

# ERASMUS+ CHARTER INTERNATIONALIZATION STRATEGY

DI-000-001



**Centro Universitario  
de la Defensa** Zaragoza

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## **1. ERASMUS POLICY STATEMENT**

CUD Zaragoza is a State-owned non-profit organization. Its main goal within the European Union educational framework is to deeply contribute with the European HEIs in order to acquire excellence in our tuition, which is a real benefit for both our students and staff. We are convinced that a profound relationship with the European establishment as well as with its educational centers of participant and associate countries (and others whenever possible), in close cooperation, is the key to overcome the most demanding educational challenges and achieve our common objectives. CUD Zaragoza does not conceive an isolated educational system in the middle of nowhere. We are able to influence pedagogically speaking to others but we are able to be influenced even more by them. It is a real gift the possibility of taking part in the Erasmus+ conception.

The education program proposed spans over the period the degree is operational in connection with the military training program the cadets follow in synergy with the university degree. In total, the cadets fulfil a 5-year education program.

As CUDZ follows strict rules of transparency in the quality of the academic programs, budgets (as they are public), and international mobility with other institutions, all within the frame of the Bologna process. Our institution is widely open and integrated in the European Educational system.

The CUD Zaragoza's strategy is based on the type of institution it represents. The education of Spanish Army officer cadets to become future commissioned officers is the core reason for which it exists. The aim then is to provide them with a university degree, 'Industrial Management Engineering', in combination with the Academia General Militar, responsible for their military instruction and the institution that provides logistical support to our students (lodging, feeding, medical care, bank support, etc.). CUD Zaragoza and the Academia General Militar share the same grounds, facilities, security regulations, etc. Both institutions are working in the same direction and decisions about the exchange programs are coordinated. The impact therefore has clear national as well as international connotations; national, because it is the only officer academy of the land Forces in Spain and international, due to the University Center for Defense hosts, academically speaking, cadets from outstanding military EU and beyond centers such as the USA, France, Thailand, South Korea, Jordan, Portugal, and others. Its mission also includes to provide post-graduate studies (MSc, other high-level courses and in PhD).

The University Center for Defense set off in 2010 and has a Memorandum of Understanding (MoU) with the Zaragoza University that gives support to the University Center in terms of student enrollment and concession of the university degrees diploma.

All programs are thought and developed according to an official timetable that is approved by the Ministry of Defense and the University of Zaragoza, and is closely coordinated with the Academia General Militar and the Army Branch Academies, having yearly objectives until fulfil the 5-year period to the commissioned ceremony.

Our institutional strategy includes:

Strategy 3. Promote internationalization through mobility for training (KEY ACTION 1: Mobility projects in the field of education, training:

- Strategic Objective.3.1. Promote international exchanges with military training centers for students and faculty.

For more information:

<http://cud.unizar.es/sites/default/files/imagenes/CUD%20-%20AGM%20Plan%20de%20actuaci%C3%B3n%202019%202021%20.pdf>

The University Center for Defense is responsible for the aforementioned university BSc degree diploma and also in the assistance with academic staff to the implementation of the *Máster Universitario en Dirección y Gestión de Adquisiciones de Sistemas para la Defensa* (MSc in Direction and Management of Defense Systems Procurement). CUD Zaragoza also cooperates with the Zaragoza University in terms of PhD programs.

Zaragoza University also has the Erasmus+ Charter and has really outstanding exchange programs with other European educational institutions.

It is also significant to say that the institution –CUDZ -is a branch of the MoD's Recruitment and Education Directorate together with two other University Centers for Defense institutions that are members of the Erasmus+ Charter which are CUD AGA San Javier and CUD Navy Marín. Also, there are special relationships with CUGC (Guardia Civil) due to the first two years of the degree program being followed at CUD Zaragoza by the Guardia Civil Officer Cadets. We all follow the same standards of education having a common horizon. We also collaborate on a yearly basis in the *Curso Avanzado en Ciber-defensa of ESFAS* (Cyber-Defense Advanced Course) - *Escuela Superior de las Fuerzas Armadas* (Armed Forces High Education College), the *Curso Internacional de Defensa* (International Course for Defense) in Jaca (Huesca) and the *Curso Internacioal de Logística* (International Logistics Course) celebrated at the AGM and the Faculty of Economics of Zaragoza University.

