel developed UNIMIB Encyclopedia of destinations" in which students can find a checklist of things they need to do before, during and after their Erasmus stay abroad, alongside information shared by other fellow Erasmus participants.

As of February 2020, UNIMIB is registered on the European Student Card website, along with 12 other Italian Universities that are participating in the pilot implementation. UNIMIB is actively participating in the test phase that allows creating, negotiating and updating Inter-Institutional Agreements (IIA), substituting the old BA - Bilateral Agreements, in a digitable-readable form. We are also part of the working group on the OLA - Online Learning Agreements on the Erasmus dashboard. The aim will be to connect UNIMIB internal digital platform called "Online Registry" to the European dashboard. CINECA is in charge of this harmonisation process.

UNIMIB is committed to developing and consolidating the **innovation and modernisation** process. UNIMIB governing bodies support the transition from paper to IT support, in order to make the data immediately accessible, usable and long-lasting. The dematerialization process has already been applied to procedures for the selection of personnel, to the reporting of mobility missions by teaching and non-teaching staff, to the participation in mobility programmes, and to the automatic registration of credits in students' careers.

The University is working in order to maintain the **milestones** set by the European Commission:

2021 - to manage inter-institutional agreements and online Learning Agreements

2022 - to send and receive student nominations and acceptances

2023 - to exchange transcripts of records related to student mobility

2025 - to integrate the European Student Card at UNIMIB.

In the framework of UNIMIB student centered activities, the International Mobility Office is supported by the Communication Office to provide students guidance and constant support in participating in a mobility programme. Students are informed about all stages of the Erasmus mobility before, during and after their stay abroad.

The world faces unprecedented challenges to sustainable development, one of them being climate change. UNIMIB has a strategic vision towards this and has been working consistently to address these challenges through research, education, public engagement and our own campus operations.

Since its foundation in 1998, UNIMIB has chosen to actively engage in making its infrastructure sustainable from an environmental, social and economic point of view. The aim is not limited to cost reduction and to lower environmental impact, but represents an educational model to promote and spread sustainable behavior among its faculty, employees and student community. UNIMIB 2020-2022 strategic plan includes sustainability among its priorities.

In line with the 17 Sustainable Development Goals (SDGs) and the 169 correlated Targets of the UN's 2030 Agenda for Sustainable Development, UNIMIB envisions sustainability to run through our thinking and activities at all levels, and across all our campuses to become an integral part of study, research and third mission programmes.

Responding to the need of undertaking a sustainability path, UNIMIB has created the 'BASE' Sustainability Office - Italian



acronym for Bicocca Environment Society Economy. The four key focus areas of BASE are: Energy management, Mobility management, Waste management, Water & food. Besides these areas, UNIMIB is committed, among other things, to promoting the principles of sustainability among the entire UNIMIB academic community. BASE proposes, plans and implements the University sustainability plan through management and structural actions, with educational and training activities designed to change the users' behavior. Together with numerous other Italian universities, UNIMIB is part of the Network of Italian Universities for Sustainable Development (RUS) and it is also part of the world wide network of Sustainable Campuses (ISCN). <https://www.unimib.it/ateneo/bicocca-sostenibile>

Some concrete actions in this regard have been:

- separate waste collection policies, food waste reduction in canteens. We have already stopped using plastic glasses and cutlery;
- sustainable mobility and careful monitoring of pollution levels;
- sustainable entrepreneurship training actions carried out by our students and staff through the 'Innovation Pub'; <https://en.unimib.it/research/innovation-pub>
- UNIMIB has undertaken a sensibilization campaign for a more appropriate water consumption. In order to reduce plastic and water waste, freshwater dispensers have been positioned throughout the campus and inox water bottles have been distributed for free to both students and employees.

UNIMIB has implemented specific activities, such as the analysis and planning of cycle and pedestrian traffic and an efficient, free- of- charge, on-campus shuttle service connecting the different buildings, which, together with an urban transport plan, has significantly reduced the impact of the vehicular traffic in the area.

