

A. QUALITY OF PROJECT DESIGN AND COOPERATION ARRANGEMENTS

Ερώτημα Α (Σε επίπεδο Σχεδίου/για όλες τις προτάσεις συνεργασίας με ιδρύματα, 40 βαθμοί)

TUC is an outward looking HEI, whose main aim is to provide high-quality education to students and research opportunities to staff members, driven by excellence in research, teaching and innovation, through strong ties with international organizations that give complementarity and add to the excellence standard of the entire team. In 2016, the external Higher Education Evaluation committee ranked it amongst the 10 best achieving institutions in Greece. The same year, TUC submitted a successful application at the ICM Call. In the last 27 years has signed a significant number of MoUs, more than 100 Inter-Institutional Agreements under Erasmus program and has received and sent hundreds of international distinguished academics, scholars and students to and from European and non-European Universities (Israel, Jordan, U.S.A, China, Botswana, Canada, South Africa, Armenia, Ecuador, Laos, Serbia, Chile, India, New Zealand). After the end of the inter-institutional agreements, channels of cooperation are maintained either at the level of Faculties or at the level of research working groups between the partner Institutions. For this reason, the cooperation with the majority of the Institutions continues in the plans 2019-22 and 2020-3 within the framework of the international mobility program. Although the majority of the Institutions expressed interest in continuing the collaborations under the same program, the TUC in the new mobility plan (call 2022) gave priority to collaborating with new Institutions in the same educational fields in order to expand its global cooperation network on international issues.

Preparation for the submission of the cooperation proposal: The responsible persons for the implementation of the program are predetermined **in writing**, while pre-agreed the observance of the principles and procedures, as foreseen in the inter-institutional agreement. In the preliminary cooperation agreement both Institutions have defined: Erasmus management officers for the implementation of the program (TUC: Markos Ntoukakis/Erasmus office) and Inclusion Officers (TUC: Lefteris Maragkoudakis/Erasmus office) who undertake to reach out and increase accessibility to more participants with fewer mobility opportunities. In addition, Erasmus academic Institution coordinators (TUC: Prof. Michael Zervakis/**Vice Rector**) and the legally responsables for the conclusion of the inter institutional agreement (TUC: Prof. Evangelos Diamantopoulos /Rector). Erasmus Offices of the partner Institutions communicate with e-mail, skype, cloud storage services (Dropbox) for file sharing on the needs of the project. Basic parameters of the cooperation have been regulated, such as the procedures for the information of the academic communities and the invitation ways to participation in mobility, the selection criteria for applicants and the recommendation of the evaluation committee. In addition it is identified the educational field(s) of the project, the participating faculties from each Institution, the academic coordinators from each faculty (TUC: <https://www.tuc.gr/index.php?id=12861&L=928%27>) and academic calendars are exchanged (TUC: <https://www.tuc.gr/index.php?id=3624>). Specifically for student mobility (1st, 2st cycle) the Erasmus officers exchange information about the required language skills and the offered courses of each faculty (TUC: <https://www.tuc.gr/index.php?id=534&L=928%27>). Also, information is exchanged regarding the professors who can supervise thesis for students and for those who can contribute the activities of incoming staff, for the organizations that can employ students for traineeship and for the required language skills of incoming participants in each institution. After the mobility grant, each

Erasmus officer will post announcements on the official websites and social media accounts about the procedures and benefits of the Erasmus program. The Inclusion officers will post information about the possibilities, the criteria and the capabilities of the program for the support of vulnerable groups. At the same time, the Erasmus officers in collaboration with the academic coordinators of participating faculties of each Institution will relate the offered courses for the incoming Erasmus students. The inter-institutional agreement will then be checked by the Erasmus Institution Coordinator and be signed by the legal representative of each Institution. After the signing, the Erasmus officers and the Inclusion officers will post invitation on the media and sessions will be organized to inform the academic communities for the approved mobilities. The invitation to participate in the program for staff and students by the Erasmus officers will be composed in the pre-agreed way at the same time in both Institutions if this is possible for better control of the process. Applicant outgoing students from TUC evaluated by the motivation to participate in mobility, from their activities in the specific educational field, while priority will be given to students with fewer opportunities to participate in mobility. A point allocation system evaluate outgoing staff of TUC, based on the years of their employment at TUC, the time since the last participation in mobility and the submitted activity plan. Erasmus officer at the Partner Institution informs in writing the Erasmus office of TUC about the procedures of information, selection and evaluation of the candidates. In this way, TUC as the coordinator of the program ensures a selection process fair, transparent and documented, ensuring equal opportunities to participants eligible for mobility. Details for the pre-planning of the cooperation with each candidate Institution are given in in the corresponding section.