For more information: <http://cud.unizar.es/estudios>

- Annual plan:
- Action: Activate the Erasmus + program for CUD staff, professors and students. Indicator: Erasmus + program activated (KEY ACTION 1: Mobility projects in the field of education, training).
- Action: Participate in the Emilyo Program. Indicator: Number of participating staff members, professors and students.

For more information:

<http://cud.unizar.es/sites/default/files/imagen es/Plan%20Anual%202021B.pdf>

## **2. QUALITY ASSURANCE AND MONITORING AND EVALUATION STRATEGY**

CUD Zaragoza strictly follows the rules and regulations of the Bologna Process within the framework of the European Union. CUD's syllabus is approved by the *Agencia Nacional de la Evaluación de la Calidad y Acreditación* - ANECA (National Agency for Quality Assessment and Accreditation) that is the agency at a national level in charge of the Spanish universities' quality syllabuses.

Since 2010, the local agency ENQA is ACPUA - *Agencia de Calidad y Prospectiva Universitaria de Aragón*. The function of the ACPUA is to guarantee and promote the quality of the university system of Aragon. For this, the agency carries out technical tasks of evaluation, certification and accreditation.

With regard to CUD Zaragoza the institution has its own quality rules and regulations to this respect: CUDZ is also developing an Internal Quality Management System (SIGC) under the

Program PACE of ACPUA. Is expected that SGIC will be certified by ACPUA in the beginning of 2023.

CUD Zaragoza's quality indicators:

Questionnaires at <https://estudios.unizar.es/estudio/ver?id=143>

Annual Reports at <https://estudios.unizar.es/estudio/ver?id=143>

Internal Quality Assurance System CUD Zaragoza at <http://cud.unizar.es/node/2394>

In-process: The PACE-SGIC Program of the ACPUA certifies the implementation of an internal quality assurance system in a university center. PACE-SGIC is a voluntary program and we have given a positive answer to follow this and any other quality system that can be authorized.

The main objective of this program is to generate sufficient confidence in the centers and in their ability to provide quality training that guarantees the satisfaction of the needs and expectations of the staff, professors and students of the society. This confidence will be supported by transparent public information and accountability. Therefore, the participation of the different stakeholders is necessary and essential in this internal quality system; in our center, Annual Financial Statements, Equality plan and Gender Perspective, or Anti-fraud policy are some examples.

Certification of the implementation of the Internal Quality Assurance System is an essential requirement for centers to apply for initial institutional accreditation.

CUD Zaragoza, as it has been partially aforementioned, has designed the evaluation methods for each subject that are based on Continuous Assessment, Activities of Evaluation, Instruments of Evaluation, and Final Exams. In language learning, the evaluation has a reference to the Common European Framework of Reference for Languages – CEFRL equivalent to the Standardization Language Profile based on STANAG 6001 – NATO.

Given the role of English in today's international settings, its use is essential for the education of Spanish Army Officers in almost any professional discipline. Aware of this fact, CUDZ has decided to make English a key element of its syllabus, materialized in the 24 ECTS of language training designed in the Degree as well as the 6 ECTS of a second language in 4th year.

The English language is taught during the four years of the Bachelor's Degree. The common goal of the four subjects is to help learners acquire linguistic proficiency in, at least, the B2 level of the Common European Framework of Reference for Languages that is equivalent to the STANDARDIZATION LANGUAGE PROFILE -SLP 2.2.2.2., according to NATO's STANAG 6001, Ed. 5, and the Association of Language Centers in Higher Education (ACLES).

