

## ERASMUS POLICY STATEMENT

### Institution's international modernisation strategy

Zaragoza Logistics Center (ZLC) is an educational and research center in Logistics and Supply Chain Management established in 2003, offering masters and doctoral programs, recruiting students from over 60 countries and hiring academic and administrative staff from over 10 countries. ZLC was founded by the Government of Aragon in Spain in partnership with the Massachusetts Institute of Technology (MIT) and the University of Zaragoza. ZLC's mission is to be an international center of excellence for research and education in Logistics and Supply Chain Management that actively engages with industry and the public sector to develop and disseminate knowledge. Specifically, ZLC was established as an initiative to contribute to the industrial expansion and diversification of an Aragonese economy, highly dependent on the automotive industry.

ZLC is the Spanish center of the MIT Global SCALE Network, an international alliance of 6 leading research centers dedicated to the development of supply chain excellence through innovation. The Global SCALE Network was launched by the MIT Center for Transportation & Logistics (CTL) with the opening of the ZLC in Zaragoza, Spain in 2004. It expanded in 2008 with the opening of the Center for Latin American Logistics Innovation (CLI) in Bogotá Colombia and then again in 2011 with the creation of the Malaysia Institute for Supply Chain Innovation (MISI) in Shah Alam, Malaysia. Collectively, the SCALE Network, which includes ZLC, now spans four continents with the addition of the Luxembourg Center of Logistics (LCL) and the Ningbo Supply Chain Innovation Institute China (NSIIC). Thus, mobility is essential in order to fulfil ZLC's mission. The geographical scope of these mobilities is worldwide.

ZLC has achieved a strong international network of partners that allowed the signature of agreements with 79 Institutions in the framework of its Zaragoza Academic Partnership. This links to one of the main objectives of ZLC, to foster strategic alliances with other countries. In order to enhance the diversity of its students and faculty and as a means to promote high academic standards, ZLC cooperates with other universities and higher education organizations. ZLC has partnered with several leading business schools to offer seven dual degree programs combining a Master of Engineering in Logistics and Supply Chain Management with an International MBA (IE Business School in Spain, INCAE in Costa Rica, the European Business School in Germany, Sabanci University in Turkey, Institute of Management Technology in Dubai, Feng Chia University in Taiwan, UCLA in Peru) as well as student stays at ZLC for Kristiana University College in Norway. ZLC intends to increase this number in the future and continue fostering international mobility of Master's students and staff exchange.

ZLC engages in research projects in collaboration with universities and institutions worldwide. ZLC has participated in 30+ collaborative research projects funded by the Framework Programmes and other EU schemes, and it also pursues collaboration without EU support, for example, with the participation in private collaborations.

Given the fact that ZLC has no bachelor programs, the target groups for mobility are students in the second and third cycles, as well as the academic and administrative staff. To create a flexible framework for students from around the world moving from bachelor to master and PhD level, ZLC offers both.

ZLC postgraduate programs provide first-class education programs for those professionals willing to develop an international career in logistics and supply chain management. Hence ZLC objective of providing a skilled workforce to the companies established across and beyond the region is perfectly aligned with developing a Master's Programme which includes the requirements of Industry 4.0 in the Logistics Sector and Digitalization.

Undoubtedly the participation of ZLC in the Erasmus+ Programme has had a positive impact on its modernization agenda and has strengthened its internationalization strategy. ZLC strongly believe in continuing the participation in the Erasmus+ as an integral part of its institutional strategy. Opportunities such as Erasmus Mundus, Erasmus mobility and Jean Monnet activities thus form an important part of its strategy. Mobility of staff and students form an integral part of ZLC's together with the international spirit that characterizes Master's, PhD program and the recruitment of staff and students with linguistic capacities and/or from abroad. ZLC aims at strengthening its strategic partnerships and to foster long term cooperation activities with other HEIs to build excellence alliances and joint programmes.

ZLC will encourage PhD students to participate in international research projects and conferences and will also continue stimulating international cooperation and exchange among faculties and reduce the organizational barriers to facilitate mobility among the rest to the staff.

