

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 (EN)

Business School PAR aspires to become an internationally recognized provider of higher education and research, which makes internalisation a key component that permeates all aspects of its learning, teaching and research experience.

The main goal of our internationalization and modernization strategy is to contribute to the development of premium education in Croatia and Europe by constant improvement of our study programs in accordance with European standards. The key instruments to reach this goal are student and staff mobility, close collaboration with similar institutions abroad and participation in international projects. Therefore, the objectives of PAR's participation in the Erasmus+ programme cover the following areas:

1.) High quality student and staff mobility

Mobility opportunities within the Erasmus+ programme enable wide international experience and professional aspirations, improve language skills, embrace cultural diversity and strengthen the sense of European identity. This is the reason why faculty and staff mobility plays a crucial role in Business School PAR's internalisation efforts. In addition, special mechanisms exist at BS PAR to promote credit mobility for studies and work placements, as well as staff mobility for teaching and training, especially taking care of participants from under-represented and disadvantaged groups. For the incoming students with disabilities, BS PAR provides special counselling and blended mobility possibilities within our distance learning courses.

2.) Promotion of international projects weeks and internship programmes

In line with institutional internalisation strategy, mobility opportunities are further enhanced by student internship programmes and international project weeks aimed both at international students and internationalization at home. International Project Weeks are organised throughout the year, and because of the need for diversity and competitiveness, they cater to substantially different target groups. Among them are: Sail & Learn Summer School, INCASO Winter School, International Staff Week and PAR Business Camp as well as SenZations Summer school (the oldest IoT summer school in the world) where PAR is a co-organizer. Participation in Erasmus+ programme is of the utmost importance for improving the quality and relevance of our IPWs, attracting high-potential students from different regions and for establishing an "international classroom at home".

Internships are also an important mechanism for gaining practical skills according to the global labour market. BS PAR supports its students in finding suitable internships abroad via our Career Centre as well as our strong network of international partners. BS PAR also welcomes foreign trainees through membership in renowned international organizations such as the NHEI Consortium EuGen from Italy, the European Association of ERASMUS Coordinators (EAEC), the New Initiatives and Challenges in Europe (NICE) Network and Businet. In addition, Business School PAR has forged a strong relationship with Lehigh University and Iacocca Institute (USA), placing American students in Croatian traineeships during the summer.

3.) Internationalisation of the curriculum

At Business School PAR, mobility is regarded as one of the key elements for enhancing students' employability, civic engagement and integration into multicultural business settings.

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

This is why international experience is integrated into the curriculum at both study levels. For that reason, PAR has instituted a change in its undergraduate curriculum and introduced International Experience as a mandatory course. Moreover, internationalization of curriculum provides an additional opportunity for faculty to infuse an international dimension into their courses and thus help prepare the students to be aware of global issues. BS PAR regularly reviews the syllabi and seeks to adapt learning outcomes to global economic issues and perspectives and keeps track of global trends and developments by sending its representatives to Erasmus+ TCAs.

4.) Development of international strategic partnerships and participation in international cooperation projects

Collaboration with European and international higher education institutions on mutual projects and through the co-creation of joint intellectual outputs, innovative curricula, exchange of good practices and efforts of capacity building through knowledge transfer outside of EHEA is part of our basic priorities and organizational values. BS PAR will continue to develop cooperation with partners in other EU and non-EU countries, with the aim of expanding the number of international projects with increased student and staff participation rates.

BS PAR will regularly assess the mobility performance and outcomes and use these results for improvements and further development of the international cooperation activities. Keeping the competitive advantage intact cannot be done without proper linking of innovative solutions to the knowledge triangle; therefore, participation in teaching, training and job-shadowing in relation to projects implemented under the Programme is of the utmost importance. BS PAR's goal is to identify strategic partnerships that enable and intensify synergy between business and education with an added international dimension.

In order to increase international collaboration and mobility opportunities, BS PAR actively pursues Erasmus bilateral agreements with higher education institutions (HEIs) all over the world. Up until now, BS PAR has signed more than 60 agreements with HEIs within the Erasmus+ programme and more than 20 bilateral agreements with HEIs from non-participating countries. In the upcoming phase of Inter-Institutional agreements renewal through the Erasmus Without Paper Network, all partnerships will be subjected to quality evaluation based on several quality indicators and the past performance of institutions. New partner institutions will be selected based on academic quality, as well as study programme compatibility and complementarity.

By working on the said objectives, BS PAR will fulfil the following goals set out in its internalisation strategy: 1) Development of international curricula and inclusion of mobility components; 2) Attraction of international student body and academic staff; 3) Expansion of triangular relationships between business, education and research; and 4) Establishment of strategic partnerships and HEI networks for deeper involvement in international cooperation. In sum, our international strategy aims at providing all students with international competences, improving staff members' international qualifications, supporting and incorporating high quality and international skills in all curricula, participating in international projects and cooperation with key partners.