UNIMIB is committed to promoting the use of Parco Nord (a green area near the University) by students and University staff, by contributing to designing a cycle-pedestrian connection.

In line with the United Nations 2030 Sustainable development goals inspiring the Erasmus+ Programme, with particular reference to goal 11 concerning 'sustainable cities and communities', UNIMIB's current Erasmus Policy Statement is committed to active cooperation with the Lombardy Region, in order to improve the quality of mobility. In order to reach places outside the campus, the city of Milan provides a bike-sharing service with fixed vehicle pick-up and drop-off stations located within the UNIMIB campus. In addition to these possibilities, UNIMIB provides students and staff with a car sharing service at discounted rates. All these actions are advertised on the UNIMIB website and aim at promoting a culture of sustainable mobility on campus, as well as in the local area. To this purpose, UNIMIB annually organizes various events discussing environmental sustainability that are open also to citizens.

UNIMIB extends the commitment to sustainability to academic programmes and research activities and infrastructures. The University is working towards making our laboratories sustainable; it is also working on a checklist of actions that laboratories need to undertake. We are working on cutting edge research themes with our partners and stakeholders in the fields of green energy, clean technologies, CO2 emissions, food security, environmental acoustics, etc. As regards education, UNIMIB has a postgraduate degree in Marine Sciences, along with short modules that are part of many courses. We also organize summer programmes addressing a wide range of sustainability topics.

All mobility programmes as part of Erasmus Programme shall comply with our campus sustainability initiatives.

Since its inception in 1998, UNIMIB has considered the accomplishment of the so-called "third mission" one of its priorities. This implies taking responsibility, actively and consciously, for the society on whose behalf we are working. UNIMIB's third mission comprises many actions, among which those aimed at fostering the integration of the University within the cultural, social, and economic context of the territory, that comprises the metropolitan city of Milan and the Lombardy region. The need for a deep connection with the territory has been clear since the beginning, when the original project of building a new University was conceived in the Bicocca district, one of the largest and oldest industrial areas that has now been converted into a multifunctional district where people reside, study and work. Accordingly, over the years many initiatives have been undertaken by UNIMIB to consolidate its links with the various realities operating in the local area. Recently, a new project, termed "Distretto Bicocca", has been launched in order to strengthen the partnership with various territorial cultural and economic enterprises, as well as with the local political administration. In addition, toward this goal, the UNIMIB new Rector nominated in October 2019 a Vice-Rector with the specific task of interfacing with the territorial actors to promote joint initiatives.

The internationalization policy of UNIMIB builds on the above premise to broaden the horizon beyond the limitation of



borders. Therefore, all actions undertaken by UNIMIB to establish partnerships with foreign institutions have been not just to benefit the academia, but also the entire territory. Thus, incoming international students and staff are viewed as vehicles to bring the cultural diversity and enrichment of UNIMIB. At the same time, visiting students and faculty gain from the vast cultural milieu of the territory. Towards the same, some specific initiatives, such as informal seminars and guided visits, are organized for incoming participants to illustrate the many aspects of local historical, cultural, political, and entrepreneurial (e.g. fashion, design, etc.) peculiarities of both the city and the region. Instead, outgoing students and staff act as ambassadors of their native territory. Upon their return they are encouraged to share their academic and cultural experiences and include them in our interactive “Encyclopedia of the destination”. They also acquire skills favorable for job prospects in the local labor market. At UNIMIB many career events are organized in order to connect our talent with the industry operating in the territory. UNIMIB invites professionals from the industry to share sectoral market trends and the competencies they desire in their workforce. UNIMIB has inserted a strong industry element within the curriculum of many of our courses.

UNIMIB will contribute to strengthen the territorial linkages for innovation and well-being of the community, thus further strengthening UNIMIB’s third mission.

