

## **COMMITMENT TO THE ERASMUS CHARTER PRINCIPLES**

### **Declaration**

I, undersigned, declare that if my institution is awarded with an Erasmus Charter for Higher Education, my institution will undertake to:

- Respect in full the principles of non-discrimination, transparency and inclusion set out in the Programme.
- Ensure equal and equitable access and opportunities to current and prospective participants from all backgrounds, paying particular attention to the inclusion of those with fewer opportunities.
- Ensure full automatic recognition of all credits (based on the European Credit Transfer and Accumulation System – ECTS) gained for learning outcomes satisfactorily achieved during a period of study/training abroad, including during blended mobility.
- Charge no fees, in the case of credit mobility, to incoming mobile students for tuition, registration, examinations or access to laboratory and library facilities.
- Ensure the quality of the mobility activities and of the cooperation projects throughout the application and implementation phases.
- Implement the priorities of the Programme:
  - By undertaking the necessary steps to implement digital mobility management in line with the technical standards of the European Student Card Initiative.
  - By promoting environmentally friendly practices in all activities related to the Programme.
  - By encouraging the participation of individuals with fewer opportunities in the Programme.
  - By promoting civic engagement and encouraging students and staff to get involved as active citizens before, during and after their participation in a mobility or project.

### **WHEN PARTICIPATING IN MOBILITY ACTIVITIES**

#### **Before mobility**

- Ensure that selection procedures for mobility activities are fair, transparent, coherent and documented.
- Publish and regularly update the course catalogue on the website of the Institution well in advance of the mobility periods, so as to be transparent to all parties and allow mobile students to make well-informed choices about the courses they will follow.
- Publish and regularly update information on the grading system used and grade distribution tables for all study programmes. Ensure that students receive clear and transparent information on recognition and grade conversion procedures.
- Carry out mobility for the purpose of studying and teaching only 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, preparation, reception, support and integration of mobile participants.

- Ensure that outgoing mobile participants are well prepared for their activities abroad, including blended mobility, by undertaking activities to achieve the necessary level of linguistic proficiency and develop their intercultural competences.
- Ensure that student and staff mobility is based on a learning agreement for students and a mobility agreement for staff validated in advance between the sending and receiving institutions or enterprises and the mobile participants.
- Provide active support to incoming mobile participants throughout the process of finding accommodation.
- Provide assistance related to obtaining visas, when required, for incoming and outgoing mobile participants.
- Provide assistance related to obtaining insurance, when required, for incoming and outgoing mobile participants.
- Ensure that students are aware of their rights and obligations as defined in the Erasmus Student Charter.

#### **During mobility**

- Ensure equal academic treatment and the quality of services for incoming students.
- Promote measures that ensure the safety of outgoing and incoming mobile participants.
- Integrate incoming mobile participants into the wider student community and in the Institution's everyday life. Encourage them to act as ambassadors of the programme and share their mobility experience.
- Provide appropriate mentoring and support arrangements for mobile participants, including for those pursuing blended mobility.
- Provide appropriate language support to incoming mobile participants.

#### **After mobility**

- Provide incoming mobile students and their sending institutions with transcripts of records containing a full, accurate and timely record of their achievements at the end of their mobility period.
- Ensure that all ECTS credits gained for learning outcomes satisfactorily achieved during a period of study/training abroad, including during blended mobility are fully and automatically recognised as agreed in the learning agreement and confirmed by the transcript of records/traineeship certificate. They shall be transferred without delay into the student's records, shall be counted towards the student's degree without any additional work or assessment of the student and shall be traceable in the student's transcript of records and the Diploma Supplement.
- Ensure the inclusion of satisfactorily completed study and/or traineeship mobility activities in the final record of student achievements (the Diploma Supplement).
- Encourage and support mobile participants upon return to act as ambassadors of the

programme, promote the benefits of mobility and actively engage in building alumni communities.

- Ensure that staff is given recognition for their teaching and training activities undertaken during the mobility period, based on a mobility agreement and in line with the institutional strategy.