Before the mobility: The required arrangements in the Inter institutional Agreement to support the participants before the mobility for procedures related to visa, insurance, travel, accommodation, integration and linguistic support of students will be implemented in collaboration with the Erasmus officers and Inclusion officers of both Institutions. They are responsible to post information on the websites of their institutions about the above procedures and to provide administrative support and advice to participants. Incoming students at each Institution can receive additional information for the planning of their studies from the Erasmus academic coordinators of each faculty and from professors who specialize in the educational field of the cooperation and have stated that they can co-supervise their thesis. Incoming staff at each Institution can receive additional information from members of TUC who specialize in the same education field and have stated that they can contribute to their activities. In this way, the participants will have all the information for the planning of their activities in the mobility agreements. Incoming students to TUC can receive additional information about their stay in Chania from the Erasmus Student Network (ESN) at TUC

(<https://tuc.esngreece.gr/about-us>). The Inter-institutional agreement clearly states that TUC's Erasmus office will manage the OS and will be responsible for uploading and updating the Mobility Tool. Under the terms of the Erasmus Program, students will not be required to pay any tuition fees to the host Institution. TUC, as applicant and Coordinator, will be in charge for the financial management, conforming to the guidelines and policies of the European Commission and the National Agency (IKY). All grants and travel expenses of the Erasmus+ International Credit Mobility Program participants will be covered by the TUC. The data required for the signing of the grant agreement (visa, insurance contract, bank account, tickets) will be collected and checked by the Erasmus office of TUC. The prepayment (80%) will be granted to participants at least one month before the start of mobility. The disbursement of money and their deposit in the bank accounts of the participants is a responsibility of finance department of TUC, "Special Account for Research Funding–ELKE" (<https://www.elke.tuc.gr/en/home>) in collaboration with the Erasmus office of TUC.

During the mobility: In addition to the participant support procedures mentioned in the inter-institutional agreement, upon arrival of the grantees, TUC Erasmus Office will organize a campus-tour and a meeting in order to inform the applicants regarding the city, the transportation and the campus life. TUC will offer free the student ID card and full access to classic core ICT services (e.g. e-mails account, Wi-Fi, etc), to library, in campus sports installations, at meals and in public transport at low prices. TUC's Language Research and Resources Center contribute to the improvement of the linguistic skills of Greek students by offering free of charge lessons in English language and free lessons in Greek language to incoming students. Students and academic staff with physical disabilities have full access to all above activities and services. There are spacious elevators and parking facilities, so that all the physical barriers are eliminated and many laboratories are on the ground floor. TUC will integrate incoming students and staff by encouraging them to participate in students' associations and campus life, cultural activities and visits. The Erasmus academic coordinators of participating faculties will attend their studies in the courses provided in the learning agreements. An appointed team of Professors will co-supervise the progress of their dissertation and will also draw a final report at the end of their mobility period, in order to facilitate the recognition of the learning outcomes. Incoming students are expected to participate to presentations, seminars, conferences or other academic and scientific activities in order to diffuse the acquired and gained knowledge. Particularly important is the contribution of the Erasmus student association (ESN) for the integration of incoming students in community of TUC and in the social life of the city.

After the mobility: The original Certificate of Attendance that will be handed from the Erasmus officer of TUC will be the proof of recognition for the mobility period. Erasmus officer at the partner institution will be required to provide written recognition of the courses and postgraduate and doctoral studies (part of thesis) for TUC outgoing students. After the final check of all the presented documents, the participants will receive from ELKE the remaining 20% of the grant. After the end of mobility, participants have to submit the EU Report. The final reports in combination with the open-ended questionnaire to the participants are used to evaluate each mobility. In short, participants are asked if they have implemented the planned activities and if they are satisfied with the services (information, criteria for selecting participants, measures to support vulnerable groups) provided by Erasmus offices and academic coordinators from each institution before, during and after mobility. Every answer must be justified. The processing of the participants' reports in combination with the above questionnaire and the final evaluation of the project by the IKY are used as indicators for the evaluation of the project and are discussed in a special session of the Erasmus office contributes to the continuous improvement of the implementation of the mobility program. Participants' activities post on the Erasmus website and presented by them at an event organized by the Erasmus Office after the end of each mobility project, which is attended by the entire academic community. In this meeting, the participants discuss the benefits and potential problems that arose during the project and propose solutions to improve the planning and management of the mobility program.

