> 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 **X**
>
> **Erasmus Key Action 2 (KA2) - Cooperation among organisations and institutions**:
>
> Partnerships for Cooperation and exchanges of practices ☐
>
> Partnerships for Excellence – European Universities **X**
>
> 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[1] 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)

Bocconi will launch this year an ambitious Strategic Plan highlighting the goals that will drive the University's activities in the next decade (2021-2030) setting the long term vision and defining a five years plan related to the period from 2021-2025, with a detailed analysis of the objectives to be achieved during this challenging period. Six strategic goals will drive Bocconi in the next decade:

1. A leading independent international university in the social sciences;
2. A university committed to the advancement of knowledge through rigorous and relevant research;
3. A university offering a life transforming learning experience of the highest academic quality;
4. A university promoting impact and engagement of all its stakeholders;
5. An open university supporting social mobility, inclusivity, diversity and sustainability;
6. A university promoting innovation and entrepreneurship.

Globalization on one hand and digitalization on the other are the two driving forces embedded into the six strategic goals. Bocconi has to pursue them, even if the Covid-19 crisis imposes to all higher education institutions a deep re-thinking of activities and reshaping of the learning process and student experience (i.e. from recruiting to graduation and the access to the job market). International mobility is a key response for Universities willing re-affirm the relevance of a well-rounded educational path for their students willing to take new challenges in a world where borders sometimes close and the risk to step-back is concrete. To be an international player, open and attractive, supporting mobility, becomes a duty and not only a strategic decision for leading institutions such as Bocconi.

Bocconi strongly believes into international cooperation and since 1974, together with a French university (i.e., Essec), signed the first agreement to facilitate semester-long student exchange. Today, Bocconi has over 280 partnerships all around the world to support students' mobility at undergraduate and graduate level. Furthermore, Bocconi has also been a pioneer in designing dual degree agreements at MSc level, with the aim of strengthening the bonding relation with selected partners, further increasing the international exposure of its students and facilitating their international employability. Behind these impactful strategic choices, the participation as well as the promotion of networks and alliances at international level played a significant role. In 1988, Bocconi was one of the four European founding members of CEMS (the Community of European Management Schools); today, this alliance represents a very well-known network of 30 European and non-European institutions, offering a MIM – Master in International Management that graduates every year more than a thousand students. Bocconi is also a very active and proud member of other global alliances such as PIM (Partnership in International Management) and GNAM (Global Network for Advanced Management), whereas the aim is both to facilitate the spread of best practices between partners and to develop joint programs and training modules, that can be shared for pre and post experiences management programs. Furthermore, Bocconi is also a founding member of Themis, a network in law composed of nine universities that have come together to create a new standard in business law, as a response to an ever-increasing demand for law professionals with international know-how and expertise.

In 2018-2019 Bocconi decided to very actively cooperate with some European Partners (Sciences Po, Central European University, European University Institute, Hertie School, the

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[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

National University of Political Studies and Public Administration and the Stockholm School of Economics) to participate to the EU Project for European Universities. The Consortium named "CIVICA – The European University for Social Sciences (www.civica.eu)" started summer 2019. The alliance is in line with the past and above all the future of Bocconi's strategic decisions, as it represents a new challenge to raise the bar in the arena of strategic alliances, being much more pervasive and impactful than any other existing alliance. In fact, it involves the stakeholder groups of participating universities at all levels and it generates free mobility zone not only for students, but also for faculty and staff. The European University is a holistic, inclusive, comprehensive and long-term project. International mobility at any level – for students, for faculty and for staff – is in the same time both a common denominator of all the nine Work Packages of the Alliance and a strategic goal Bocconi wants to pursue within CIVICA and in the Strategic Plan 2021-2030. The main driver for Bocconi to join the European University project relies on the deep nature of Bocconi itself and to the strong link between mission, vision and values of Bocconi and those of CIVICA itself. In a nutshell, the alliance mirrors Bocconi for so many aspects and issues, that it has been a natural choice for Bocconi to support and to contribute to the success of the alliance. The main purpose of the alliance, inspired by the wise and enlightening vision of the European Commission, is to promote an ambitious platform whereas Universities cooperating all together generate an educational playground, which is much more powerful and impactful than the sum of the participating institutions.