#### **WHEN PARTICIPATING IN EUROPEAN AND INTERNATIONAL COOPERATION PROJECTS**

- Ensure that cooperation activities contribute towards the fulfilment of the institutional strategy.
- Promote the opportunities offered by the cooperation projects and provide relevant support to staff and students interested in participating in these activities throughout the application and implementation phase.
- Ensure that cooperation activities lead to sustainable outcomes and that their impact benefits all partners.
- Encourage peer-learning activities and exploit the results of the projects in a way that will maximise their impact on individuals, other participating institutions and the wider academic community.

#### **FOR THE PURPOSES OF IMPLEMENTATION AND MONITORING**

- Ensure that the long-term institutional strategy and its relevance to the objectives and priorities of the Programme are described in the Erasmus Policy Statement.
- Ensure that the principles of the Charter are well communicated and are applied by staff at all levels of the Institution.
- Make use of the “ECHE guidelines” and of the “ECHE self-assessment” to ensure the full implementation of the principles of this Charter.
- Regularly promote activities supported by the Programme, along with their results.
- Display this Charter and the related Erasmus Policy Statement prominently on the Institution's website and on all other relevant channels.

*On behalf of the Institution, I acknowledge that the implementation of the Charter will be monitored by the Erasmus National Agencies and that a violation of the above principles and commitments may lead to its withdrawal by the European Commission.*

*On behalf of the institution, I commit to publishing the Erasmus Policy Statement on the institution website.*

Legal representative of the institution

Signature of the legal representative



In the following sections of the application form, you will need to explain how your institution will fulfil the ECHE principles if the Charter is awarded. You are encouraged to consult the [ECHE Guidelines](#) for support in completing this application.

Please note that your Erasmus+ National Agency will monitor your Erasmus Policy Statement and your answers to the questions given in the application. The Erasmus+ National Agency reserves the right to request more information on your activities and propose supplementary measures, for the purposes of monitoring and implementing the Charter principles by your institution.

## 1. ERASMUS POLICY STATEMENT (EPS)

### 1.1 Erasmus activities included in your EPS

In this section, you need to tick the Erasmus activities covered by your Erasmus Policy Statement. Please select those activities that your HEI intends to implement during the entire duration of the Programme.

#### Erasmus Key Action 1 (KA1) - Learning mobility:

The mobility of higher education students and staff

#### Erasmus Key Action 2 (KA2) - Cooperation among organisations and institutions:

Partnerships for Cooperation and exchanges of practices

Partnerships for Excellence – European Universities

Partnerships for Excellence - Erasmus Mundus Joint Master Degrees

Partnerships for Innovation

#### Erasmus Key Action 3 (KA3):

Erasmus Key Action 3 (KA3) - Support to policy development and cooperation:

### 1.2 Erasmus Policy statement (EPS): your strategy

Your Erasmus Policy Statement should reflect how you intended to implement Erasmus after the award of the ECHE. Should you wish to add additional activities in the future, you will need to amend your Erasmus Policy Statement and inform your Erasmus National Agency.

What would you like to achieve by participating in the Erasmus Programme? How does your participation in the Erasmus Programme fit into your institutional internationalisation and modernisation strategy?

(Please reflect on the objectives of your participation. Please explain how you expect the participation in Erasmus to contribute towards modernising your institution, as well as on the

goal of building a European Education Area<sup>1</sup> and explain the policy objectives you intend to pursue).

Original language (and translation into EN, FR or DE if the EPS is not in one of these languages)

CBS aspires to be an important player in business education and research and to produce academically and entrepreneurially strong alumni. Internationalisation is central to obtain this goal, and CBS' participation in the Erasmus programme is indeed an important aspect of CBS' internationalisation strategy. Internationalisation constitutes the core of CBS' future development as a leading business school in Europe. The process of transforming CBS from a domestic business school with a national perspective into an internationally recognized business school has been underway for three decades and it remains one of the key pillars of the university's overall strategy.

