

ERASMUS CHARTER 2021-2027

1. ERASMUS POLICY STATEMENT

The *Toulouse Capitole University* hosts a total of 21,200 students in its 5 faculties (Law & Political Science, Toulouse School of Economics, Toulouse School of Management, Administration & Communication, and Computer Science). The university is already highly international, with nearly 20% of its students coming from abroad and several courses taught in foreign languages, as well as the Jean Monnet Chair in Law* .

The Erasmus+ programme is particularly important for the university , resulting in almost 80% students going to other establishments in Europe every year, among which the students enrolled on double degree (law and language) or joint degree courses. In addition, the number of placements in the Erasmus zone has increased significantly (37 students funded in 2018-2019), including doctoral students.

Some of the Toulouse Capitole University's **European partnerships** are very longstanding. The University's objective is to work in a network alongside other universities, supported by mobility funding. In the field of Law, the CIEL (International Law) and MEST (European Labour Law) networks have been in place for many years now. Students obtain a university diploma certificate signed by all partners of the network, in addition to their two-year Master's degree.

In the future, these networks will be strengthened, and new consortia created. For example, the partnership with the University of Gdansk in the field of Law will be extended to other Polish universities interested in French Law. Collaborations with several Belgian universities are also being studied, giving students the option of destinations offering complementary courses. These networks with French-speaking European universities match two aspects of the Toulouse Capitole University's four-part strategy, respectively a more extensive French-speaking and European reach (<https://www.ut-capitole.fr/international/>).

Another aspect of its strategy is a wider Spanish-speaking reach. As such, the University plans to strengthen its agreements with universities in neighbouring Spain. The participation of the European School of Law in events of the Euroregion (<http://www.euroregio.eu/fr/leuroregion-pyrenees-mediterranee/partenaires>) is proof of the University's desire for closer ties with its Spanish neighbour, once again via student and staff Erasmus+ mobility.

Finally, in pursuit of the fourth aspect of its strategy, the University aims to develop its future cooperation with Asia. The Erasmus+ programme, in addition to classic mobility and joint degrees, will be instrumental in generating this cooperation via the "Capacity-building" or "International Credit Mobility" (ICM) schemes for which applications have already been made (for example, the ICM with Vietnam and Hong Kong in the field of Marketing).

The Erasmus programme has over the years been a real lever in the effort to internationalise and modernise the University. In terms of cooperation agreements, the University already has more than 200 partners (<https://capitole.moveonfr.com/publisher/1/fra>). Concluding an agreement means complying with its official quality policy and gaining approval from the International Relations department. Hence, any new agreement is subject to a systematic evaluation of the quality of the institutions and of the courses they offer, which must meet the needs of *Toulouse Capitole University* students (quantitative as well as qualitative assessments of current and past mobility).

Careful examination of the reports of past mobility participants has identified areas for improvement and, in particular, made it possible to reinforce the qualitative support given to students by educational advisers. The aim for them in the coming years will be to provide personalised advice to enable incoming students to link up their mobility experience with their future career.

As for the number of courses offered in English, this will be increased over the next 6 years, particularly in Law. Courses taught in English are already being offered but the objective will be to offer incoming Erasmus students at least 15 credits in subjects traditionally taught in French (Law, Communication, etc.) by the end of the 2021-27 period.

* special teaching post for a professor with a specialisation in European Union studies

In terms of accommodation, incoming students will benefit from several schemes, in particular via the "Toul'Box" offered by the Federal University of Toulouse or the regional student welfare office (CROUS). Students now have a new online platform that gives them easier access to the accommodation available. The fact that incoming students can search for accommodation online conveys a modern and efficient image.

Finally, a further level of internationalisation and modernisation is expected thanks to the Toulouse Capitole University's involvement in the programme's new initiative of creating "European universities". The University has developed a project with its closest partners that it hopes will lead to the creation of a European campus (project under evaluation). This new campus will help test and implement new and future features of the programme, such as blended mobilities.

This European campus project will undoubtedly have a profound impact on the running of the University, which has already put a specially adapted administrative system in place. The system has been improved in recent years but is due for further improvement under the new 2021-2027 programme.