The use of English is an essential skill which affects all aspects of the students' future professional life. The goal of the course is to provide the necessary tools and capacities to work in an international multidisciplinary environment, as is demanded by society. Furthermore, in the academic context, the subject will help to facilitate learning in other subjects taking into account that a large part of scientific and professional publications is written in English. It is therefore expected that after completing their degree, students will have acquired the linguistic competences to facilitate the development of their Undergraduate

### **3. COMMUNICATION AND VISIBILITY**

Officially speaking CUD Zaragoza has links to the MoD's web page, other CUDs' web pages, the Army's web page and the Academia General Militar's web page (Military Academy's web page), other Military Academies' web pages and vice-versa.

CUD Zaragoza is part of the Emilyo program and attends meetings at which CUD has been

constantly able to be updated in all the areas of academic interest connected to the Erasmus+ program. CUD Zaragoza has a web page and all announcements, news, and activities concerned with Erasmus+ will be attached. As our center is linked to military activities, the Emilyo program has its channels to disseminate the information transparently and in detail as we are members of the Armed Forces; the agendas and foreseen activities can be followed in time. The international net is provided and all points of contact are visible to any one, so it is easy and fast to set up connections with all of them and expand the information. Several of these meetings have been referred to with several articles in *Armas y Cuerpos*, a newsletter issued by the Academia General Militar (Military Academy), with some articles written in English. When there is a piece of news that can be of interest to the Emilyo program, the issue is sent to the Emilyo web page.

The Emilyo platform (<http://www.emilyo.eu/>) was created in support of the European initiative for the exchange of young officers inspired by Erasmus (or in other words: "Military Erasmus" or EMILYO" or the "Initiative"). It aims to enable European Union initial military education and training institutions (Basic Officer Education Institutions -BOEI), to explore possibilities for quantitative and qualitative exchanges of knowledge and know-how through mobility of their students, professors, trainers, and administrative staff.

In this toolbox, several functionalities will help you to explore European Union military officers' basic education and training systems:

- Contacts and information on the European Union officers' basic education and training institutes;
- A search engine for identifying possible partners in exchanges, on the basis of criteria selected among the different levers of mobility;
- A browser of updated announcements of mobility opportunities shared by the European institutes
- A calendar of the upcoming mobility-related events;
- A repository of basic information, literature and working documents about the Initiative and its lines of development, as well as reports on students' exchange experiences;
- Useful links to other relevant structures or fora acting in the European officers' basic education and training;
- A "really simple syndication" (RSS) function for the subscription to a notification of the most recent information uploaded on the platform.

With regard to communication, CUD Zaragoza provides the basic needs for the participants in exchange programs to facilitate communication, being English the lingua franca in case the participants do not speak Spanish. We also have the support of the Language Department of the Academia General Militar that gives in its syllabus, Spanish language and Literature in two different subjects. That means the study of Spanish can open and widen the horizons in terms of culture, so important today.

CUD Zaragoza's syllabus can be followed also via the Internet as all the subjects have been thought to be followed online in blended learning or purely online. There is a Learning Management System available full-time in connection with the Zaragoza University's *Anillo Digital* (Digital Net). All subjects render methodology, contents, evaluation, wiki, fora, etc. The band capacity is wide enough to be permanently connected to the Internet, being 100% operable.

The web link where the EPS and the ECHE Charter will be hosted is as follows:

<http://cud.unizar.es/internacional>

#### **4. ECHE FUNDAMENTAL PRINCIPLES**

CUD Zaragoza has strict rules to respect the principles of non-discrimination, transparency and inclusion of staff, professors and students. The Spanish MoD follows the track to this respect and CUD Zaragoza shows in the annual meeting with the Minister of Defense the application of the rules. To this regard CUD Zaragoza and the Academia General Militar work together in seminars, lectures, activities, etc. for staff, professors and students (<http://cud.unizar.es/>). The Spanish Constitution, the Rules and Regulations for the Armed Forces, and specific rules for CUD Zaragoza pin-point them clearly. So, CUD Zaragoza is under the Defense disciplinary law as well as the Zaragoza University legislation. The officer cadets also have their Code of Conduct which is told every night before TAPS. What's more, we all belong to international organizations working for peace such as the EU or NATO, with their own rules to that respect.