Opportunities for staff mobility are regularly promoted from ZLC who aims to maximize the number of teaching exchanges which can be funded each year.

Regarding the European Commission's ambition to work towards a European Education Area (EEA), ZLC will contribute as follows:

- ZLC's participation in the Programme will help to drive excellence of education and training systems of higher education graduates (postgraduates) and through the mobility program new opportunities in both ZLC and abroad will open up. New funding strategies will be developed through the joint projects, financial planning and thorough orientation to research projects.
- ZLC aims to educate professionals who want to shape the way that companies are designing, managing, and running their global supply chains. Therefore, ZLC takes as a mission to equip its students with the key competences and skills they need to succeed in the labour market. The ZAP (Zaragoza Academic Partner) Program is an initiative to enhance applied research and closer industry-academia relationships in the field of supply chain management. This reinforces the interaction between education and labour markets.
- Mobility supports the ZLC's mission to be an international center of excellence for research and education actively engaging with industry and the public sector to develop and disseminate knowledge. ZLC's participation in the Programme will boost the quality and value of these experiences. Besides, staff mobility and its participation in international cooperation projects contribute to the professional development of ZLC's staff. It is for this reason that ZLC will actively encourage them to participate in the Erasmus+ Programme.
- ZLC was established as an initiative to contribute to the industrial expansion and diversification of an Aragonese economy highly dependent on the automotive industry. Today, Logistics makes up 5% of the Aragonese economy. ZLC has contributed and will continue to contribute, to this expansion by providing a skilled workforce and knowledge transfer activities.
- ZLC has already diversity and equality plan and offers diverse grants in order to encourage talented young people from underrepresented groups to participate in its Master's degrees.
- All the precious actions will contribute to promoting a culture of Lifelong Learning (LLL). ZLC offers executive education, tailored education programs, for professional in the sector covering their specific needs in training and opening new specializations and work opportunities for them.

## **Institution's strategy for the organization and practical implementation of the ERASMUS + Programme**

ZLC's mission is to be an international center of excellence for research and education that actively engages with industry and the public sector to develop and disseminate knowledge.

This strategy is supported by 3 pillars:

- Increase technical capacity. The Erasmus+ will help ZLC to increase the technical capacity of their faculty base through mobility actions to specialized center to increase their skill and their teaching capacity on those topics. The mobility of PhD students will provide them with new technical capacities to intensify the development of their thesis increasing their capacity giving them new opportunities, publications and transferring the knowledge to the center.
- Company collaboration. The close collaboration with the industry allows ZLC to know from first-hand the skills demanded by the industry for their new incorporations. This is translated into adapted study programmes allowing the student to acquire the demanded skills increasing their labour opportunities and their employability. Indeed, 90% of ZLC graduates have a job offer 6 months upon graduation.
- Increase visibility. ZLC is an international center with students from over 60 countries, with engagement in 30+ collaborative research projects funded by the Framework Programmes another EU schemes, and with participation in private collaborations. The participation in mobility actions under the framework of the Erasmus+ will increase the visibility of the center

opening doors to new collaboration with other centers through the mobility of staff and PhD students.

Practical implementation of the Erasmus+ in ZLC:

- Carry out mobility will only take place within the framework of prior agreements between institutions. These agreements establish the respective roles and responsibilities of the different parties, as well as their commitment to shared quality criteria in the selection, preparations, reception and integration of the students. This will guarantee that students and staff mobility for educations or training purposes is based on a learning agreement for students and a mobility agreement for staff validated in advance between the home and host institutions or enterprises and the mobile participants.
- Incoming students receive a welcome pack with maps and useful information about the region. In addition, there is a person in ZLC who helps the students to find accommodation during their stay, provides visa assistance and accompanies them to medical or legal appointments if necessary.

ZLC will provide assistance related to obtaining visas and insurances, when required, and guidance in finding accommodation.