The main objective of CBS' participation in the Erasmus programme is the mobility of students for exchange and traineeships and the mobility of CBS teachers and staff (KA1). CBS sends students abroad for one semester in order to enhance their intercultural understanding, their language proficiency, their academic skills and their ability to work and study in an environment outside their comfort zone. CBS staff members; both teachers and administrative staff are also encouraged to go on shorter mobilities abroad to enhance their own personal skills and competences as well as to acquire best-practice knowledge. The acquired new knowledge and competences secure an ongoing improvement of CBS' own practices. This way staff mobilities become an important tool in enhancing and modernizing CBS.

Historically international education has often been based on individual students' wishes for one semester exchanges abroad at a partner university. However, the global trend is to base educational internationalisation on structured rather than individual activities. This trend has recently also been emphasised by the European Commission in the call for the new Erasmus KA2 European Universities initiative. Currently CBS is a consortium partner in a submitted proposal for this call.

At institutional level, CBS has initiated a new direction for internationalisation called "Academically Embedded Internationalisation" (AEI). The vision is that any international educational activity at CBS should be regarded more explicitly as part of the learning process of each individual study programme. The purpose of international activities will always be to develop student's professional, personal, cultural and social skills. The activities will also be aligned with the programmes learning aims. The point is to create value at three levels:

- the individual level; the student's education
- the meso level; the relevant companies and industries
- the macro level; the society, including the Danish and international economy

AEI's are structured activities that can be described as activities with an explicit academic consideration; students from a specific study programme should partner with a particular partner university and join their particular programme. Such considerations implies that the programme management should - on behalf of the students - identify tailored, International Learning Opportunities (ILO's) for the students, embedded in the curriculum of the programme. Learning opportunities does not only mean entire semesters of exchange. They represent a wide spectrum of activities between CBS and selected international partners. These activities could be:

- Exchange of single electives
- Joined group work and assignments
- Joined course development and teaching
- Structured exchange
- Double degrees

---

<sup>1</sup> For more information on the priorities of the European Education Area, such as recognition, digital skills, common values and inclusive education, please consult the following website:  
[https://ec.europa.eu/education/education-in-the-eu/european-education-area\\_en](https://ec.europa.eu/education/education-in-the-eu/european-education-area_en)

The academic relevance of ILO's will be defined at a de-central level by the researchers, who are academically responsible for the learning aims of the study programmes and the individual courses.

The Erasmus Programme already supports this strategy and the implementation of these AEI's well. Currently CBS is using the Erasmus Programme to fund parts of this, namely student mobilities. If CBS is awarded a new Erasmus Charter, it is the wish to continue to do so in the coming years. CBS has already signed AEI based agreements with a number of selected international universities, including several of our European partners. The dialogue with relevant programmes at partner universities continues, and there are more structured agreements in the pipeline, to ensure that as many students as possible will have access to a broad range of ILO's.

Furthermore, the new initiative of blended mobility under KA1 in the next Erasmus Programme period will help further support some of the ILO's offered to students, which are currently not supported by the Erasmus Programme. Actions under KA2 could also be relevant to apply for, to further develop the ILO's for the students, e.g. course development and joint/double degrees.

Long term, the in- and outgoing mobility of participants seems to enhance the quality and relevance of CBS' programmes, and is an essential aspect in the process of internationalising and modernising CBS. We see that the students' experiences abroad ready them for the future and help advance their career options. The larger cultural understanding, academic knowledge, managerial skills and entrepreneurial talent attained during a mobility abroad are sought after and recognized as important assets by employers and organizations in Denmark as well as abroad.

CBS' main objective has been to participate in KA1 activities. However, CBS has also successfully participated, both as project coordinator and project partner, in several projects funded by Erasmus KA2, under the current Erasmus Programme. CBS will continue to apply for, and hope to participate in, international projects funded by the next Erasmus Programme. Participation in international projects is seen as a mark of quality, a crucial indicator of our research strength, and a key factor in still being an international business university.

It is an essential part of CBS' internationalisation strategy to participate in the Erasmus Programme, both through student and staff mobilities, as well as through international research projects and involvement in international cooperation.

Please reflect on the Erasmus actions you would like to take part in and explain how they will be implemented in practice at your institution. Please explain how your institution's participation in these actions will contribute to achieving the objectives of your institutional strategy.