B. RELEVANCE OF STRATEGY Ερώτημα Β (Σε επίπεδο Ιδρύματος, 40 βαθμοί)

The School of Production Engineering and Management (PEM) of TUC and the Graduate School of Management (GSOM) at St Petersburg University (SPbU) in Russia will participate at the proposed collaboration in the education field "Business and administration" (ISCED code: 0410) in scientific areas "Marketing", "Electronic Business", "Management". GSOM was founded in 1993 as an international business school in cooperation of St. Petersburg University with Haas School of

Business, UC, Berkley. According to statistics, only one of 100 business schools in the world is afforded such honour. GSOM's position on the international market could be measured in international rankings of the universities: QS (2022: #242) and GSOM's own position in international rankings: Financial Times European Business Schools (2021: #57), Financial Times Masters in Management (2021: #24), Financial Times Executive MBA (2020: #93), The Economist Which MBA? (2019: #38) and other. GSOM global network of 88 partner schools consists of the institutions that are also members of these alliances and partnerships, thus ensuring high quality of partners and strong networking effects. GSOM global network is unique as it comprises business schools, which are internationally and nationally recognized as leaders with best practices and traditions in business education. GSOM is an institutional member of various international associations and alliances international partnerships and alliances including EFMD, AACSB, AMBA, BGA, CEMS, PIM, PRME, GMAC, ABIS, and partnerships with top business schools. GSOM is the first business school in Russia to receive accreditation by the three most influential international associations: EQUIS, AMBA and AACSB.

Since its foundation, internationalization has been in the heart of the School's mission and strategy. Internationalization at GSOM has always been one of the major tools for educating professionals with highly trained qualifications and ability to operate successfully both in national and international environments. Major goals for GSOM through international dimension, are: faculty internationalization; recruitment of full-degree students from abroad; increase of double degree programs with longtime academic partners; development of joint international projects within ExEd programs. Within the University, GSOM became a role model for working with the partners abroad, with student exchange and double degree programs in cooperation with multinational companies. Since 2015, GSOM has been participating in ERASMUS+ program, which allowed GSOM students, faculty and administrative staff to participate in the mobility programs at partner institutions. Student exchange programs are one of the key attractions for students who select GSOM as their home institution and student academic mobility management is a key competence of GSOM. Annually GSOM sends abroad around 250 outgoing students, which is about 80 % of all master level students and around 50 % of bachelor-level students. The volume of inbound student mobility equals to 200 students of both master and bachelor level. GSOM International Office staff has an extensive experience in coordinating and supporting student exchange programs that have been actively run at GSOM since 1999, when GSOM became a member of NEBSEN (North European Business Schools Education Network) consortium, which include: Copenhagen Business School, Helsinki School of Economics, Stockholm School of Economics, Norwegian School of Economics and Business Administration (Bergen). Student exchange programs at GSOM are available for students of all levels: bachelor, pre-experienced masters, post-experiences masters (EMBA).

GSOM has been partner institution within Erasmus+ program with AUEB (Greece), Corvinus University of Budapest (Hungary), Koc University (Turkey), Emlyon Business School (France), Kozminsky University (Poland), KU Leuven (Belgium), University of Liege (Belgium), University of Ljubljana (Slovenia), Louvain School of Management (Belgium), Nova School of Business (Portugal), Warsaw School of Economics (Poland), Vienna University of Economics and Business (Austria).

The proposal is a continuation of the previous effective cooperation of the PEM School with the Moscow State University (Alma Mater Universities) on the initiative of Prof. Patelis Dimitris from the same School.

