



ERASMUS POLICY STATEMENT – ERASMUS+, 2014 – 2020

Since its inception, internationalization has been intrinsic to SSE, which was modeled on international business schools, used international literature, taught languages and employed international faculty in 1909. In modern forms internationalization remains fundamental to the School's mission in the twenty-first century, not least as SSE has operation in Latvia & Russia.

One way internationalism is manifest today is in SSE's choice of academic partners as SSE collaborates with leading institutions globally. SSE draws primarily on its most important alliances and networks, the CEMS global alliance and PIM partnership in international management. CEMS combines 28 academic partners, about 70 companies and 4 social partners to offer a joint Master's degree in international management. PIM focuses on student exchange among prominent business schools, and therefore fits well into SSE's mobility portfolio. CEMS/PIM schools are well represented among the SSE partner universities not least because membership in these organizations reflects at least some mutual strategic interests, common concerns and shared values.

Beyond these organizations SSE chooses partner universities carefully to ensure quality and goodness of fit. In such cases partners are usually schools with which SSE has had a long term relationship, are of strategic importance and/or have been selected for one particular feature (such as course offering). Along with these criteria, partnership choices reflect SSE's strategic relationship to its corporate partners as the School endeavors to find partner universities in regions relevant to its corporate stakeholders.

Geographically, Europe is a vital arena for SSE. This reflects the reality that Sweden's most important trading partners are in Europe. This regional focus is consistent with SSE's partnership priorities as CEMS and PIM contain strong European elements; originally a European venture, CEMS has 19 Erasmus schools of 27 members and the more global PIM 18 of 58. With a few European institutions, SSE is also developing comprehensive strategic partnerships that aim to incorporate double degrees, joint research projects, faculty and staff exchanges, benchmarking & executive education. To date double degree agreements/MOU have been signed with 3 European schools.

Most generally, strategic choices about internationalization, including choices about mobility, reflect SSE's strategic model, in which research, teaching, recruitment, executive education all draw relevance from companies' contemporary strategic challenges. This strategy is being implemented by a new, more internationally oriented leadership team that is strengthening the international focus in SSE's strategy.



More specifically, the objectives for SSE's mobility activity reflect these strategic concerns differently for different stakeholder categories: staff, faculty and students. One dimension though is constant across categories. SSE recruits the best and most talented students and faculty from both Sweden and abroad and experienced professional administrator; for all categories the possibility of international exchange makes SSE more attractive. SSE's precise objectives for administrative staff combine dimensions of personal development, benchmarking and the institutional familiarity that facilitates long-term cooperation. SSE's objectives for faculty mobility include all these but add the aim of having faculty add to their international research network via exchanges.

While some mobility objectives for SSE students vary somewhat across levels, others apply to all and keep the employability of SSE graduates high: the recruitment function, partial preparation for international careers and the development of multicultural awareness & skill, which takes place for outgoing students and for all students through the valued presence of incoming exchange student. At the BSc level, where SSE is working to increase its number of exchange places, incoming students play a particularly important role in creating an international environment at SSE. Internationally experienced faculty play a key role there too.

At the MSc level, which is currently the primary focus of SSE's mobility work, all the objectives mentioned above are foregrounded: recruitment (where the goal is to recruit 50% of MSc students internationally), career preparation, multicultural skills and employability, which also supports SSE's strategic cooperation with corporate partners. Programs and partnerships that include internships are mobility features that also support these objectives and which SSE is expanding.

Mobility objectives are less formal for SSE's PhD program, which reflects the growing independence of budding researchers, who best define the aims and targets for the international travel SSE & external donors support. The program has an international perspective and has long been heavily internationalized, particularly in finance and economics.