When participating in Mobility Activities - After mobility

Over the past years, UNIMIB has successfully implemented automatic recognition processes by improving, streamlining and digitizing our internal procedures. We have a **digital process for Learning Agreements**. In the Esse3 (Students’ Registry) management system, students can update their study plan abroad in real time, supported by their Erasmus coordinators who evaluate and approve the proposed amendments. The coherence of the Learning Agreement with the activities certified in the Transcript of Records (TOR) allows a rapid and automatic career registration of credits for the exams passed abroad. Concerning the activities related to the elaboration of the final thesis abroad (UNIMIB rules for the Implementation of International Students’ Mobility), UNIMIB recognizes all credits, apart from one credit for the thesis. This last credit is recorded on the graduation day, after the discussion of the thesis. The TOR is received and managed centrally by the International Mobility Office, which converts the grades into the Italian system and updates the student’s career with credits. The Erasmus coordinators receive a note that allows them to check and approve the automatic recognition made by the Office. After seven days, the system automatically confirms the grades and the credits based on the principle of silent consent. All credits are counted towards the student’s degree without any additional paperwork or assessment by the student. Credits are traceable in the Diploma Supplement and in the Open Badge for International Students. This makes the recognition procedures simpler, more efficient and more transparent. Upon their return, Erasmus students are the ambassadors of the Erasmus programme, as they have the opportunity to share their experience in the online portal “Encyclopedia of the destinations” as well as to contribute to providing incoming students with the best service at UNIMIB.

From the beginning of March, Italian Universities had to react quickly to the unprecedented situation created by the COVID-19 emergency in order to minimize the learning disruption. UNIMIB promptly reacted to the emergency by ensuring full online teaching for all courses; UNIMIB has been active online throughout the entire lockdown by ensuring regular and complete teaching activities, including exams and graduations. This also supported our international students who could freely access the online activities, thus being able to complete their courses. Teaching activities will continue online also during the Fall semester 2020-2021 in order to provide both domestic and international students with direct access to distance learning, in case the emergency will not allow on campus teaching.

UNIMIB is well aware that staff mobility is an integral part of its internationalization process as a key aspect of the Bologna process. Staff mobility impacts on individual professional careers, as well as on the institution qualification and visibility. Professional advancement through staff mobility is a key added value in the perspective of creating a European-Universities network, sharing good practices within the Erasmus consortium, and increasing the skills of the administrative and teaching staff. Staff mobility represents also an additional factor advancing student mobility. The staff personnel who have good relations and networks with institutions abroad, through training, teaching or research, are more likely to support students in becoming mobile themselves, since they acknowledge the added value of mobility. UNIMIB will organize information/sensibilization meetings specifically targeting academic and administrative employees, in which the staff of the mobility office will illustrate call features and opportunities, and colleagues with previous Erasmus mobility will



be invited to share their experience and newly acquired knowledge. The research database with UNIMIB Intranet access (named IRIS) comprises a specific section dedicated to staff mobility, which gathers data on completed mobilities, both outgoing and incoming. UNIMIB is involved in a rich network of bilateral agreements (348) that offers a fertile background promoting staff mobility in 21 European countries. UNIMIB Doctorate School with 17 PhD programmes in 7 disciplinary areas and its four PhD dual programmes is another important framework for reciprocal stimulation and amplification of student and teacher mobility. The application selection process is aimed at inclusiveness and transparency, following clear and fair criteria defined in advance and ensuring adequate training to the evaluating committee. Activities to support the outgoing staff mobility will also include the availability of additional University funding to ensure a greater number of exchanges. Moreover, assistance in organizing the mobility will be offered to both outgoing and incoming staff mobility.

UNIMIB will undertake specific steps to promote incoming staff mobility. A digital brochure describing the UNIMIB international profile and attractive features as an Erasmus host institution will be distributed to colleagues at meetings and conferences and sent to the partner universities every year. The hosting departments will incorporate incoming teaching activities in their study programmes by promoting interaction with other teachers, and proactive relationships aimed at cultural and civic engagement and at making incoming staff active UNIMIB citizens. These aspects will also be underscored in the teaching programme for outgoing mobility.