GSOM and PEM common strategy focuses on the ability of persistent development of their high-quality educational environment, which is reflect in innovative and competitive programs on an international level, in delivering proper administrative and academic support for domestic and

international students and staff, in comfortable and attractive conditions for international research projects. On the one hand, the strategy for internationalization at GSOM and PEM aims to position the schools as institutions with clear international standing, position in rankings, accreditations, membership in international alliances. All these aspects make GSOM and PEM transparent and attractive for strong students, faculty and researchers from abroad, allowing them to work and study in Russia and in Greece on the internationally recognized level. On the other hand, internationalization as an integral part of GSOM and PEM strategy serves as a benchmark, which stimulates schools' development on all levels from routine support (administrative services, campus facilities, resources for Technology-enhanced learning etc.), to program agenda and content, requirements to faculty qualifications, final toolkit of skills of GSOM and PEM alumni. The Program will assist TUC and SPbU by speeding the development of a highperformance digital education ecosystem for teaching and research. Throughout the COVID-19 epidemic, TUC's digital transformation was critical to ensuring the continuation of teaching and learning. However, the possibilities for virtual classrooms, hybrid classes, and hyflex learning are essential to reaching today's students who are globally oriented and frequently juggle education with employment and family responsibilities. The proposed program will solidify the TUC's and SPbU's digital transformation even further. By proposed program, TUC will serve as the central axis of transformation in developing national policies and agendas that support the country's transition to developing teachers' and students' digital abilities through the use of digital technology, as well as promoting self-organized competency-based learning, novel modes of teaching, learning, and assessment. Thus, the proposed mobility will enable the establishment of a platform for data registration and processing on Business and administration, which can be managed by students and/or academics from both universities. The platform will be capable of disseminating scientific information in academic communities and researchers and to the general public in an understandable manner.

Internationalization in GSOM and PEM through digital transformation will be one of the major tools for educating professionals with highly trained qualifications and ability to operate successfully both in national and international environments. The experience of the candidate partners in international collaborations guarantees the quality of the design and implementation of the proposed activities. The proposal for cooperation in "Business and administration" was submitted by the School PEM of TUC from Professor Stelios Tsafarakis who specializes in this educational field.

The proposed flow mobility involves 2 academic staff for teaching and training from each University for 7 activity days each, and two 1st or 2st cycle students from each University for 6 months each. "Green transfers" (train) will be suggested to participants from each institution. The students' activities focus on the implementation of part of their dissertation at the host Institution.

Adherence to the principles of the Inter-institutional agreement and the required procedures before, during and after the mobility have been pre-agreed in writing, such as: Erasmus management officer and Inclusion Officer at GSOM: Alisa Stepanova, Head of International Mobility Office. Legal representative of the inter-institutional agreement at GSOM: Prof.

Sergey Andrushin, Vice Rector for International Affairs. Academic coordinators of the collaborating Faculties: Prof. Spiros Papaefthimiou (TUC) and Alisa Stepanova (GSOM). Professors Yannis Christodoulou and Maria Smirnova stated that they can co-supervise the dissertations of 2 students and contribute to the activities of the 2 incoming staff of TUC for teaching and training. Professors Stelios Tsafarakis and Michalis Doumpos have stated that they can co-supervise the dissertations of the 2 incoming students and contribute to the activities of the 2 incoming staff from GSOM. Erasmus management officers have already been informed about the academic calendars and the lists of

courses offered to incoming students. The recommended language skills for incoming participants at TUC is English/B2 while for incoming participants at SPbU is English/C1. Criteria for evaluation of students at SPbU are proficiency in English and good academic standing. Criteria for evaluation of staff at SPbU are motivation to work in the international environment, expertise in a particular field of knowledge, publications, extensive list of courses taught in English and minimum 5 years of teaching experience.

Explain how you expect that this project will contribute to new cooperation in education and/or research in the region: see: Impact (and dissemination).

C. IMPACT AND DISSEMINATION

Ερώτημα C (Σε επίπεδο ιδρύματος/20βαθμοί)

The target groups that will benefit from the project are the exchange participants, the researchers and the industries in the field of management, the faculties, young people engaged in digital transformation, as well as both participating countries. 1) Impact for exchange students: The impact of for students will be extending professional knowledge, discovering new cultures and traditions, developing communication skills in cross-cultural environment and a new perspective on the world. Students from both institutions will have the opportunity to gain valuable international study experience, intercultural understanding, academic horizon expansion, and meet internationally recognized researchers. Additionally, they will acquire new inventive methods on business and administration management and develop their creativity. Moreover, they will gain experience and become more confidence on their choices in the future.