The Department for European and International Relations (SCREI) is in this respect a central player in the management and implementation of the University's international strategy. Under the impetus of the Vice-President for International Relations, international policy is implemented via three hubs: incoming mobility, outgoing mobility and finance, all supported by the following cross-disciplinary departments: Communication, European projects and MoveOn coordination. Branches of the International Relations department can also be found at the *Toulouse School of Management* and *Toulouse School of Economics*, as well as at the University Institute of Technology in Rodez.

Intra-European mobility is a key topic of discussion at the Toulouse Capitole University, and also concerns its double degree programmes and numerous joint degrees (more than twenty). The faculties have understood that such courses have largely been inspired by the Erasmus+ programme, and are aware that compulsory mobility results in, and will continue to result in, a better rate of integration for their students. It is why the International Relations department is going to continue providing information on the Erasmus+ programme, in particular on placement mobility, which is still relatively unknown.

As far as short-term mobility is concerned, the University's School of Management has set up short programmes with European partners. The plan is to continue this trend, including in the other faculties, especially if the new programmes include short-term mobility schemes of less than two months.

The outgoing mobility hub provides study and placement mobility activities (via an online calendar), a redesigned equivalence grid and detailed information on partner universities. Staff from the hub support students by providing them with general information, assistance with preparing their project, distance monitoring during their mobility experience (in conjunction with educational advisers) and support on their return. In cooperation with Communication staff, they help promote programme opportunities and financial support. They also, in conjunction with other departments, participate in preparing students for their departure.

Students with the fewest opportunities are given special attention by staff, who do their utmost to guarantee them access to mobility. As for students with disabilities, they benefit from special support from the department's disability adviser, who for the first time in 2019-20 supported two future outgoing students.

Study mobility remains a subject of interest for students but numbers are flat (around 300 study mobility students per year, including those not benefiting from Erasmus funding). The hub is therefore adapting to the new expectations of students in order to ensure that their mobility project is relevant to their course and career plan. In this respect, the University will be actively participating in the new blended mobility scheme, which by making it possible to combine short-term mobility and virtual mobility should remove the obstacles to mobility for some and encourage the mobility of students with the fewest opportunities. In addition, the linguistic preparation of students will be maintained (English, Spanish and Catalan).

With regards to the selection process for outgoing students, we will need to reflect on two national constraints. First of all, outgoing mobility needs to take account of selection for the first year of a Master's in Law. The objective will be to promote outgoing mobility in the third year of the Bachelor programme and first year of the Master's programme, reassuring students about

the expectations of Master's programme coordinators in terms of mobility. Secondly, the obligation for students to obtain a language certification in their Bachelor degree will logically encourage us to make this the language assessment for mobility candidates.

In the field of mobility funding, we will probably have to rethink who is eligible for Erasmus+ grants, which for the moment are only available to those students who do not already receive a grant from the French government. Awarding Erasmus+ grants based on social criteria could generate additional applications from students who are often reluctant to study abroad for financial reasons. This question will be the subject of in-depth reflection due to the complexity of the mobility aid schemes in France.

Incoming mobility, all aspects of which are managed by a specialised hub, has been receiving particular attention under the Erasmus+ programme, leading to a number of improvements. Course catalogues are available online on the University's website (the website is in French and English). Putting the updated catalogues online in the spring is one of the hub's objectives. An online document is available to incoming students before their arrival, providing step-by-step instructions of what they need to do, as well as all the information they need for their stay. To supplement this, a user-friendly motion design tutorial is also available online which includes a checklist for the different stages of their mobility.

The University works closely with the Welcome Desk of the Federal University of Toulouse. This 'one-stop shop', which brings together several service providers under one roof (the prefecture for visas, the regional student welfare office for accommodation, the benefits office for financial aid, etc.), provides support on many practical issues (banking, accommodation, visas, insurance, etc.) in addition to the incoming mobility hub.

To welcome students on campus, an induction week is organised at the beginning of each semester consisting of information meetings, campus visits and meetings with educational advisers and associations. During this week social events are also organised, and as from September 2020 a guided walking tour of the city of Toulouse has been offered to newcomers. Support is also offered by the Erasmus Student Network association, which is present on campus.

Once officially accepted in our establishment, incoming students are given a more personalised treatment than other students, and special attention by the incoming mobility hub. The hub offers them administrative support (thanks to dedicated multilingual staff), academic support (via educational advisers who approve their choice of courses) and linguistic support (free general or specialist French courses validated by ECTS credits). Incoming students also benefit from "active visits" in English organised by the University libraries (virtual visits via tablets).