UNIMIB has reacted promptly to the coronavirus emergency with a fast and smooth transition to full online teaching, thanks to technologically equipped multimedia lesson rooms, integrated e-learning platforms and a specialized technical taskforce for informatics services. Thus, the future component of online teaching in Erasmus staff mobility will be effectively supported in both directions. UNIMIB is actively involved in order to guarantee adequate safety procedures for both incoming and outgoing staff personnel.

In terms of recognition, the teaching activity abroad is one of the criteria used for candidate selection by the Italian national habilitation committees, and UNIMIB is making its recruitment policy focused on this in candidates' CVs.

For the Purposes of Visibility

The Erasmus Policy Statement is strongly embedded within the UNIMIB vision and strategy for internationalization and modernisation of our University. It reflects our guiding principles and values and has been developed from a bottom up approach, reflecting the voices of our students, faculty, staff and management.

The European Policy Statement is published on the University web page, within the internationalization section:

(<https://www.unimib.it/internazionalizzazione/mobilita-internazionale/accreditamento-unimib>). The document is freely accessible (not limited to the University Staff and students), in line with the policy of transparency of our governance to its stakeholders.

In order to enhance the engagement, quality and visibility of our Erasmus Programmes and initiatives, under the direct leadership of our Vice-Rector for Internationalization, we are undertaking the following actions:

- Bicocca International Day: this is an annual meeting organized with all the students who are interested in taking part in the Erasmus Programme. The meeting is guided by our Vice-Rector for International Relations, the Head of International Affairs Division and the staff from the mobility office. The purpose of this meeting is to share with the students the importance of mobility for enhancing their academic goals, acquiring intercultural competences and achieving career aspirations. UNIMIB shares with the students the possible study, research and traineeship opportunities with our partner universities in Europe. They are also advised to connect with their respective department faculty tutors in order to seek advice for selecting the right destinations, in line with their study path and career aspirations. The mobility office staff explains the Call and the application process. For the last 2 years, UNIMIB has been streaming the event through the UNIMIB official YouTube channel. Additional meetings at each Department and degree courses are locally organized to further promote the international mobility programmes.
- Erasmus Info Day dedicated for Call KA107 as well other Extra EU opportunities: this event is usually organized in autumn sharing the upcoming outgoing student opportunities with specific countries with whom we've won the Call. All aspects of Erasmus Charter of Higher Education are explained to the students along with the application procedure. This meeting is also the right occasion to communicate our other Extra EU funded opportunities. This



is an occasion for our students to give their testimonials on the mobility experience as well as Erasmus Coordinators and the outgoing staff to share their experience. We document these experiences through videos and written feedback (<https://www.youtube.com/watch?v=dWhQl4xD05o>).