Original language (and translation into EN, FR or DE if the EPS is not in one of these languages)

CBS already participates in KA1 activities, namely KA103 and wishes to continue to take part in this action during the next Erasmus Programme period. Future participation in KA1 will support CBS' internationalisation strategy and assist modernising CBS further. Particularly by supporting ILO's for our students and by supporting CBS staff members in going abroad to obtain knowledge and learn best practices. All of the experiences gained through the Erasmus actions help develop the individual student and staff. In turn, all of their experiences will impact CBS as an institution.

Over the last couple of years, there has been a growing wish to participate in KA107 as well. CBS wishes to expand the portfolio of international activities. Including KA107 activities in the portfolio, during the next program period, will be a natural extension. It would support the areas of CBS' internationalisation strategy that aims beyond the Erasmus Programme countries. Furthermore, the participation in KA107 could help improve the balance in some of our unbalanced partnerships in places such as South America. From where it is difficult to attract students to come for an exchange semester at CBS.

CBS has an increased focus on participating in international projects. A dedicated research funding strategy was developed in 2013 and is still in place at CBS. The strategy involves the Management and Heads of Departments in engaging staff in project participation. Participation in international projects is seen as a mark of quality, a crucial indicator of our research strength, a valuable source for developing new knowledge and best practice, a way of building stronger networks to other research institutions, HEIs and enterprises. It will of course also be a way of getting important funding for CBS research.

In the last five years, CBS has participated in more than 90 international projects, several funded by the EU including Erasmus, and a much larger number of national projects of which some has international partners.

Over the past years, there has been an increase in the support available for the CBS staff members, who are participating in international projects. CBS ensures both pre-award and post-award support. This means dedicated administrative support from project idea throughout project implementation for the staff involved.

CBS' objective is to be a leading international business university. A business university that offers a strong focus on research and teaching within classic management disciplines, as well as disciplines that place business in a wider social, political, cultural, philosophical and historical context. The continuous participation in Erasmus actions under both KA1, KA2 and KA3 is a contributing factor in achieving this objective.

The Erasmus Programme especially is a crucial contributing factor in ensuring that a wide number of students get an ILO as part of their degree. Whether it is through a mobility stay abroad funded by KA1 actions, through interaction with incoming Erasmus students, or through the outcome of projects funded by Erasmus, which brings the international learning experience to the CBS campus. The Erasmus Programme is also supporting students, who otherwise could not have gone abroad for an international learning experience, due to e.g. financial restraints, educational difficulties, or disabilities.

What is the envisaged impact of your participation in the Erasmus+ Programme on your institution?

Please reflect on targets, as well as qualitative and quantitative indicators in monitoring this impact (such as mobility targets for student/staff mobility, quality of the implementation, support for participants on mobility, increased involvement in cooperation projects (under the KA2 action), sustainability/long-term impact of projects etc.) You are encouraged to offer an indicative timeline for achieving the targets related to the Erasmus+ actions.

Original language (and translation into EN, FR or DE if the EPS is not in one of these languages)

CBS will continue to focus on participating in both KA1 and KA2 activities during the 2021-2027 programme period. The participation will have a positive impact on CBS' internationalisation and it will strengthen the modernisation of CBS, especially in the context of the new strategy for international learning opportunities (Academically Embedded Internationalisation (AEI)).

CBS is an internationally leading business university and strives to remain as such. Participation in the Erasmus Programme is an important key to staying internationally focused, and it helps CBS achieve some of the internationalisation and modernisation goals set for the next years. One of these goals is to increase the amount of students exposed to an AEI experience during their studies. The target is to have 50 percent of undergraduate students exposed to an AEI experience by 2022. Another goal is to increase the number courses containing blended learning in the curriculum. The aim is to have these courses count for 80 percent of all courses over the next years. CBS will keep track of these goals by conducting regular evaluations and by implementing the appropriate adjustments.

Participation in the Erasmus Programme also enhances the quality and relevance of CBS' programmes. Through international exchange and dialogue, students and staff will strengthen the contact to international labour markets, and they will promote knowledge sharing in the fields of teaching and research, as well as in the administrative field. CBS currently helps 25 percent of its students to an international experience, and the aim is to increase this number by offering more AEI experiences as a supplement to the more classic individual based exchanges.