The University also makes a real effort to welcome international students (whether they are here on mobility or on an individual basis) and constantly strives to improve living and studying conditions. This effort has been officially recognised by the Ministry of Europe and Foreign Affairs, which, via the public organisation Campus France, has awarded it the "Welcome to France" label with 3 stars (maximum level). This certification was awarded following an assessment of the University's reception policy on 5 criteria: quality and accessibility of information, quality and accessibility of welcome structures, accessibility and support for teaching and learning, accommodation and quality of life on campus, and quality of support offered to graduates.

Obtaining this label will have undeniable repercussions on the support given to European exchange students, with certain welcome structures which were originally just for individual students now being extended to Erasmus students.

Staff mobility has been the subject of a real impulsion under the Erasmus+ programme, and will logically play an even bigger role in the new 2021-2027 programme. The mobility of teaching and administrative staff is monitored by a specific member of staff from the International Relations department.

Teaching staff mobility has had some success at the University, particularly within the framework of specific courses like joint degrees, which account for about half of this mobility.

Administrative staff mobility takes place primarily in partner institutions for job shadowing assignments, but the choice of host university is nevertheless guided by the relevance of the tasks to be carried out (identification of a particular technique or procedure). Administrative staff also take part in themed staff weeks. Those participating in mobility submit a mobility report describing the practices observed and how they could be implemented at the University.

The objective for the next 6 years will be to develop STT (staff training) mobility, which is still too scarce, by reinforcing personalised support for candidates and offering language lessons prior to mobility, to boost the confidence of staff who often feel ill at ease in languages other than their mother tongue.

Erasmus mobility is currently a recognised part of annual staff training appraisals. Recognition of administrative staff mobility in the careers of these staff will be a subject for joint discussion between the International Relations and Human Resources departments.

The “European universities” project should mean an increase in staff mobilities and ensure their recognition.

Regarding Erasmus programme opportunities other than mobility, the University aims to stimulate participation of its staff, especially teachers, in cooperation projects. As such, a centre to help set up training and research projects was established in the spring of 2019. The objective of this centre is in particular to raise awareness of and promote the opportunities offered by the programme, insofar as the University still has little experience in submitting proposals for Erasmus+ projects (none of its proposals have been selected to date). The work carried out by the centre has revealed a lack of awareness of the opportunities offered to staff and the different departments.

Encouragingly, this work has also identified ongoing initiatives that would benefit from being part of the programme's actions, thus enabling them to improve and develop. Finally, the centre has been asked to support the development of proposals that will be submitted under the new programme. These proposals are in line with the University's strategy, which is to build partnerships in priority geographical zones (international credit mobility and capacity-building).

One of the University's objectives is to increase the number of outgoing students, particularly for study mobility. We are targeting 330 outgoing students (eligible or not for Erasmus funding) by 2027, despite the downward trend observed in recent years. Thanks to new joint degrees in Europe, especially in faculties that did not previously have one (Computer Science or Communication), more students will benefit from the SMS programme. In Law, the new selection process for the first year of the Master's does not, for the moment, allow us to have sufficient visibility of what the trend in numbers will be.

We also wish to see an increase in the number of interns in Europe via the SMP programme, by strengthening links with the University's Internship Office. Placements in Europe will be widely promoted, including among law course coordinators, who increasingly advise their students to do their Master's placement in another EU country. This "professionalising" dimension of student training should be fully exploited in order to enable faculties to make placements in Europe an integral part of the course and evaluation procedure.

In addition, the department will continue to encourage doctoral mobility in Europe, which has been on the rise in recent years, particularly in the Erasmus zone (5 students funded in 2018-19 for SMP mobility). Normally, the mobility of doctoral students should be taken more into account by doctoral schools in the new 2021-2027 programme, thanks to more targeted communication actions by "Doctoral contact people" from the International Relations department.

As part of the networking strategy set out above, the “European universities” project, if selected in July 2020, will involve operational implementation over the next three years, and ultimately the creation of a veritable European campus. The themes addressed will be in line with the future 2021-2027 programme, since the courses offered will focus on the issues of societal engagement, the environment and digitalisation.