CUD Zaragoza bases its policy on two key documents:

1º Social responsibility (agreement with the regional *Gobierno de Aragón* (Aragonese):

<http://cud.unizar.es/node/8845>

- Signed Declaration of Commitment Code of Ethics

<https://www.aragonempresa.com/empresas-sellors/impresor.php?idusuario=1300&idencuesta=9>

• - Corporate Social Responsibility Report

[http://cud.unizar.es/sites/default/files/imagenes/Memoria%20RSC\\_2019-2020\\_actualizada.pdf](http://cud.unizar.es/sites/default/files/imagenes/Memoria%20RSC_2019-2020_actualizada.pdf)

2º Equality Plan:

<http://cud.unizar.es/sites/default/files/imagenes/Plande%20igualdad%20CUD%20Def%20Firmado2.pdf>

CUD Zaragoza uses the ECTS credit system of the Zaragoza University.

[http://www.unizar.es/eees/doc/creditos\\_ects.pdf](http://www.unizar.es/eees/doc/creditos_ects.pdf)

CUD Zaragoza will also need to promote the use of the Erasmus+ mobile app to ensure that institutions and Erasmus+ students can benefit from increased efficiency in administrative processes. Our commitment is clear to this and will contribute that all students in Europe should be able to enjoy the benefits of the European Student Card Initiative.

#### **5. ENVIRONMENTALLY FRIENDLY PRACTICES**

CUDZ's objectives are in line with most of the Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda (<https://www.un.org/sustainabledevelopment/>). The acquisition of the course learning outcomes will contribute to a certain degree to these goals. This announcement is in every subject's syllabus (*Guía Docente*) so the academic areas and every professor is committed to follow these goals.

CUD Zaragoza is narrowly operating with the Academia General Militar and both follow the very same rules in this realm due to the administration of the grounds, facilities, services, etc. rests with the Military Academy and we are obliged to follow their rules and regulations to that respect. The Academia General Militar is recognized with quality "Q" of the environmental ISO 14001 that is renewed yearly under the most reliable conditions. CUDZ is then inside the AGM's fence and share the very same space; therefore, the "Q" is part of CUDZ. So, the environmental



practices are explained in “Social responsibility.” Reference: MoD Directive/*Directiva* n°107/1997, 2 June, at Academia General Militar according to UNE EN-ISO 14001:2015.

For more information: <http://cud.unizar.es/node/8845>

## **6. MOBILITY ACTIVITIES**

The course catalogue is publicly available on web:

[https://estudios.unizar.es/estudio/asignaturas?anyo\\_academico=2020&estudio\\_id=20200143&centro\\_id=179&plan\\_id\\_nk=563&sort=curso](https://estudios.unizar.es/estudio/asignaturas?anyo_academico=2020&estudio_id=20200143&centro_id=179&plan_id_nk=563&sort=curso)

CUD Zaragoza is engaged in Learning mobility fosters knowledge, skills, competences and experiences, including personal and social competences and cultural awareness that are crucial for active participation in society and the labor market, as well as for promoting a European identity.

CUDZ follows what is determined in the 1997 Convention on the Recognition of Qualifications concerning Higher Education in the European Region (Lisbon Recognition Convention) and its subsidiary texts as well as the Council Recommendation of 22 May 2017 on a European Qualifications Framework for Lifelong Learning set out to improve the transparency, comparability and portability of qualifications, thus facilitating their recognition.