CBS monitors the outcome and quality of student and staff mobilities through travel reports and general feedback from participants. CBS uses this feedback to continually monitor and adapt our ILO's and adjust our support if needed for participants throughout their mobility (before, during and after).

## 2. IMPLEMENTATION OF THE FUNDAMENTAL PRINCIPLES

### 2.1 Implementation of the new principles

Please explain the measures taken in your institution to respect the principles of non-discrimination, transparency and inclusion of students and staff. Describe how your institution ensures full and equitable access to participants from all backgrounds, paying particular attention to the inclusion of those with fewer opportunities.

All CBS students and staff members are encouraged to partake in Erasmus funded mobilities. Students have the option to do so during both their bachelor's, master's and PhD degree. Faculty members have the possibility both as part of their teaching, and as part of their own competence development. Administrative staff have the possibility to partake in Erasmus funded mobilities to further their own competence development as well as to further the development of administrative task and processes at CBS. These mobilities focus especially on sharing knowledge and best practices with other HEI's.

All students have equal opportunity to apply for exchange at one of CBS' partner universities around the world. The application process is split into three different rounds each year. Giving the students multiple opportunities to apply. The selection process for exchange is set up in a fair and transparent way. All information about the whole process as well as the selection criteria are made available to the students well in advance of the application rounds for exchange. Dedicated staff at the CBS International Office also provide help and support for the students throughout the process.

All students selected for a European partner university, holding an ECHE, will automatically be considered for the Erasmus grant, given they fulfil the requirements under the Erasmus Programme.

The information about applying for an Erasmus grant, when doing a traineeship in another Erasmus Programme Country, is also made equally accessible to all CBS' students. Traineeship contracts become available throughout the entire year. To fit this flow, CBS chooses to handle the Erasmus grant applications on a case by case basis as they are received. Every possible effort is made to accommodate all, who wishes to receive the Erasmus grant, given that the students fulfil the requirements. CBS is open for applications as long as there is Erasmus funding left. Until this day, CBS has not had to turn away applicants due to lack of funding, and every effort is made to make sure it will not happen in the future either.

CBS staff has the opportunity to go on a mobility (either for training or teaching) funded by Erasmus. This is made available to everybody in the organisation. Information about the different opportunities are available on the staff intranet, and at the International Office the Erasmus Coordinator is ready to assist. The coordinator helps both by giving information about different opportunities as well as by establishing contact to partner universities if there is a wish for a Staff Mobility abroad.

In regards to all mobility opportunities, CBS commits to ensure equal access and opportunities to participants from all backgrounds. Students and staff with special needs are eligible for extra financial support, which is communicated to participants as part of the general information as well as on request. Students going on a mobility with children are also able to apply for extra financial support.

At CBS campus, there are several CBS units who are dedicated to support both students and staff with special needs (dyslexia, physical or psychological disabilities), or who has been exposed to harassment in any form. CBS also has a dedicated student guidance service for students who need other kinds of support during their studies.

CBS also provides all incoming students and staff with the same opportunities as local students and staff, including students and staff with special needs. Terms are the same for both incoming and local students when it comes to e.g. applying for extra time during their exams and applying for dispensation to take their exams with help from IT tools they were relying on back home. CBS Housing Department also assist in allocating incoming students with physical disabilities to specific handicap friendly dorm rooms. CBS Campus us also fully handicap accessible.

Furthermore, in 2014 CBS established the Council for Diversity and Inclusion. The Council was formed to ensure a better gender balance in both academic and administrative leadership, but also in a wider sense to ensure equal opportunities for staff and students at CBS. CBS' ambition is to be a diverse and inclusive organization. It is the task of the Equal Opportunities Officer (EOO) to help CBS achieve this ambition by being an organizational watchdog and advisor-in-residence. The EOO reports directly to the President of CBS.