As far as Erasmus+ calls for proposals are concerned, International Credit Mobility has been an objective for almost two years now. Several ICMs with Vietnam, Russia, Peru and Colombia have been submitted and are being assessed. The University, via its "emap" project development centre, intends to raise awareness in the faculties of the existence of this scheme, which can enable a one-sided partnership to endure.

In accordance with the French-speaking aspect of our international strategy, we will be filing for an ICM with Tunisia and/or Morocco within the next two years, universities in the Mediterranean

region having already approached us to establish long-lasting mobility schemes, particularly in Law.

Other schemes are also being targeted, among which capacity building, joint Master's degrees and strategic partnerships. These pivotal programmes for the University will enable us to strengthen the European aspect of our international strategy and participate more in networks.

The actions set out above will be evaluated on the basis of indicators, most of which already exist. Hence, placement mobility will be estimated based both on quantitative criteria (number of agreements signed per European country or region and number of outgoing/incoming students for a given agreement via the MoveOn database) and qualitative criteria (analysis of participants' reports and informal feedback from students) that have already been tried and tested. Our target is 60 student interns in Europe (SMP) per year by 2027.

The impact of placement mobility will be assessed annually based on a survey among students, which will have the dual benefit of promoting this still little-known form of mobility. In the long run, it will be possible to measure the success of placement mobility in Europe by analysing the rate of integration of former interns, in collaboration with the relevant departments at the University.

The specific case of doctoral mobility funded by Erasmus+ will be studied annually, to ensure that the objective of 20 doctoral students per year is reached by 2027. For this purpose, the department will gather students' impressions as well as those of their thesis supervisors. Contact will be made by e-mail so that the doctoral students concerned can discuss all aspects of their mobility with the "doctoral student adviser"; from the search for a host location to the impact on their research. It will also be interesting to compare the length of mobility stays with the year of registration for the doctoral thesis.

As far as staff mobility is concerned, we are aiming for an increase in outgoing staff, i.e. 10 outgoing administrative staff by 2027 (compared with around 5 at present). Communication about the scheme will be reinforced with the help of General Management and the Human Resources department.

Finally, the University wishes to encourage its teams to participate in Key Action 2 projects, an area in which the project development centre is particularly active. Strategic partnerships and capacity-building projects are two priority actions that are already being either considered or prepared for submission within 2 years. Joint Master's courses are also an avenue for exploration if we wish to strengthen or reactivate existing cooperations. The University would ideally like to obtain one capacity-building scheme, one strategic partnership, one joint Master's degree and at least three IMCs by the end of the 2021-2027 period.

As for unsuccessful proposals, they will be evaluated with our foreign partners based on the reports drawn up by the European Commission. Re-evaluation in case of failure may also involve staff mobility in the year following the response, to enable the content of future applications to be discussed (and improved).

2. IMPLEMENTATION OF THE FUNDAMENTAL PRINCIPLES

Organisation of student and staff mobility is the responsibility of the International Relations department in conjunction with the various faculties/schools and other administrative bodies concerned.

As far as student/doctoral mobility is concerned, information about the various mobility opportunities, procedures and financial support is circulated through several communication channels:

- regularly updated information on the special page of the University's website ("Studies and placements abroad"), as well as on the websites of the schools/faculties with their own one.

- an "online course" on international mobility is available to students via their digital workspace. It is a ready reference guide for students wishing to access general information on mobility (partners, grants, etc.), but also provides them with information on how to plan their career path.

The platform currently has 757 registered members, in other words around 300 students a year sign up.

-communication via social networks and the student newsletter to publicise international-related events, but also practical information (dates when applications open, etc.).

-the International Mobility Week organised every year in October during the Erasmus Days marks the start of the mobility calendar. The event, which is open to everyone, is an opportunity to present the main principles of the Erasmus+ programme and other schemes, the different phases of a mobility project and the financial aids available, as well as to advise students on how to plan their mobility. It brings together all the players involved in mobility (the internship office for example). Finally, this week features former mobility students who share their experiences and offer advice (all geographical areas of mobility are covered by these shared experiences), as well as the Erasmus Student Network, which is based on campus.

-finally, the International Relations department also participates in all events that promote mobility and international study to the whole of the educational community: open days in February, student welcome forum in September, etc.

