

Erasmus Charter 2021-27
Erasmus Policy statement (EPS)

At Audencia, we strive towards innovative openness in everything we do. Our strategy aims to foster ethical new ways of thinking and operating in international business and management that are free of traditional boundaries: disciplinary, industrial, socioeconomic, geographical, cultural and more.

In our vision of the new frontier for business and management, we explore a creative, collaborative and ethical way to do business together. As a key European institution, out of our 300 partners, European ones represent 50% of them. Incoming students from European partners represent 42% of the total annual cohort and 36% of our outbound students go to European destinations. ERASMUS has been implemented at Audencia for a few decades and has benefited a large number of students. As a conclusion, ERASMUS + is key to our internationalisation strategy and processes, a kind of fait-accompli crucial to our success and to the cultural enrichment of our students and community at large. Thanks to the programme, thousands of European students have been able to visit our institution and have managed to embrace our project.

ERASMUS+ is key for the following strategic objectives :

1. Embrace differentiation in three focus areas: innovation, CSR and finance. Thanks to ERASMUS+ students get work placements in these fields, students come to us for CSR perspectives (the school's DNA) and students go abroad to complement what they learn with us in these different fields.
2. Move from internationalisation to collaborative regionalisation. The objective is to capitalise more on European partners and to create "hubs" with a few key ones. We have for instance launched a new programme for our second years for them to spend a full semester in Europe and in Europe only.
3. Create pioneering projects that enhance programmes, research and business
4. Renew portfolio of programmes to support business needs based on a more regional (European) approach.
5. Strengthen internationalisation at home i.e. hosting more students in a better way.

Internationalisation is more than an exchange of people and ideas across borders. Thanks to the ERASMUS+ programme, we will work at every level to become more open and inclusive on a European and global scale by:

- Preparing students for global instability in business and management
- Increasing internationalisation of faculty
- Equipping staff to promote internationalisation on home campuses and abroad
- Increasing global opportunities for alumni
- Moving towards more comprehensive, high-quality partnerships in key areas that facilitate differentiation and hybridisation

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Main ERASMUS+ objectives

- Ensuring all students have high-level international skills
 - o Increasing outgoing student mobility by requiring study and/or internship abroad for all programmes and diversifying these options
 - o Enabling international full-time students to get more scholarships to study in Europe
 - o Diversifying incoming students via new scholarships for priority education zones in Europe.
 - o Increasing English-language requirements, starting with requiring courses in English for all programmes
 - o Increasing cross-curricular courses on international issues and European culture
 - o Increasing double-degree options with partnering institutions with a specific focus on European partners for a more sustainable impact (less long-distance traveling)
- Increasing internationalisation within faculty thanks to ERASMUS+:
 - o Ensuring all tenured faculty members can teach in English on all campuses
 - o Increasing percent of tenured faculty from outside of France, preferably for Europe (for instance our summer programme hires a high number of adjunct faculty from our European partners)
 - o Increasing percent of faculty with PhDs from abroad
 - o Restructuring faculty evaluations giving weight to international travel and research.
 - o Providing additional support structures for international travel and research (new chairs, additional funding options, new committees for creation and practice of research chairs)
- Preparing staff to promote internationalization at home thanks to ERASMUS+ (receiving more European staff for benchmarking activities and sending more staff to European partners) to:
 - o Provide continuous English-language training to staff so they can work seamlessly with international audiences
 - o Support staff in updating our full range of services – from career, to housing, to alumni – to better serve international needs
 - o Provide staff with opportunities to travel abroad for conferences, workshops, etc.
- Strategically refocusing academic partnerships
 - o Moving from numbers-focused to quality-focused partnerships, mainly in Europe
 - o Identifying comprehensive partners for deeper, wide ranging collaborations across continents and disciplines as we have start doing with 5 key European strategic partners for second year students.
 - o Developing new partnerships to support new bachelor programmes with a European scope.
- Expanding international campuses & joint centres
 - o Where we came from: 5 years ago no campuses or centres abroad, only in Nantes
 - o Where we are: campuses in Paris and Shenzhen, joint centres in Beijing and Ecuador with collaborating partners in Brazil, Kenya and Ghana

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- o Where we're going: in the next 36 months, we aim to establish centres in Europe.
- Deepening corporate partnerships in focused regions

Our strategy for the years to come is then to strengthen our European collaborations. We strongly believe Europe is the stronghold for the years to come as the world is becoming ever more unstable. We are to deepen our key European partnerships.

We have been taking part in Key Action 1 for a few decades (we managed both KA 103 and some KA 107 projects) and we would like to continue taking part in Key Action 1.

We intend to carry out both student mobility (for studies and traineeships) and staff mobility (for teaching and training). Our aim is to send students abroad in Europe and host incoming Erasmus students. Maintaining balanced, quality and mutually rewarding partnerships is our top priority. We also intend to further develop staff mobility and give more staff members the opportunity to teach or train abroad while hosting staff members from our partner universities.