2) Impact for academic staff: The expected results for participating staff will be the professional development, the possibility of conducting joint research on an international level, getting connected to peers for current and future relationships, benchmarking processes and structures of participating universities, positive impact on motivation and enthusiasm in the everyday work, strengthening partnerships between staff members and institutions and better understanding of the partner University studying processes. In addition, the academic staff will have the opportunity to join forces with professors from the host University, to address problems with sustainable and cost-effective solutions and respect for the environment. 3) Impact for both Universities: Further internationalization of the teaching/administrative staff and student population will allow creating a comfortable international research and education environment at GSOM and TUC. The Erasmus+ project gives a new perspective on different practices in the fields of interest of different staff divisions, an opportunity to share experience and create and maintain a valuable international network of future (or current) business contacts. Erasmus+ project contributes to the enhancement of the research capacity of SPbU and TUC, to the increase in collaborative projects with the world's leading business schools, forming a multinational working and educational environment and sharing and adopting best practices of international business education. Through the proposed mobility, academic staff of both

Institutions will be able to create a publicly accessible digital repository to transmit and track developments on the proposed scientific object and to analyze data from scientists globally, since the proposed mobility prioritizes digital transformation. The Erasmus program will also develop cultural/economic/academic relations with Program and Partner Universities, increase quality in the preparation, implementation and monitoring of cooperation programs, and reinforce the scientific

quality of its faculty members and students. Moreover, TUC will benefit from the GSOM's participation in CEMS global alliance of leading business schools, multinational companies and NGOs, which jointly deliver a pre-experience Master's in Management programme that prepares future generations of responsible leaders. The Erasmus+ project will act as a pilot for assessing TUC's potential future participation in CEMS Master's in Management programme, academic members of which are global leading business schools, such as Bocconi (Italy), CBS (Denmark), Aalto (Finland), ESADE (Spain), HEC (France), Louvain (Belgium), WU (Austria), Cologne (Germany), LSE (UK), NHH (Norway), Cornell (USA), among others. 4) Impact for the researchers and the industries in the field of management: The scientific community could be enriched with new scientific inputs (articles, conferences, webinars) on Greece - Russia issues on business and administration, to contribute to the protection of the environment and the fight against climate change. The planned mobility could enhance the digital transformation by providing lectures through educational platforms, offering online seminars and conferences to raise industry and public awareness on environmental issues.

5) Impact for both countries: Both Universities will help countries to establish commercial and diplomatic connections, and set a common path for encountering challenges and barriers on business and administration, with a focus on the environment, for the benefit of the local, regional and national economy. Immersion in the TUC will provide an insight into Greece's overall strategy for targeting development challenges and moving towards sustainable development. It is also an opportunity to learn about the country's efforts and challenges in the areas of digital transformation and democracy. 6) The international impact: The project will have impact in the scientific community, worldwide, through publications in scientific journals and conference presentations. Dissemination of the programme's results will raise awareness on environmentally friendly processes on business and administration. Digital transformation will simplify the dissemination of the programme's results, at a local, national and international level.

Measures for the dissemination of the results at the level of Institutions: The program's results will be published on websites of both Institutions. The Erasmus Offices will raise awareness about the benefits of the Mobility and urge faculty members and students to apply for Erasmus+ ICM or similar exchange programs. Grantees from both Universities, will share their experience through social media, meetings, conferences/web-conferences, and seminars/web-seminars.

Measures for the dissemination of the results at the level of Countries: The results of the studies will be presented at national conferences as well as published on national journals. The experiences and outcomes will be shared on the social media platforms of both institutions and an Erasmus+ newsletter with testimonies will be distributed to all of the TUC partners as well.

Measures for the dissemination of the results at international level: The international community is expected to benefit through the publication of articles in high-level scientific journals and peer-reviewed conferences. Grantees will improve their curriculum vitae and academic profile, and strengthen their academic collaboration with other universities abroad. The results of the project will be shared with the international partners. The results can be disseminated internationally primarily through social media platforms, as well as through research-oriented media sites. Finally, academic staff and student perspectives on the program may be shared with the Erasmus Student Network (ESN) for further international dissemination.