It is also worth noting the presence of a "students with disabilities" contact person in the International Relations department who provides additional assistance to this group of students: interface with the host university for practical and academic aspects, and administrative assistance (Erasmus+ financial aid for special needs, procedures for obtaining disability aids from national organisations, specially adapted accommodation, etc.) <https://www.ut-capitole.fr/international/etudes-stages-a-l-etranger/etudier-a-l-etranger-avec-un-handicap-856550.kjsp>.

This person also handles applications from incoming disabled students. Information specifically for disabled students whether incoming or outgoing is available on the University's website (for incoming students, for example: a list of the specially adapted teaching facilities available at the university) <https://www.ut-capitole.fr/international/etudiants-internationaux/programmes-d-echange/handicap-etudiants-en-programmes-d-echange-856996.kjsp>.

In addition, the range of grants available, in addition to funding by the Erasmus+ programme, has grown considerably, enabling an ever wider number of students to gain international experience. Applications for ICM projects, on the other hand, assume that travel expenses will be systematically covered by the International Relations department in order to remove any obstacles to departure.

Selection of participants takes place through a fair and transparent procedure (the information is made available to students via the channels indicated above) involving academic (professors) and administrative (International Relations department) staff. The situation of students with the fewest opportunities is examined with a benevolent eye, although they are still required to meet pre-defined academic criteria. The mobility officers and fifteen or so educational advisers (teaching staff) are available by telephone or during special sessions to advise students and find solutions to their situation. Incoming students benefit from the same type of support. There is also a doctoral mobility contact person specially for doctoral students.

We are also considering setting up a mobility contact person from among the students of each faculty of the University. This student could be consulted in the event of reforms or changes in procedures. A former Erasmus student who has been elected to one of the University's councils could then collaborate with the International Relations department.

Regarding staff mobility, communication is carried out via the same channels as for students, as well as via the staff newsletter. In addition, a workshop on STT mobility is organised every year during the International Mobility Week, with staff who come to share their mobility experience. Finally, communication targeted at department directors is carried out several times a year with the aim of actively promoting administrative staff mobility.

The "European student card" initiative will be introduced at the start of the September 2021 academic year by the *Toulouse Capitole University*. Initially, outgoing Erasmus+ students will be given a European student card: EV2 type cards have been purchased by the University. The scheme will then be rolled out to all higher education students in Toulouse. The Digital Department of the *Toulouse Midi-Pyrénées Federal University* will ensure the secure implementation of the European student card. Once the card has been rolled out, we will

communicate about its benefits, especially for student mobility, via various channels: websites, online Moodle courses on mobility, information meetings and workshops.

On a technical level, we will reflect on use of the Erasmus+ application for our incoming and outgoing students, since the European student card initiative will set up a single electronic access point via the Erasmus+ mobile application that will allow students to manage all the administrative steps of their mobility. The link between the European student card and the Erasmus+ application will be addressed by a working group at the University, in collaboration with the University's IT department.

The University is committed to keeping to the timetable set out in the new programme, regarding the digital signature of inter-institutional agreements, the Online Learning Agreement, online nominations and the digital transcription of marks. The MoveOn contact person from the International Relations department takes part in presentations organised by the Erasmus+ France Agency, including the November 2019 presentation on the digitisation of the programme. The University is therefore informed in real time of changes in the Erasmus Without Paper project and of the tools made available.

The MoveOn contact person is part of the French steering committee along with the software development company, and as such is very attentive to new developments in digitisation, informing and training the relevant staff at the University when necessary.

The environment is a theme that runs through many of the *Toulouse Capitole University's* policies and which is growing in importance, particularly thanks to the University's sustainable campus policy (<https://www.ut-capitole.fr/universite/presentation/developpement-durable/dd-ut1-developpement-durable-308937.kjsp>).

The new generation of students is particularly receptive to this issue, as shown by the growing interest in certain related courses, such as the second-year Master's in Environmental and Natural Resources Economics, which attracts more and more students every year (<https://www.ut-capitole.fr/formations/nos-diplomes/masters/master-m2-mention-economie-parcours-type-environmental-and-natural-resources-economics-erna--310712.kjsp>) or the Master's in Environmental Law offered by the Faculty of Law (<https://www.ut-capitole.fr/formations/nos-diplomes/masters/master-m2-mention-droit-public-parcours-type-droit-de-l-environnement-696249.kjsp?RH=1319186557727>).

