



Erasmus Policy Statement

Please describe your institution's international (EU and non-EU) strategy. In your description please explain a) how you choose your partners, b) in which geographical area(s) and c) the most important objectives and target groups of your mobility activities (with regard to staff and students in first, second and third cycles, including study and training, and short cycles). If applicable, also explain how your institution participates in the development of double/multiple/joint degrees.

Along a path of internationalization, which started over 40 years ago, Bocconi is committed to create an open, stimulating and international environment aimed at attracting the most talented students and faculty members, at domestic, European and international level. Such objective is considered of paramount importance in an extremely competitive scenario, where mobility of students and faculty is highly increasing.

In this scenario, Bocconi strives to offer the academic experience, the international outlook and the multicultural environment essential for a career in a global economy. Hence, international exposure of students is a fundamental part of Bocconi effort to prepare well rounded individuals able to succeed at local and global level, to grasp cultural intricacies and to live as good and responsible citizens of the world. Bocconi is committed to increase qualified study and work abroad opportunities for its students at all levels. Such opportunities are considered key factors in order to ensure and improve graduates competitiveness on the global job market.

Alliances with top HEIs, in the fields of management, economics, finance and law are sought for or expanded, based on the sole criteria of high academic quality. Such partnerships are aimed at providing opportunities to students primarily at Bachelor and MSc level, through collaboration on student exchange, joint/double degrees or programs. Since the inception of its cross border activities, the international scope of Bocconi has been global. Bocconi aims to continue along this line, keeping a strong domestic and European focus balanced with an overseas approach. With over 200 partners in 50 countries worldwide, Bocconi will strive to further enhance its presence in represented countries and to build alliances in non represented ones.

Study abroad opportunities not only expose students to qualified academic environments. They also introduce them to new cultural, social and economic contexts giving them the first tools needed to understand and to access new job markets. Hence, in enlarging the international cooperation network, Bocconi will pay special attention to growing economies and developing markets.

Double/joint degrees have been pursued since 2005, in partnership with both European and BRIC countries HEIs. Through different formats, these agreements ensure an extended exposure of students to the partner schools academic and corporate environment, facilitate faculty interaction and allow— under certain conditions— that entire classes are trained abroad. At this time, 22 double/joint degree agreements are active at MSc level with HEIs in Europe, USA, Canada, Brazil, Russia, India, China and Australia, in addition to the World Bachelor in Business leading to a triple degree at a bachelor level.

Bocconi aims at further promoting new selected alliances at graduate level, focusing on top quality partnership with a global scope. These agreements will also be pursued to ensure that qualified students from selected schools are recruited on Bocconi bachelor programs.

The international commitment of an Institution not only is measured by its capability to attract –foreign students and faculty and offer international academic programs with embedded study and work abroad opportunities. We strongly believe that only by running programs abroad in partnership with local players or directly through an off-shore campus, an Institution is able to substantially prove the international commitment of its stakeholders. Bocconi has opened its first off-shore campus in Mumbai in 2012. Targeted to respond to the demand of post-graduate and post-experience education in India, the Indian Campus will also be a platform allowing a further exposure of Bocconi students and faculty to a key economic context.

Other selected initiatives of this kind will be pursued, based on a careful evaluation of local needs, resources and opportunities provided to Bocconi students and graduates.

Study abroad opportunities are more and more integrated with work abroad experiences. At this time, 24,5% of Bocconi students work abroad upon graduation; in 2012, 27% of overall internships were carried out internationally.

Bocconi is committed to further enhance the number of students/graduates taking work experiences abroad. To reach this objective, our efforts are concentrated on two main areas:

- On one hand, students need to be prepared to tackle the international job market. Career counseling need to be designed accordingly. In-company training is required to have a European and international focus. Cross border internships are considered a key success factor to reach this objective.
- On the other hand, partnership programs with international employers and employers operating internationally need to be pursued more and more. In parallel with traditional on campus recruitment initiatives, the University strives to identify other cooperation platforms aimed at involving off-shore employers.

If applicable, please describe your institution's strategy for the organisation and implementation of international (EU and non-EU) cooperation projects in teaching and training in relation to projects implemented under the Programme.

Bocconi is committed to promote and participate in international cooperation initiatives in the areas of teaching and training:

- which are related to its main fields of activity (management, economics, finance and law),
- which involve high quality higher education and corporate players and
- which ultimately lead to consistent opportunities for its students and graduates and to improvements for both its academic and staff members and, overall, its international reputation.

Please explain the expected impact of your participation in the Programme on the modernisation of your institution (for each of the 5 priorities of the Modernisation Agenda) in terms of the policy objectives you intend to achieve.*

* COM (2011) 567 (<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2011:0567:FIN:EN:PDF>)

Our objectives are defined in the "A.Y. Inaugural Speech" marking the start of Andrea Sironi's chancellorship (Nov. 15, 2012):

"international openness of universities is a critical factor in the success of an individual university, and of a system in its entirety. However, we should remember that internationalization is not an objective in and of itself. Rather, it functions in relation to a more general aim of promoting economic and social development." "Despite the results achieved so far, there are several areas in which we must increase our efforts in the future."

- **intl exposure of our students:** "the ministries of the EHEA have fixed as an objective for 2020 that 20% [...] of students should spend a period of study abroad during their university education. At Bocconi, this % is already decidedly higher, however we should remember that in several European universities [...] an international experience [...] is an obligatory part of the curriculum"

- **intl placement:** "our graduates now receive their first jobs faster than in the past [...] however it requires further efforts on the part of a university which [...] aims for a leadership position in the European context. [...] Our University can benefit from the help of a network of credible and respected ambassadors— our alumni— who have been working together for several years now as part of the Bocconi Alumni Association"

- **faculty:** "Over the past few years, our University has developed an active policy of recruiting new faculty from [...] prestigious European and North American universities [...] Our University has also introduced a salary system which is entirely based on merit [...] in this way it rewards the commitment and results achieved in the three essential components of a faculty member's job: research, teaching and institutional service"

- **relations with institutions and corporate community:** Bocconi "maintains strong roots in its city, Milan, and in its country, Italy. [...] a crucial role is carried out by the applied research developed in our research centers [...] Another way in which our University can contribute to supporting Italy's economic growth is by stimulating our youth to get in the game and provide them with the intellectual and social capital needed to face new entrepreneurial challenges and, in general, the challenges of the job market. Entrepreneurship is one of the topics which lie at the heart of Bocconi's teaching and research activities"

- **promoting social mobility:** "our University has invested significant resources in order to [...] offer top-level education opportunities to the finest talents, based on merit and irrespective of the student's family's economic resources. [...] if we wish to fully carry out the role of promoting merit and social mobility, we must intensify our efforts, and attract and economically support youth whose families are unable to sustain this kind of investment in education."

Full text: http://www.stampa.unibocconi.it/editor/archivio_pdf/RelazioneRettore20121115152439.pdf

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