Erasmus+ fits perfectly within the whole strategy as students' international mobility and exposure are very robust and visible pillars of Bocconi's activities and, furthermore, they are very much linked with the content of several angles of the European University. Bocconi's knowledge, experience and best practices in the field of exchanges, dual degrees, joint programs and alliances can contribute significantly on it. But also considering a different angle, the research activity of Bocconi and its presence in the international job market to recruit faculty at any level and in very different disciplines (from management to economics, to finance, to statistics and mathematics, to political sciences) can contribute as well to the success of CIVICA and of European Universities more generally. On the research side, Bocconi is very active in promoting both theoretical and applied research to contribute both to the advancement and to the dissemination of knowledge into different recipients such as corporations, managers, policy makers and institutions. The presence in Bocconi of a very large activity of post-experience education (with MBA and executive programs) obliges researchers to turn the output of their research into a fruitful interaction with market leaders. On the recruiting side, the presence of Bocconi into the job markets of several disciplines forces the organization to have a deep sense of openness and a culture of integration, to host and to valorize the human capital coming from every part of the world.

Moreover, Bocconi has a very wide portfolio of programs ranging from Bachelors, to Master of Sciences and to Ph.Ds. This fact gives a comprehensive view of the entire student life cycle, moving from high school students' recruitment to the highest level of knowledge by the doctorates. The knowledge of a wide programs' portfolio is an asset also in designing the content of the programs themselves. Bocconi is facing a strong and vibrant process of innovation of its academic offer, embracing both new programs and new pedagogical approaches. In the first case, the launching of BSc and MSc in the arenas of data science & artificial intelligence and of political science has been a major innovation to react to a world willing to have deeper knowledge of hard sciences and better leaders to drive institutions at any level. In the second case, the content of consolidated disciplines have been adapted and revamped to face and to win the challenge of big data and of business analytics. These intersections of programs and content are a key aspect of the strategic challenges Bocconi has to face and it needs a stronger involvement of students, faculty and staff having an open-minded, culturally diverse, international perspective to stay successfully in the global educational arena.

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)

Bocconi takes part in Erasmus Key Action 1 – Learning Mobility and is part of the CIVICA consortium under Erasmus KA2 – European Universities.

Both actions will contribute to achieve the objectives of Bocconi institutional strategy and policies i.e. offering a life transforming learning experience, supporting social mobility as well as inclusivity, diversity, sustainability and promoting innovation and entrepreneurship at large. All these actions will favour students and staff' broader understanding of the global scenario, increasing comprehension of cultural diversities and will positively affect European citizenship. Studying abroad will expose students to new and diverse academic environments and introduce them to different cultural, social and economic contexts. Moreover, it will provide them the right tools and skills to gain competitive advantage, aiming to satisfy the labour market's requirements. Working in different educational systems will broaden soft skills, social abilities as well as competences, facilitating international employability and fruitful contamination of expertise.

For the staff members' standpoint, mobility will also enhance opportunities for professional and career development, enhancing motivation and awareness of their role and of their approach in dealing with international counterparts (i.e., students, professors, colleagues, alumni, employers, etc.). In most cases, it will promote innovation in the process management and it will encourage further areas of co-operation between Institutions.

Erasmus Key Action 1 will be implemented at Bachelor and Msc levels, as well as in the five-year Integrated Master of Arts in Law. It will have a great impact as it will involve students, in a percentage that will exceed, on average, 50% of the student population of the Undergraduate, Graduate and Law School. The calculation shall be done considering all the destinations (UE and not UE destinations) and the students enrolled in their mobility year (i.e. students in the first year are not included). On some specific Programs, this number could reach even higher percentages. Just to mention two examples: at the Bachelor in International Politics and Government it is expected to reach 100%, and at the Master of Science in International Management more than 75%.

Given the constraints of the COVID-19 pandemic, Bocconi will favour also virtual exchanges where physical experiences will not be possible.

For CIVICA consortium, this initiative will be implemented over the period 2020-2022 at all levels of the University, from Bachelor to MScs programs and from PhDs to research, involving a large portion of our students, faculty and staff. It is a very comprehensive, strategic and challenging project for Bocconi.