Students often become involved naturally in the schemes being tested or implemented on campus. The newly created on-campus student association "Together for the Planet (*Union pour la Terre*)" aims to put actions and messages in place that will raise awareness among students, staff and the entire academic community about environmental and ecological issues, and the solutions to be found. This association is present at the University's many events (open days and welcome forum) and offers awareness-raising activities throughout the year (conference debates, screenings, etc.).

In addition, the University regularly proposes initiatives on this theme (promotion of commuting by bike, for example). The International Relations department is very well ranked within the University for its use of bicycles and scooters.

The new possibilities offered by the Erasmus programme are in line with this trend, which is therefore a natural fit with mobility and international study. Forms of transport with a low-carbon footprint will be promoted among students applying for mobility, and this new dimension of the programme will be fully explained during promotional events. In addition, virtual mobility, which will be experimented within the framework of the "European universities" project (evaluation in progress), and against the background of the health crisis, will play a much bigger part in the new programme.

It would be advisable to invite associations working to protect the environment to the International Mobility Week. A workshop on environmental issues related to mobility may therefore be proposed to students.

Civic engagement and active citizenship are two areas closely associated with mobility projects but which are not always actively addressed at all phases of the mobility project.

During the advice phase, mobility staff encourage students to get involved in associations at their host university in order to help them fit better into the academic community and derive the maximum benefit from their stay abroad. Testimonies during the International Mobility Week by students who have returned from mobility schemes confirm the importance of active student engagement during mobility. Students who have undertaken study mobility in partner universities in various countries have therefore encouraged future outgoing students to partake in this experience: The University of Bergen (Norway), Tec de Monterrey (Mexico), Laval University (Canada), The University of Keio (Japan), etc.

It is almost systematically observed that the mobility experience naturally reinforces students' sense of European belonging and their intercultural skills, as well as fostering their desire to become more involved as citizens. Students are therefore attracted to associations such as the Erasmus Student Network, which enable them to extend their mobility experience on their return, by helping incoming mobility students to integrate (through events, outings, etc.). In addition, the patronage system for international students who are not part of an exchange programme (free movers), that was recently set up by the International Relations department, has revealed the interest of students, who have been on mobility, in this type of scheme, which should be expanding in the future.

The high degree of internationalisation of the *Toulouse Capitole University*, which offers numerous foreign language courses (nearly 30), as well as joint degrees (around 20), provides an environment that is conducive to students mingling with their international peers. Thus, many associations, whether linked to particular courses such as the TESLA (Toulouse European School of Law Association) for the European School of Law, or themed such as Europa (<https://europatoulouse.fr>), enable students not only to create links with the academic community, but also to reflect on current issues, particularly environmental ones.

This engagement will be developed under the new Erasmus+ programme, via the University's participation in the European university project (evaluation in progress). Indeed, the hoped-for creation of a European campus should naturally encourage student commitment, since the theme of social commitment is at the heart of the project.

Students are informed, via our various communication channels, in information meetings and during our mobility preparation workshops, that they must validate 30 ECTS credits per semester in the partner university.

For each diploma, an educational adviser is appointed by the head of the faculty to ensure that mobility is monitored, in particular which courses are chosen and whether they are validated at the end of the academic year. When a student is selected and knows their host university, they must have their choice of course approved by their academic adviser before leaving (30 ECTS credits / semester). During their mobility, they benefit from permanent educational backup in the event of difficulties. Upon receipt of the transcript of marks, the validation committee converts them into French marks using equivalence grids that comply with the ECTS grading system.

Several committees meet at the end of the academic year to ensure prompt delivery of results to students, in particular to make it easier for them to apply for other training programmes. Their average mark is calculated by weighting the different marks obtained. Based on this average mark, merit is awarded or not. The University's examination regulations are applied to the results obtained, in particular regarding compensation. The results are then forwarded to the registrar's office of each faculty, which validates them and then forwards them to the students in the form of a transcript of their marks and a certificate of completion. Credits obtained abroad by the student are fully recognised by the *Toulouse Capitole University*.

Placement mobility is also fully recognised when the placement is a compulsory part of the course, in which case the student validates the ECTS credits provided for in the course programme.

If outgoing mobility was a compulsory part of the course, the University mentions it in the diploma supplement. This document is available for most Master's level courses and bilingual Law degrees for which study mobility is compulsory.