CUDZ is putting into place the steps necessary to fully achieve automatic mutual recognition for the purpose of further learning without having to go through a separate recognition procedure, so that a higher education qualification acquired in one Member State is automatically recognized by CUDZ without prejudicing a higher education institutions or the competent authorities' right to set specific admission criteria for specific programs or to check the authenticity of documents. CUDZ is committed to explore synergies between the Union transparency tools and, where appropriate, develop them further, with the objective of improving cooperation and mobility between education and training sectors. Furthermore, explore, in cooperation with Member States, the potential of new technologies, such as ‘blockchain technology,’ to facilitate automatic mutual recognition.

CUDZ is engaged into the Emilyo program at which the syllabuses of the partner institutions can be followed; especially the ones related to Common Modules. Also, our web page has the necessary information about our programs and CUD’s Point of Contact is available 24/7 to anybody who would like to enlarge information. The language is Spanish except for the English subject and the French subject, and some other subjects that, for academic purposes, are implementing some content in English.

## **7. INTER-INSTITUTIONAL AGREEMENTS FOR STUDY AND TEACHING MOBILITY**

CUD Zaragoza has a deep interest in having inter-institutional agreements to boost study and teaching mobility for either students or staff. So, CUD Zaragoza is open to provide the necessary elements to start cooperating in this field. The current international students CUD Zaragoza has from Saint Cyr (France), West Point (USA), Korea, Jordan, Thailand, etc. clearly shows this idea.

The learning agreements for mobile students will be carried out by the CUD’s deputy, the Secretary-Professor, the heads of the academic areas of responsibility, and the finance officer. All of them will be supported by the International Relations’ Point of Contact (POC). If there were any specific reason to have specific monitoring, CUDZ is committed to establish the necessary staff or team to follow the agreements track.



With regard to the CUD's web page, the institution is on the route to increase the information that could be requested by partner institutions offering all types of explanations. If, for lack of information, the partner institution is required to increase its knowledge in concrete fields, all explanations would be at the partner's disposal. All communication means such as telephone, videoconferences, emails, etc. are open to clarify any hesitation.

The Emilyo program has the frame to send cadets from one institution to another and with time the activities are prepared. All the CUD Zaragoza's students know English and most of our staff and professors as well, and have the basic knowledge to follow the international programs they could attend (English level B2 or SLP 2222). As for students, there is a local academic mentor (who is a professor) per cadet or group of cadets coming. This mentor is in closed connection with an academic mentor and a military training tutor for the platoon at which the guest student(s) is/are assigned. The organic commander is also the administrative and disciplinary element that supports the coming students who always follow the organic chain of command. All of them follow the vicissitudes of the students' activities in real time. Every incoming student has his/her 'buddy mate' with whom they share the same dorm, classroom, place at the mess-hall, etc. To tell the truth, the host student is 'the shadow' of the guest student. With regard to staff and professors, there is a member assigned by the CUD Director to support the guest persons. We can conclude that at least six persons are in charge of every guest student.

Every incoming person receives the total information in time, everything is known to the last detail, and is ready before leaving off the origin countries. With regard to the military activities, the Academia General Militar web page offers information in English to this respect. As it has been aforementioned, CUD Zaragoza and the Academia General Militar work in close coordination in everything connected to foreign staff, professors, and students.

In case CUD Zaragoza's cadets have to attend the exchange activities abroad, CUD Zaragoza posts the Erasmus+' Point of Contact, the Secretary-Professor and a mentor specifically appointed to follow the students' international program. The organic commander also is in close connection with the student and his/her organic chain of command. Also, the Military Academy will be in close contact with the host military academy or university and will follow the previous agreements for cadets to have their logistic support followed-up.

With regard to accommodation for cadets, the Military Academy provides free basic, necessary and vital elements to carry out the academic and military activities (internal transportation as well, but no budgets involved in transportation from/to countries). With regard to staff, there is a Military Residence in Zaragoza, and there could be the possibility to have accommodation and board (at staff's cost). CUD also has agreements with some hotels in the city with good prices. There is an Office of Attention to Personnel at the AGM in charge of providing the necessary information for our guests to know everything that can be worried about in terms of living. There is a Military Hospital in Zaragoza that supports the accidents or health problems that the incoming patients could have. CUD Zaragoza provides personnel for cadets/staff that can cover all their needs, especially academics. A private bank, the one that the Armed Forces work with, has an office in the grounds of the AGM and can solve all the needs the personnel can have.

