

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 evaluate 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 Area¹ 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)

The HHL Leipzig Graduate School of Management is an institution of higher education at the university level.

Leipzig Graduate School of Management offers four Master-Level programs: two Master of Science Programs and two MBA programs, and in addition a doctoral program and executive education. While for students enrolled in the MBA programs an international project is compulsory, students enrolled in the full-time MSc-program must do a compulsory semester abroad at one of the partner universities of Leipzig Graduate School of Management. The grades received during the exchange semester abroad are acknowledged by Leipzig Graduate School of Management and become part of each student's final grade for the academic degree. Currently, Leipzig Graduate School of Management has exchange agreements with 141 partner institutions: 61 of these are within Europe. 57 of the 61 European partner institutions are affiliated with the Erasmus network. The large number of European partners emphasizes the high value which the Leipzig Graduate School of Management accords to European cooperations.

This is consistent with the strategic development plan of Leipzig Graduate School of Management, which calls for the institution to increase its internationalization. At the moment, around 30% of the eligible students are studying abroad within the Erasmus program; this is consistent to the European Policy Statement for the 2014/20 period; the aim is to increase it to 40% by 2025.

This strategy calls for Leipzig Graduate School of Management to support innovative fields of research, to contribute to further curricula-development and to prepare students within the European and international network for future leading positions in Europe. To realize this goal, Leipzig Graduate School of Management integrates guest lecturers from European countries into its academic program. Although HHL already has many courses taught by international professors, the aspect of teaching staff mobility within the Erasmus program will be increasingly emphasized by Leipzig Graduate School of Management in the future.

For the best intercultural integration of HHL-students abroad, a general policy is to send no more than two students to a single institution abroad. This is the reason why HHL maintains such a large network of partner universities. For potential new agreements, HHL requires comparable programs, an international accreditation, a comparable international institutional or program ranking. In addition, the academic calendar must fit; preferably language of instruction should be English; and the safety of the mobile participants in the host country will be taken into consideration. In these cases a balanced exchange will be negotiated.

HHL has signed several double degree options with its partners abroad. Prerequisite for this is in addition to the criteria mentioned above the same institutional accreditation of the partner (AACSB). European countries, within the Erasmus program, are here also the most preferred geographic area for double degree options.

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.

¹ 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

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

Organization and implementation of all international projects, both EU and non-EU will be coordinated by the International Relations Department of HHL. Based on the good experiences HHL has collected with the Erasmus program in the past, regulations from this program will be transferred to other mobility based programs, also outside of the EU. This means, HHL will introduce an academic recognition for results from study abroad periods on the basis of learning agreements/transcripts also for non-European programs. With this, an efficient recognition of credits gained abroad through effective quality assurance, comparable and consistent use of ECTS and the Diploma Supplement can be assured. Attracting the best students, academics and researchers from inside and outside the EU and developing new forms of cross-border cooperation are key drivers of quality at HHL. The contribution of higher education to jobs and growth, and its international attractiveness, can be enhanced through close, effective links between education, research and business. The recent shift towards open innovation at HHL has resulted in increased flows of knowledge and new types of co-operation between education, research and business. The capacity of HHL to integrate research results and innovative practice into the educational offer, and to exploit the potential for marketable products and services is high and will be shown in the implementation of international cooperation projects, both within and outside the EU.

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)

As HHL has the autonomy to set strategic direction, manage income streams, reward performance to attract the best teaching and research staff, set admissions policies and introduce new curricula, a continuous modernization of the institution will concentrate on the following areas:

- To develop clear progression routes from vocational and other education types into higher education. An effective way to achieve this is through clear procedures for recognizing learning and experience gained outside formal education and training. This still is part of the study regulations of HHL's academic programs.
- To ensure that financial support reaches potential students from lower income backgrounds through an efficient allocation of funds for such students. This is part of the international strategy of HHL; the Director International Relations is also acting as the Director Financial Aid.
- Skills and growth projections and graduate employment data, including tracking graduate employment outcomes, will be used in course design and delivery, adapting quality assurance and funding mechanisms to reward success in equipping students for the labour market.
- A greater variety of study modes - part-time, distance and modular learning, continuing education for adult returners and others already in the labour market - will be offered by HHL. This process has started. Also, the potential of ICTs will be exploited, to enable more effective and personalized learning experiences, teaching and research methods (e.g. eLearning and blended learning) and increase the use of virtual learning platforms.
- Learning mobility has been built systematically into curricula, this process will continue in the future. An efficient recognition of credits gained abroad is guaranteed and part of the study regulations. Funding for doctoral programs will be enabled to secure an innovative doctoral training.
- The development of entrepreneurial, creative and innovation skills is part of the learning goals in the curricula. Partnership and cooperation with business as a core activity of HHL will

be guaranteed also in the future.