Please explain what measures your institution will put in place to implement the European Student Card Initiative, and promote the use of the programme's Erasmus+ mobile App to students. Please refer to the timeline indicated on the European Student Card Initiative website<sup>2</sup>.

CBS is fully committed to implement the European Student Card Initiatives. Close cooperation with our 3rd party IT provider will secure that our student mobility system is ready and able to go fully digital by the deadlines indicated on the website of the European Student Card Initiative and hopefully even earlier.

In case CBS' 3rd party IT provider is not ready by the deadlines, CBS is still committed and will take the necessary steps to still adhere to the deadlines of the initiative, i.e. by using the free Erasmus Dashboard until our own IT provider is ready.

CBS is committed to promote the Erasmus+ Mobile App in the process of implementing the European Student Card Initiative. For the students the mobile app will be the main point of access, as well as a platform for gathering all information related to their mobility. CBS has already started promoting the app to students in the information provided to the students going on an Erasmus mobility in 2020/2021. In the coming years CBS will continue to promote the app and make it even more visible for the students.

Please explain how your institutions will implement and promote environmentally friendly practices in the context of the Erasmus+ programme.

CBS aims to be CO<sup>2</sup> neutral by 2025.

CBS has a strong focus on sustainability and applies this into its campus and campus life, the daily work of staff, the teaching curriculum of its students, and its research. Sustainability is an integral, encompassing aspect of the CBS' identity. CBS has taken significant steps over several years to operationalize sustainability in research and teaching. Further, we support and mentor student organizations working to create awareness and achieve impactful results consistent with our efforts across our campus. Campus Services embraces the challenge of working toward the UN Sustainable Development Goals (SDG's); understanding that integrating these principles into our daily operations enhances and focuses sustainability ambitions across the institution.

To support sustainability at CBS, CBS Sustainability was launched in 2002 as a multi-disciplinary research centre. The centre is the central gathering point for sustainability-related research, teaching and outreach at CBS. Through the initiatives set up by CBS Sustainability, CBS has introduced several campus initiatives to become a more sustainable campus, advocating less consumption, recycle and reusing resources including waste to reduce greenhouse gas emissions. CBS will focus its efforts on improving students' and employees' performance by designing, investing in, and constructing a more sustainable campus

Sustainability continues to be an increasingly important area of business studies. The sustainability research carried out at CBS Sustainability covers diverse topics such as public policy, consumer behaviour, corporate responsibility and much more. CBS offers a variety of courses related to sustainability, which are offered as both mandatory courses within specific programs and electives open to all CBS students as well as incoming exchange students. These courses are to give all students access to knowledge and insight from leading sustainability researchers to help them build a unique academic profile.

Furthermore, CBS is committed to the UN SDG's, to the UN Principles for Responsible Management Education (PRME) initiative and to the promotion of sustainable business models and responsible management.

Our membership as champions in PRME is a recognition that reflects CBS' commitment and contribution to the PRME initiative. CBS has been actively engaged with the UN Global Compact (UNGC) and other PRME schools, which have led to various projects, such as curriculum development and other PRME activities. Furthermore, we have been engaged with the UNGC network, in particular the Danish network, to help strengthen the cooperation between our business school and different industries.

All the initiatives for environmental friendly practices at CBS helps to ensures that CBS students and staff going abroad are aware of how to make their mobility abroad more sustainable, both consciously and unconsciously through the actions taken by the individual. The mobility and knowledge-sharing of students and staff helps in both bringing out the initiatives by CBS to other universities around the world as well as

<sup>2</sup> [https://ec.europa.eu/education/education-in-the-eu/european-student-card-initiative\\_en](https://ec.europa.eu/education/education-in-the-eu/european-student-card-initiative_en)

hopefully bringing initiatives back to CBS to further develop CBS to become more sustainable. This also applies for incoming students and staff, as they help bring new initiatives into CBS as well as hopefully bringing initiatives back home to their home university and community.

Erasmus students coming to CBS will be exposed to the sustainable focus in many of our courses, the sustainable campus initiatives as well as being able to take part in many events organized by CBS Sustainability and the student organizations, e.g. the Student & Innovations House and their efforts to test relationships between sustainable design and programs and sustainable behaviours. This is an awareness and knowledge, which each student brings home from the exchange semester at CBS.