For more information at:

[https://ejercito.defensa.gob.es/en/unidades/Zaragoza/agm/Cadetes/Intercambiosextranjeros.html?\\_locale=en](https://ejercito.defensa.gob.es/en/unidades/Zaragoza/agm/Cadetes/Intercambiosextranjeros.html?_locale=en)

The credit recognition regulations are in this link:

<http://cud.unizar.es/alumnos/normativa>

CUD Zaragoza fully recognizes the exchange cadets' subjects if they cover 80% of the Spanish

syllabus and it is an institution open to accept the recognition when there is an agreement with the partner institution. Everybody incoming will be awarded with the corresponding diploma or certificate with the essential information interesting for the foreign institution and for the person involved in the exchange/mobility program. In case any partner institution required any specific document, datum, etc. CUDZ would be flexible to attend and carry out the request.

The Emilyo program shares Common Modules which are subjects or areas of knowledge that can be applied by the institutions, backed and certificated by Emilyo. CUDZ is also for including some of these common modules in the degree.

Students will be reflected in European supplement to the degree (SET)

<https://academico.unizar.es/titulos/set>

CUD Zaragoza is totally open and boosts the staff mobility within the frame of Erasmus+ program and specifically the Emilyo program.

The measures are based mainly on the Emilyo program's measures which are the guidance for staff mobility. The information is sent to the European Security and Defense College where it is validated. Once approved, it is hung on the Emilyo's web page, put on its agenda and immediately shared to all partners with the basic information. Then, the institutions interested can be quickly in contact with the host institution and start a procedure or agreement between the institutions and the staff involved.

A calendar of international activities is uploaded on the CUDZ's web page with the necessary information to carry out the activities abroad. Also, there are top-down bottom-up internal channels of communication from CUDZ's head to the last member of the organization.

The merits obtained in the international tasks developed are recognized by CUDZ in order to boost the quality of both the person involved and the own institution.

Vacancies of superior order are also offered when the background of a person determines that can be promoted and the possibility of the personnel table allows it.

## **8. COOPERATION PROJECTS**

There are cooperation activities within the framework of the Emilyo program such as the International Olympiad for students and staff, Implementing Group Meetings, Multinational activities in Languages, Gender Perspective Meetings, Language congresses, boosting investigation projects, sharing manuals and documents, etc.

There is also the main board in the CUDZ's web page at which the information of international activities is relevant.

There is a never-ending action at CUDZ to imply the greater number of staff on international relations. Official channels that inform directly to every member of the CUDZ and information that reaches the coordinators of every academic area are two effective ways to inform and keep up with the flame of the exchange and investigation project programs.

Through the Military Academy there is contact with ISOMA (International Symposium of Military Association).

CUD Zaragoza is in close connection with the Academia General Militar.

CUD Zaragoza supports cooperation projects. See a complete list on:

<http://cud.unizar.es/investigacion/proyectosinvestigacion>

CUD Zaragoza is involved in future international projects waiting for this Erasmus+ Charter to

be approved in order to request funding to carry them out. Cooperation between educational institutions is essential in today's world. As CUD also has agreements with Zaragoza University, international projects can also be derived from this channel.

Approved by the Director

In Zaragoza (Saragosse) signed at the date which appears in the electronic signature.

**HISTORIAL DE REVISIONES**

<b>REV</b>	<b>MODIFICACIÓN</b>	<b>APROBADO POR</b>	<b>FECHA</b>
000	Documento original	Francisco Gómez Ramos (Director del Centro Universitario de la Defensa)	12/12/2022