- Outgoing students are in permanent contact with a ZLC faculty and the rest of the team during their stay abroad. They are followed up through mail and videoconference contact with both ZLC and host institution during the exchange period. The MIT Zaragoza Masters students spend 3 weeks in the MIT campus in Cambridge (Massachusetts) every year. During this period the Masters Director travels abroad with them in order to solve any issue that may arise.

ZLC ensures that outgoing students are well prepared for mobility, including having attained the necessary level of linguistic proficiency.

The most important target groups of our mobility activities are

- Master students.
- Executive Education students
- PhD students. All of them must complete at least two semesters in the MIT Massachusetts campus. However, ZLC would like to reinforce its relationship with other European campuses and increasing international co-publication and participation in European conferences is a pending matter.
- Faculties and rest of the staff: ZLC is committed to equal opportunities for men and women, irrespective of their nationality for all open positions. Attract foreign postdoctoral researchers and faculty members are one of our objectives in the coming years.

## **Envisaged impact of our participation in the Erasmus+ Programme**

ZLC aims at strengthening its strategic partnerships and to foster long term cooperation activities with other HEIs to build excellence alliances and joint programmes. ZLC has a broad experience in research projects in collaboration with universities and institutions worldwide.

ZLC has participated in 30+ collaborative research projects funded by the Framework Programmes and other EU schemes, and it also pursues collaboration without EU support, for example, with the participation in private collaborations. Erasmus + Programme is an opportunity to foster the collaboration with other HEIs, companies and associations in order to engage the center in new collaboration projects.

A good example of International Cooperation was the project PARENIS in which ZLC participated together with eleven more partners and was co-funded by the Tempus Programme. ZLC has partnered with several leading business schools in order to offer seven dual degree programs combining a Master of Engineering in Logistics and Supply Chain Management with an International MBA (IE Business School in Spain, INCAE in Costa Rica, the European Business School in Germany, Sabanci University in Turkey, Institute of Management Technology in Dubai, Feng Chia University in Taiwan, UCLA in Peru, as well as student stays at ZLC with Kristiana University College in Norway. ZLC intends to increase this number in the future and continue fostering international mobility of Master's students and staff exchange.

Opportunities such as Erasmus Mundus, Erasmus mobility and Jean Monnet activities thus form an important part of its strategy. Mobility of staff and students form an integral part of ZLC's together with the international spirit that characterizes Master's, PhD program and the recruitment of staff and students with linguistic capacities and/or from abroad.

ZLC will encourage PhD students to participate in international research projects and conferences and will also continue stimulating international cooperation and exchange among faculties and reduce the organizational barriers to facilitate mobility among the rest to the staff. Targets related to the Erasmus+ actions in ZLC:

- Mobility of 1 PhD student every 2 years – currently 2 PhD students
- Mobility 1 professor/researcher every 3 years

ZLC has successful experience in project execution in cooperation under the ERASMUS+ Programme.

Previous experience in Erasmus+ projects and other European projects in training skills are:

HELP (<https://help-project.eu/>) is an Erasmus Plus + project developing a Healthcare logistician education pathway (study modules) from vocational education to doctoral studies and starting the development of networks of healthcare logisticians as the long-term objective to create national and international networks of healthcare logisticians and healthcare logistics education institutions. ZLC has used Moodle in the execution of the project together with videos, notes, readings, presentations and discussion forums. At any time, students can keep contact with teachers to answer questions or send an email receiving a response in less than 24 hours. In addition, they will be able to attend regular videoconference tutorials.

In Next-Net Horizon 2020 project (<https://nextnetproject.eu/>), ZLC was in charge of the identification of the skills that will be required in the future for the professionals in Supply Chain. This provided ZLC with the opportunity of working closely with other training centers and associations (like ELA, the European Logistics Association). The results of the project have been applied to the training programs in ZLC to prepare the Supply Chain professionals of the future with the skills demanded by the industry.

ZLC seeks to promote the experiences like HELP and Next-Net to continue to be a center of excellence in Logistics and Supply Chain, improving our training programs and increasing the employability of our students.