- Tell your stories: this is a powerful way of recording the experiences of our students and sharing with their peers. Tell your story strategy is based on students sharing their experiences abroad, both academic and cultural, including how living in a different culture has contributed to their learning soft skills and personal growth. The videos are collected and shared on the UNIMIB web site and through the YouTube channel of the University. (<https://www.unimib.it/internazionalizzazione/mobilita-internazionale/cosa-dicono-studenti>)
- B-news: (<https://bnews.unimib.it/>) is an official communication channel of the University, where our Communication office team interviews Bicocca students' on their extraordinary study experiences, projects and research involvement and shares their inspiring stories.
- Encyclopedia of destinations: Is an instrument developed to facilitate students in finding the most suitable destination for their mobility. It is an outcome of the emerging needs of the students over the years to get hands on information related to various EU university destinations. This interactive tool has been developed and enriched with the support of UNIMIB Erasmus students after having completed their mobility experience abroad. Through a specially designed questionnaire, the students share practical information related to academic quality, courses available in English, tutor support, exams and credits, social and cultural life, accommodation etc, which can be useful for their peers when selecting their destination. This information is uploaded on the portal. The destinations are divided in terms of Departments and Schools and the students can easily navigate through destination countries and find information about specific Universities within those destinations and read the feedback left by the students and find useful links (UTILITY) to understand better the academic course offering of that university, student services, health insurance scheme, cost of living, list of course coordinators etc.. <https://sites.google.com/unimib.it/enciclopediadelledestinazioni>
- Welcome Day: to welcome our International students, UNIMIB organizes The Welcome Day Event with participation of incoming international students, staff of welcome desk, the department coordinator, chaired by Vice-Rector of Internationalization. The objective is to give them an orientation to the university and student services. Practical information is shared on all aspects of living and study. They are informed about the buddy programme and ESN Network about social and intercultural interaction. UNIMIB believes in building an inclusive student community and provides comprehensive support for ensuring the well-being of incoming students. <https://en.unimib.it/education/mobility-programmes>
- Small Group Meetings: these meetings are organized by the welcome desk for the incoming students at the beginning of the semesters. These are practical sessions to help students understand the UNIMIB e-learning platform and other student services. The students are also helped to build and manage their personal profile page in the UNIMIB Career Section.
- Bicocca University Angels (BUA): The Bicocca University Angels are fundamental to our Welcome Desk project. Angels are 10 dynamic students, representing each of the UNIMIB departments who have already participated in an Erasmus mobility. Their role is to welcome and support incoming students during their stay as well as give practical information to the outgoing students. Angels can be contacted by email or by telephone for any issue regarding the university life. BUA are extremely important to create a communication bridge between the institution and the students. They also attend the Bicocca International Day and share their testimonials. They help us build a sense of community and belonging between students and support the internationalization of our university.
- Internationalization meetings, chaired by Vice-Rector for Internationalization – UNIMIB values the contribution by the faculty in mobility programmes as well as participating in all Erasmus key action projects in improving the relevance and quality of academic and research programmes of our university, at the same time strengthening cross-border cooperation.
- Infographic Posters for visibility and dissemination: UNIMIB has designed information material for students and staff for better visibility of the Erasmus Programme and increased participation in our community.

With the new program, UNIMIB plans to expand the visibility, reach and participation of our student and staff community.



The significance and impact of international mobility, as an essential component of the institutional mission of UNIMIB, is shared by academic and administrative staff members. At UNIMIB information is constantly updated and reaches all levels of the university staff. UNIMIB is endowed with a structured personnel for internationalization, including a Vice-Rector acting as a chairman of a restricted group of counselors and a more comprehensive committee formed by all departmental coordinators and representatives of the International Affairs Division and of the International Promotion Office. In turn, departmental committees are elected to support the coordinators' work. To all levels of staff, guidance and constant communication will be provided by the International Affairs Division sustained by the Communication Office. Among the specific tasks of these figures are those to ensure the full application of the Charter's principles.

All information available is channeled through the UNIMIB website, social networks, media, and internal mailing lists. Specific informative meetings and webinar sessions are organized to inform the wider community of specific calls and opportunities. In order to ensure fair and equitable opportunities to all potential participants, at all levels, communication is fair, transparent, coherent, and carried on in a documented way.

A major instrument for communication is the institutional website, that contains a full section devoted to internationalization, where all official documents are published, including the Erasmus Policy Statement, the Erasmus Charter for Higher Education (ECHE), and the European Credit and Accumulation System Chart.

In this section, calls will be readily made available and clearly recognizable. News will be constantly published using all the on-line communication tools available such as mailing lists and corporate profiles on social media (Twitter, Instagram, Facebook and LinkedIn).

The Erasmus 2021-2027 will offer the opportunity to improve the existing procedures also by offering training opportunities to all staff members involved in the internationalization process.