For the outgoing students we are working on a program for the Erasmus students where we will raise the awareness of the means of travel and the impact on the environment. We would like to use some of our Erasmus funding to support students who choose sustainable means of travel. Train travel is often more expensive than flying so the program should help compensate the difference in cost. By focusing on alternatives to flying, we hope that more students will consider taking the train. Within Europe we have great opportunities to travel in a sustainable manner and we believe our students would embrace the opportunity.

Please explain how you will promote civic engagement and active citizenship amongst your outgoing and incoming students before, after and during mobility.

CBS promotes active student citizenship.

Students are encouraged to be actively involved in for instance student associations, the study program (student politics and intro/mentor activities), buddy/intro activities for incoming exchange students, CBS Case Competition, or being International Student Ambassador for international full degree students.

Active student citizenship is not just promoted as part of boosting the student's application for exchange, but also in the general promotion by CBS and the student organisations for students to take part of and ownership in their education, personal development and society, both inside and outside of CBS.

Once outgoing students return to CBS, they are encouraged to still take part in active citizenship on campus. They are encouraged to give back to the next generation of students going on exchange, e.g. by presenting at pre-departure meetings and participating in the International Fair.

For incoming exchange students, CBS offers a buddy program where the incoming exchange student will be matched with a local CBS student. The CBS buddy will pick up the incoming student at the airport and take them to their accommodation, as well as helping the newcomers settling in to a new country and culture. Furthermore, a two-week intro program is available for the incoming students:

- The first week includes a Danish Crash Course (fee-payd and not mandatory) + social activities in the evening (fee-payd)
- The second week includes introduction to CBS, Copenhagen and Denmark (free of charge and mandatory) + social activities during the evening (fee-payd)

The intro weeks and the buddy program are arranged by student assistants working at the CBS International Office together with volunteering CBS students (approx. 700 per semester). Incoming exchange students also have the opportunity to get involved on equal terms as full degree CBS students in the student associations on campus during their exchange at CBS.

## 2.2 When participating in Mobility Activities - After mobility

Please demonstrate your commitment to implement full automatic recognition in your Higher Education Institution.

Please describe the concrete steps you will take to ensure the full automatic recognition of all credits gained for learning outcomes achieved during a mobility period abroad/ a blended mobility, according to the Council Recommendation on Automatic Mutual Recognition<sup>3</sup>.

<sup>3</sup> The text of the Council Recommendation on Automatic Mutual Recognition may be found at: [https://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1568891859235&uri=CELEX:32018H1210\(01\)](https://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1568891859235&uri=CELEX:32018H1210(01))

CBS has introduced a new online credit transfer system for course pre-approvals as well as final credit transfer (launched April 1, 2020). The system is to support the full recognition of credits achieved during students' mobilities.

The new system will further improve the pre-approval process for students going on mobility abroad. It should ensure that the courses, they intent to take during their mobility, can be transferred to CBS. The new system will also improve the final credit transfer process, which is based on the students' pre-approval and the transcript of records received from their mobility. The system ensures that all information needed for the credit transfer process is gathered in one place. All the information is easy accessible both for the students and the study administrative caseworker.

CBS hopes to further develop this platform to include information for an even speedier process in the future. The aim is a more automatized recognition of credits gained during mobility. One aspect of this is to include a comprehensive database of previous approved courses at partner universities. This will help the students choose relevant courses for their semester abroad as well as help the administrative caseworker to quickly determine if a learning component abroad can be approved for credit transfer.

Lastly, CBS has already fully implemented the ECTS system to measure the total workload for the completion of a specific course or program. All recognition of components taken outside CBS is fully transferred to CBS using the ECTS system, and where needed components taken in institutions not using ECTS, credits are converted to ECTS in the recognition process (this is done automatically in the new credit transfer system).

Please describe your institution's measures to support, promote and recognise staff mobility:

CBS wishes to be an attractive working place by creating attractive career and development opportunities for all staff members. The Erasmus program is a key pillar in supporting this. It provides CBS staff members with the opportunity to go abroad on staff mobility to acquire both new knowledge for CBS and to develop their individual personal competences.