The involvement of staff in mobility projects has developed increasingly in recent years. STA mobility is particularly popular among teaching staff. Thanks to promotion and well-established procedures, interested parties have no problems following this path. It plays a big role in the successful running of joint degrees (21 mobilities in the 2018-2019 academic year).

A cross-faculty approach is adopted by the University for STT mobility, especially when it comes to candidate selection. Indeed, selection is carried out by a special commission made up of representatives from General Management, Human Resources and International Relations in order to encourage mobility that is correlated with the positions already held in the University by candidates.

In addition, communication about STT mobility is constantly being improved: information workshops, special flyers, staff newsletters and promotion of the scheme and its added value to department heads at monthly coordination meetings.

In spite of these concrete actions, the level of STT mobility remains low (about 5 mobilities a year) and is mostly from the same departments (librarians, International Relations). Following the example of many universities in Europe, the *Toulouse Capitole University* has identified the obstacles to mobility: lack of knowledge of foreign languages, not enough time to put together applications or insufficient esteem for STT mobility by certain department heads.

The participation of the Director of International Relations in the staff week dedicated to the REALISE project (Realising the potential of the international mobility of staff in higher education) at Ghent University in spring 2019, as well as participation in the SUCTI conference (Systemic University Change Towards Internationalisation), organised by the University of Tarragona, have helped to identify good practices to adopt internally. The International Relations department is therefore working together with the Human Resources department to set up mechanisms that will inject new impetus:

-language courses for staff mobility candidates prior to mobility, as from the start of the September 2020 academic year.

-inclusion of mobility in the training programme: STT mobility is currently appended to the staff members' annual appraisals and is included in the table of training courses for the following year. Greater recognition of mobility in individual annual objectives will be examined.

-priority given to job-shadowing type mobility (study of good practices) when examining applications from candidates.

An increase in STT mobility will be one of the University's objectives and challenges with the arrival of the new Erasmus+ programme.

The Erasmus policy statement will be posted on the University's website, on the international home page:

-French site: <https://www.ut-capitole.fr/international/>

-English site: <https://www.ut-capitole.fr/international-/>

All activities related to the programme, be it student mobility or projects (ICM, capacity-building, etc.) are promoted on the website or on social networks. To this end, the International Relations department works closely with the Communications department to make the international aspect an integral part of the university's communication strategy. The resources allocated to this communication have also been reinforced with English-speaking staff in the International Relations department specifically recruited to focus on communication.

International activities are promoted via weekly news updates on the website, but also via an international magazine in English. This will be launched during the 2020-2021 academic year and is intended as a way of internationalising the University. As far as the editorial line is

concerned, the magazine will highlight the work of those involved in mobility and international relations: staff (teaching and administrative), students (incoming and outgoing) and partners (staff). The magazine will also be accessible online for our partners and will be a showcase for the Erasmus actions implemented.

In addition to regular communication media and European platforms (Erasmus Project Results), the University takes part every year in the Erasmus Days, which give visibility to international actions and in which the students who have benefited participate.

On an institutional level, the annual International Relations board meeting is an opportunity to present the outcome of activities to the heads of departments and laboratories, general management and vice-presidents. This meeting is an opportunity to freely discuss the programme and consult the figures for mobility or Erasmus+ calls for proposals. It is also an excellent occasion to take stock of the situation during the 2021-2027 period.

The Erasmus Charter will be put online, in French and English, on the University's website, next to the Erasmus Policy Statement. The Charter will also be accessible on the Intranet ("international" section), along with the University's other strategic documents, so that the university community as a whole can become acquainted with them. The University also uses the Erasmus Project Results platform: a link to the University's projects published on this platform will be accessible from the University's website.

Information relating to the Charter will be deposited in shared files for the administrative staff of the different departments of the University (internship office, registrar's office, etc.). As for the mobility officers of the International Relations department, they will familiarise themselves with the content of the Charter in detail, and apply the main principles in their daily work, whether in terms of the information given to students or the running of the department. The aim will be to continuously improve the procedures relating to the implementation of mobility, to enable the University to best comply with the principles of the Charter.

Finally, the projects and actions carried out as part of the programme will continue to be discussed in meetings with the International Relations officers of each faculty, with whom the centralised departments work closely. The activities linked to the Erasmus+ programme will also be presented at the various university bodies (faculty councils, meetings of the heads of department, Academic Programmes and Student Life Council, board of directors, etc.), and systematically related back to the principles of the Charter.