- The systematic involvement of HHL in the development of integrated local and regional development plans, and target regional support towards higher education-business cooperation particularly for the creation of regional hubs of excellence and specialization will be promoted and assured in cooperation with the City of Leipzig and the government of the Free State of Saxony.
- Funding mechanisms will be targeted to the needs of HHL's profiles, to encourage its staff to focus efforts on their individual strengths, and develop incentives to support a diversity of strategic choices and to develop centres of excellence.

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.

HHL aims at promoting equity and inclusion by facilitating the access to participants with disadvantaged backgrounds and fewer opportunities compared to their peers whenever disadvantage limits or prevents participation in exchange activities, but also in everyday life at HHL for reasons such as:

- disability (i.e. participants with special needs): people with mental (intellectual, cognitive, learning), physical, sensory or other disabilities;
- educational difficulties: students with learning difficulties; early school-leavers; low qualified adults; students with poor school performance;
- economic obstacles: people with a low standard of living, low income, dependence on social welfare system or homeless; young people in long-term unemployment or poverty; people in debt or with financial problems;
- cultural differences: immigrants or refugees or descendants from immigrant or refugee families; people belonging to a national or ethnic minority; people with linguistic adaptation and cultural inclusion difficulties;
- health problems: people with chronic health problems, severe illnesses or psychiatric conditions;
- social obstacles: people facing discrimination because of gender, age, ethnicity, religion, sexual orientation, disability, etc.; people with limited social skills or anti-social or risky behaviours; people in a precarious situation; (ex-)offenders, (ex-)drug or alcohol abusers; young and/or single parents; orphans;
- geographical obstacles: people from remote or rural areas; people living in small islands or in peripheral regions; people from urban problem zones; people from less serviced areas (limited public transport, poor facilities).

As the regular class profile at HHL is very international, HHL is faced with some of the mentioned reasons every day, and has implemented several actions for a good inclusion of these students, e.g. to give additional time for exams, or scholarships.

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 website².

HHL appreciates the European student card project to create a student status on the European scale. Thanks to this card, a student enrolled in an adhering institution can assert his rights anywhere and from all providers who have defined a dedicated student service offer. This also is the aim of HHL, we will support the project and implement the student card in the given timeframe as soon as we have adequate information.

Also, we will encourage our students to download and use the existing Erasmus+app to help students to prepare for their period abroad.

² https://ec.europa.eu/education/education-in-the-eu/european-student-card-initiative_en

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

HHL makes efforts to promote environmentally sustainable and responsible behaviour among its participants. They should make use of the opportunities provided by the program to support sustainable means of travel and reduce the negative impact of mobility on the environment. HHL plans to develop its own institutional strategies on sustainability and connect them with the concepts of mobility and internationalisation.

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

There is a clear opportunity to create added value by actively promoting and organising activities that allow mobile participants to be civically engaged, develop their skills beyond the formal education setting, volunteer and take active part in their local society. This not only fosters mobile participants' integration in the host society, but is important for the local students/staff and community members as well, as it ensures internationalisation at home, helps overcome prejudice and leads to the acceptance of cultural diversity.

The involvement of students and staff through volunteering and active citizenship is also an essential aspect of HHL's inclusion strategy. HHL has introduced student/staff ambassador schemes, where incoming/outgoing participants who have been on mobility share their experiences with potential applicants or target groups with fewer opportunities. They promote mobility and explain how envisaged obstacles to mobility can be overcome under the Program.

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 Recognition³.

All credits gained during the period of study abroad or during the virtual mobility – as agreed in the Learning Agreement and confirmed by the Transcript of Records – will be transferred without delay and counted towards the student's degree without any additional work by or assessment of the student, according to the current study- and exams regulation of HHL. Grade conversion will be done according to distribution tables of the receiving institution or – if missing – according to the guidelines of the German Rector's Conference.

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

HHL attaches great importance to employability and mobility improvement of its staff. It is essential that staff be offered opportunities to further develop themselves professionally and capitalize on their competences where possible. Staff can develop themselves further at other institutions, by participating in the Erasmus+ programme. HHL has good experiences, both with incoming and outgoing staff, which considers teaching or collecting experiences with one

³ 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))

of our partners as a valuable enrichment. HHL informs both teaching and administrative staff regularly about opportunities abroad, as also it was the case in the past.

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.

<https://www.hhl.de/programs/financing-options-scholarships/> Activities supported by the program will be regularly promoted by publishing on this website, and also on the Intranet of HHL.

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.

This Charter will be published together with the Erasmus Policy Statement both on the Internet and on the Intranet. This is the way HHL has organized in the past, the public announcement has proven as a reliable way. In addition, students will be informed at introductory sessions, and staff in staff meetings.