As a small, yet fast-developing HEI, Business School PAR aims to enhance its competitiveness by assuming an active role in developing a strong international profile while endorsing the following principles of the European Education Area in higher education: 1) spending time abroad to study and learn as the norm; 2) higher education qualifications recognised across the EU; 3) knowing two languages in addition to one's mother tongue as the standard; 4) equal access to high-quality education, irrespective of one's socio-economic background; 5) strong sense of one's European identity, as well as Europe's cultural heritage and its diversity.

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 (EN)

Business School PAR has been actively promoting the development of international programmes and cooperation as one of the institution's main strategic goals. Since being awarded the Erasmus+ Charter for Higher Education (ECHE) in 2015, BS PAR has been actively participating in the following Erasmus+ activities: KA 1, KA 2 and Sport. BS PAR is also a member of the "Croatian Universities for EU Projects" consortium, accredited by Informo association in 2017, which further facilitates and encourages the mobility of students within the Erasmus+ programme. Additionally, from 2018 BS PAR is the coordinator of the second accredited national consortium in higher education in Croatia titled "Knowledge Triangle", comprising of four other Croatian university colleges, which fosters teaching and administrative staff training mobility.

In the upcoming period, the institution will remain committed to supporting transparent, non-discriminatory and documented student and staff mobility (KA1), paying particular attention to the inclusion of individuals with fewer opportunities. Prior to mobility, participants can get acquainted with our Course Catalogue which is easily accessible from the BS PAR International Office webpage, which contains other relevant information and documents (Guide for International Students, Fact Sheet, Application Form). The Course Catalogue describes important information on courses taught in English, and is updated on a yearly basis.

During the mobility, BS PAR will continue enabling systems that foster mobile participants' integration into the society, such as buddy and ambassador schemes, and Erasmus days / orientation week. During these events, foreign students get necessary information for practical and administrative issues, undergo all the required course registration procedures and get acquainted with the daily functioning of BS PAR. In addition, BS PAR closely collaborates with the local Erasmus Student Network which provides support activities to incoming students in order to include them in academic community and Rijeka's culture and everyday life (accommodation options, visa requirements, health insurance and social events). Full language support for incoming mobile participants is provided by the PAR Language Centre. International students and staff can choose from a wide list of foreign languages and can select language courses for their Learning Agreement. Moreover, a course on Croatian for non-native speakers is offered each semester at Elementary/Beginner's levels. In the previous year, we have also provided high-standard accommodation for mobility participants in the near vicinity of our premises.

The implementation of student and staff mobilities will focus on implementing digital mobility management in accordance with the European Student Card Initiatives, and on encouraging green initiatives aimed at promoting sustainable and responsible behaviour among mobile participants.

After the mobility, BS PAR will continue applying full automatic recognition of all credits – based on the European Credit Transfer and Accumulation System, gained for learning outcomes achieved during a period of study / training abroad, thus ensuring the quality and transparency of recognition procedures. The Transcript of Records, as a full and accurate record of students' achievements will be provided and expected from receiving HEIs in a timely manner (within five weeks). It is important to note that our International Office team provides full support to incoming students and staff prior, during and after the mobility. The same applies to BS PAR's outgoing staff and students who receive mentoring and support from our Erasmus Coordinator or IO Head.

So far, Business School PAR has been engaged in more than 20 KA2 projects – both as partner and coordinator. In the next six years the institution will continue to participate in European and international projects aimed at cooperation among organisations and institutions (KA2) and support to policy development and cooperation (KA3). Strategic partnerships will be formed based on subject area priorities, practical relevance, the opportunity to transfer results in the classroom, outcomes of previous collaborations and institutional capacities. In the application and implementation phase strong emphasis will be placed on students' participation, adequate resource allocation, transparent professional recognition of staff as well as academic recognition for students.

These actions are expected to enforce our efforts to implement the highest standards of

quality and best practices in institutional governance and our study programs, as well as to enable us to offer more attractive courses, which are responsive to global educational and societal needs. In other words, participation in the Erasmus+ Programme is of paramount importance for the achievement of BS PAR's long-term strategic priorities.

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 (EN)

The defined objectives of our participation in Erasmus+ programmes shall be reached by the following targets:

- creating joint semesters or short mobility windows with foreign HEIs that will be used as platforms for initiating double degree programmes that will additionally enhance cross-border cooperation and regional development;
- establishing joint transnational courses within our planned project of distance learning virtual courses;
- improving existing and developing new short-term mobility opportunities for part-time students and students in degree programmes where long-term mobility is not possible;
- developing 5-15 strategic collaborations with new partners, that would include student and staff exchange, research activities and cooperation projects in key action 2 and key action 3;
- improving the employability of our students through the international experience;
- increasing language skills of our students and teachers;
- increasing student and staff mobility by 10%;
- improving the transparency, comparability and portability of qualifications, thus facilitating their recognition.