CIVICA will contribute to the enhancement of students and staff mobility (physical, digital or blended) within the consortium and to the simplification of administrative procedures for exchange students. CIVICA initiatives include courses (in presence or online, at Bachelor, MSc and PhD levels), workshops (for staff and early stage researchers), cultural or sport events (for students), civic engagement for all stakeholders and dissemination activities and conferences to reach a larger audience beyond the consortium boundaries.

Throughout joint research efforts on the most relevant and pressing questions mark of our times, CIVICA aims at generating solutions to tackle four big European challenges: the future of Europe, democracy, crisis of the Earth, use of data driven technologies.

Given all the above, CIVICA perfectly fits the Bocconi long-term strategy and, more specifically, it will significantly contribute to reaching the following objectives:
- being regarded as a leading international university in the social sciences
- promoting impact and engagement of all our stakeholders
- supporting social mobility, inclusivity, diversity and sustainability.

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 Increase the number of classes taught in English languages)

The impact of Bocconi's participation in the Erasmus+ Programs has always been – and it will continue to be – tremendously relevant, with regard to multiple aspects.

One of the most relevant deals with employability. The increased exposure of Bocconi students to a semester and/or to a traineeship abroad enhances their placement opportunities in Italy, in Europe and elsewhere. In the last years, the percentage of graduates employed abroad, one year after graduation, has been constantly increasing and is reaching now 30%. This happened thanks to the international fruitful exposure of the students that has allowed Bocconi to develop a relevant international network of Alumni working in all industries and sectors. Given the COVID-19 constraints on movements and implications on the job markets evolution, it is not feasible to estimate a precise quantitative indicator. However, it seems to be reasonable and conservative to say Bocconi will be able to maintain, in the years to come, a percentage which is close to 30% of graduates working abroad, one year after graduation. Moreover, from a qualitative perspective, both the current pandemic and the globalisation trends registered in the past months (e.g.travel restrictions, legal barriers to enter specific foreign markets, etc.) seem to suggest an increased weight of the mobility for study/work experiences in the European area. Therefore, an even greater relevance of the E+ programs is expected.

Being a university offering a life transforming learning experience, Bocconi will attract an increasing number of international students. Even though the trends on international mobility of the students are, at present in the peak of Covid-19 crisis, not encouraging, Bocconi is strongly committed to maintain international students as a relevant percentage of its population. This happens also thanks to the Erasmus incoming students. Incoming Erasmus students, participating in class and in campus life, enhance a dynamic and international environment that favours a cross-cultural approach and cultural interchange, making Bocconi itself more attractive for prospective students. In the last years, the number of international students – former incoming exchange students – who decided to study at Bocconi, not only for a semester/year – has increased, thanks to the positive outcome of their experiences. In the coming years, more specific recruitment actions will be addressed to Erasmus incoming students: an increasing trend is expected.

Regarding qualitative indicators, Bocconi is committed to guaranteeing the highest quality level of the experience for incoming students. More specifically, it happens by ensuring to all incoming students: i) equal academic treatment (average satisfaction in the last three years has been around 70/100), ii) integration in everyday life (average satisfaction in the last years has been around 76/100), iii) as well as academic mentoring and iv) administrative support (average satisfaction in the last three years has been around 86/100). In the last three years, the level of satisfaction of incoming students in the four identified items shows that the quality has always been a priority for us and Bocconi is committed to keeping even higher standards, also for the next years.

Bocconi is also committed to increasing the number of international study abroad opportunities offered, maintaining a continuously positive trend. In the last three years, the number of students spending a semester abroad in an EU Institution has increased by 5% per year. Considering the current uncertainties related to travel restrictions, we will keep increasing the number of opportunities, taking into account the developing situation.

With reference to the Erasmus KA2 – European Universities, a new area of cooperation has been launched in 2019, with the participation in the CIVICA consortium, which will have a pervasive long-term impact on Bocconi's activities at all levels and involving all its stakeholders. Specific targets and deadlines have been identified for all CIVICA deliverables: we can assess that by the end of the project (i.e., 2022), we will design with our partners specific initiatives to reach the whole CIVICA community i.e. 38.000 students, 7.000 faculty and 3.000 staff members.