Information relevant to staff, about the possibilities under the Erasmus program, is placed in sections of the staff intranet, where staff members would normally be looking for information about stays abroad (both under the HR section and under the section designated for faculty staff members). Furthermore, the sites direct staff members to the Erasmus Coordinator at CBS. The coordinator will assist giving further information about the exact procedures when applying for funding.

CBS' Research Support Unit also provide research staff at CBS with information about the possibilities within the Erasmus programme. The support unit informs researchers about possible funding, both through the above-mentioned channel as well as through newsletters sent directly to research staff.

CBS values staff mobility and recognizes it by giving every staff member the opportunity to apply for Erasmus funding for staff mobility. Heads of departments (both faculty and administrative) support staff members in going on a mobility abroad to develop both the individual staff members personal competences and to acquire new knowledge for CBS.

### 2.3 For the Purposes of Visibility

Please provide the web link where you will host the Erasmus Policy statement in the future. Please reflect on how you plan to regularly promote the activities supported by the Programme.

CBS will host its Erasmus Policy Statement as well as our Erasmus Charter and relevant information about CBS' participation in the Erasmus Programme on the following website:

<https://www.cbs.dk/en/international-opportunities/partnerships-affiliations/erasmus>

From the above-mentioned website, students and staff at CBS, as well as external interested parties, will find the EPS once the ECHE has been approved. Here students and staff will also find dedicated links to internal Erasmus sites, with access to further information about the relevant actions supported by the Erasmus Programme at CBS. For students this will mainly be for activities under KA1, primarily student mobility for studies and traineeships. For staff it will be activities under KA1, primarily staff mobility for teaching and training, KA2 and KA3.

KA1 - student mobility for studies is and will be promoted regularly. The action is part of the general promotion of CBS' International Learning Opportunities (ILO's). The promotion consists of yearly

EU Grants: Proposal template (EACEA Erasmus+ IBA): V1.0 – 11-02-2020

information campaigns and meetings, as well as information on the student intranet. Information about the Erasmus Programme is also visible on the student intranet page for traineeships. Here students can find information on how to apply for an Erasmus Scholarship for a traineeship.

KA2 and KA3 activities are promoted by CBS' Research Support Office (RSO), as one way for CBS researchers to apply for external funding. CBS researchers are supported in both the pre-award and post-award process. CBS staff participating in projects are allocated dedicated administrative support throughout the project. Projects funded by Erasmus will be published on CBS' website. The website provides an overview over all externally funded projects at CBS, and it contains links to extended information about the specific project.

CBS' PhD students also receive direct promotion of the possibilities under Erasmus in the newsletters sent out from the RSO.

Please describe how you will ensure that the principles of this Charter will be well communicated and applied by staff at all levels of the institution.

CBS continues to have a strong focus on being an international business university. The principles of the Erasmus Charter are to a great extent already integrated and applied in the daily work across the organisation. CBS will continue to make the principles visible so all staff can apply them to their work on a daily basis as well as long term.

The Erasmus Charter as well as the EPS will be made easily accessible on both CBS' website and on the relevant Erasmus sites on CBS' intranets dedicated to students and staff.

The principles of the Erasmus Charter is already an integrated part of the standard documents of the institution. ECTS is fully implemented as the credit system used at CBS. Furthermore, work is in progress to align even more with the principle of full automatic recognition. Clear appeal processes for students are also in place, not just for recognition of credits from abroad, but for all decisions made by CBS that might affect the student, both academically and financially.

All credits achieved during mobility abroad are included in the student's transcript of record and diploma supplement, if approved by the student's study board. Incoming Erasmus students, as well as all other incoming students, are provided with a transcript of record at the end of their stay. The transcript includes all the relevant information about learning outcomes, credits and grades achieved, and it is supported by the provision of CBS' grade distribution table.

CBS' course catalogue for all incoming students is published on CBS website well in advance of each semester. This provides all students with adequate information about particular courses and gives them time to seek approval by their home university for the courses they wish to take.