Erasmus+ activities will be implemented by the Department of International Affairs. Our Deputy Director of International Affairs and our International Affairs Manager, who also manages staff mobility, oversee Erasmus+ activities and projects. Two International Exchange Coordinators are in charge of managing Erasmus+ student mobility.

The first step of the implementation will be renewing our inter-institutional agreements in a digital format through the Erasmus Without Paper process.

We are currently in the process of analyzing and assessing our partnerships. We selected a range of quality indicators to help us reflect on the quality of our current partnerships. We expect to have a clearer picture of which partnerships we would like to renew by June 2020.

Then, we plan to start renewing our inter-institutional agreements in Fall 2020 and we will have all our agreements ready for the next Erasmus round starting in 2021.

In order to implement these Erasmus+ activities, we are used to and we will continue:

- providing up-to-date information to outgoing and incoming participants through our intranet (information about course offering and all aspects of practical and logistical arrangements),
- ensuring that participants are well prepared for their activities abroad (meetings to enhance their intercultural awareness, language preparation (foreign language courses + promoting OLS), putting them in touch with former mobility participants, sharing feedbacks from former mobility participants),
- preparing learning agreements for students and mobility agreements for staff members and having them signed in advance, before the mobility period starts,
- approving learning agreements to ensure full credit recognition,
- supporting participants before, during and after the mobility activities, through individual or small group meetings, regular phone or email contacts,
- providing assistance related to finding accommodation, visa, insurance and all aspects of practical and logistical arrangements to incoming participants,
- providing incoming students and their sending institutions with transcripts of records,

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- ensuring that all ECTS gained are fully recognized and transferred into the outgoing students' records.

Over the past few years, our participation in Erasmus+ activities has definitely and considerably enhanced our internationalisation and we are convinced that our participation is crucial to continue increasing our internationalisation, which is a core component of our institutional strategy.

- Our participation will enable us to continue to offer 100% of our students the opportunity to have an experience abroad, either for an internship or for studies, which is in line with our aim to prepare students for operating in international business and management that are free of traditional boundaries.

- Our participation will enable us to host more and more international students, which contributes to diversifying our student body, promoting multiculturalism, and strengthening internationalisation at home, which is one of our strategic objectives.

In 2012/2013, about 21% of the Audencia student population was made up of international students. Today, international students represent 34% of our student body.

- Our participation will contribute to increasing the internationalisation of our faculty, which is another way of strengthening internationalization at home.

In 2012/13, 35% of our faculty was non-French. Today, nearly 50% of our faculty is non-French.

- Our participation will help increase our staff members' intercultural awareness, which also contributes to strengthening internationalisation at home.

- Thanks to our participation, we will continue strengthening our relations with our European partners and developing strategic projects with them.

Over the past few years, our participation in Erasmus+ activities has enabled us to strengthen our relations and enhance our cooperation with our European partners. This led to the development of strategic projects (such as the "hubs" we launched in 2019) with some of our key long-term European partners. Those strategic projects are a key element to move from internationalisation to collaborative regionalisation, which is part of our institutional strategy.

Participation in the Programme will significantly contribute to Audencia's ambitions to achieve our objectives for the years to come.

On students

- To offer students an education of the highest possible quality and
- To allow them graduate with skills that are in demand on the work market both in France, in Europe and internationally.
- To create an intercultural learning environment that improves the quality of the university's degree programmes as well as the students' learning experiences.

Students and Staff

- To focus on talent development importance for the university's competitiveness

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- To make an impact and to influence international policy development in research, innovation and education both in and outside Europe.
- To improve the quality and level of activity of its research and degrees in coming years.

Beyond

- To contribute to the development of society
- To strengthen Audencia's position as a leading European and global university.

Quantitative Objectives:

Audencia welcomes about 200 Erasmus students per year. Our objective is to increase that number by 25% in the next 5 years (on site or/and remote learning / double degrees, semester exchange, shorter term exchange, study trips)

We send between 200 and 240 Erasmus students annually and would like to increase this number by 15%

We want to organize our first staff week within the next 5 years.

We want to send 10 staff members within the next 5 years and 20 faculty. We want to host the same number.

Qualitative indicators:

- Employment rate and share of students working in Europe or in an international environment after graduation. Audencia Career center, which has a strong international focus, closely monitors students' placement and we will strengthen our collaboration with our Career center to have a clear view on those indicators.
- Students' feedbacks on their Audencia experience
- Audencia's participation in Expert communities working on international higher education, such as the EAIE Expert community
- Number of publications and share in leading journals
- Audencia's position in national and international rankings
- Number of EQUIS, AACSB or AMBA accredited partners and number of triple accredited partners