POLITEHNICA UNIVERSITY of TIMISOARA

Universitatea
Politehnica
Timişoara

Strategic Plan
for the Internationalisation
of Education
2015-2020

Explanatory notes

1. Duration of the implementation was divided in 4 quarters.
2. The 4 shades of blue colour outline the duration of an action:

1 quarter	2 quarters	3 quarters	4 quarters

3. Several parts of the plan imply actions that should be repeated each academic year; they cover the entire interval of time.
4. The Rector of the university was not mentioned in the answerability column because he will answer for the entire strategy.

Acknowledgement

"Internationalisation is not only for elites, for the best students, the experienced teachers, the famous researchers and the heads of academic and administrative structures. It is valuable for every student in the university and for any staff member, regardless the level on the hierarchical scheme. Positive involvement of each "UPT citizen" may engage the success. For this reason, equity and transparency must govern the implementation process."

Contents

1. Introduction

*"Reputation beyond time,
education beyond borders"*

Politehnica University of Timisoara, a university of advanced research and education, is today one of the traditional Romanian higher schools and is recognized nationally and internationally both through the work of generations of academic staff and the outstanding achievements of prestigious graduates.

The prestige of our higher education institution is justified by the quality of the education proved on the labour market along the time by our graduates – over 100000 -. Created in 1920, after the World War I, the Polytechnic School in Timisoara - as was originally called – had to respond to a requirement of the Romanian economy of that time: well educated engineers.
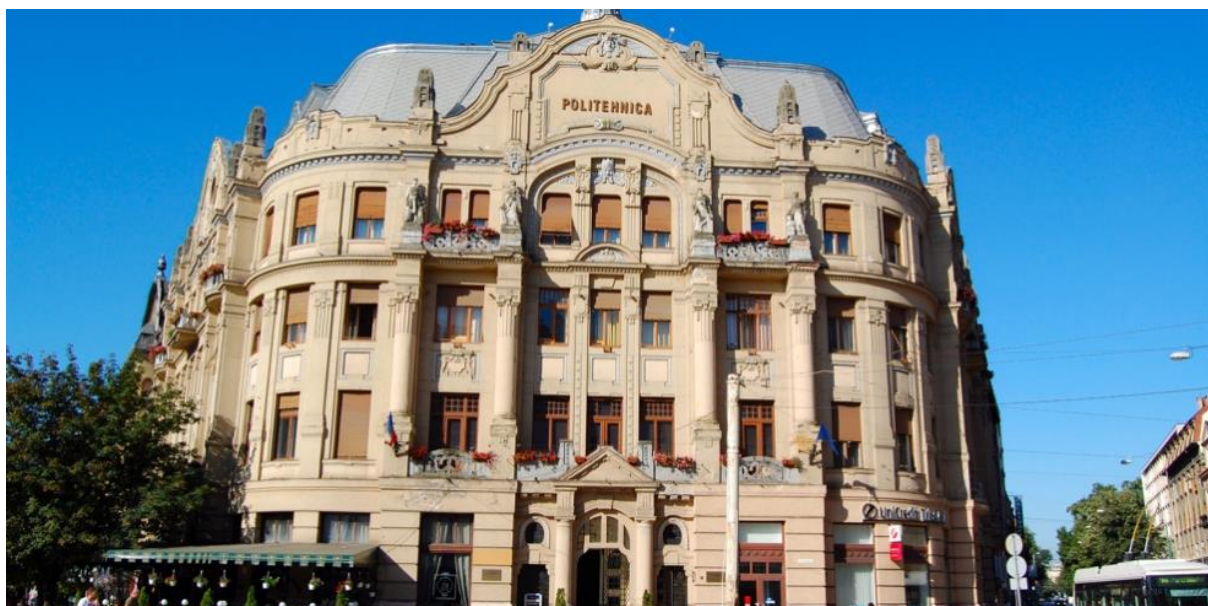
Along the time, graduates with an excellent professional education on national and international level built the reputation of our university.

Petru POP, who graduated the Faculty of Electronics and Telecommunication, was awarded in 2012 with the Scientific and Engineering Award (Academy Plaque)- Oscar for the design and engineering of the Phantom family of high-speed cameras for motion picture production.

Traian CHIRILĂ graduated the Faculty of Industrial Chemistry, nowadays researcher at Queensland Eye Institute, Australia, invented the first artificial cornea.

Vasile BALTAC graduated the Faculty of Electrical Engineering (specialization of Computer Science), became a pioneer in Romanian electronic computers, prominent professor at the Polytechnics of Timisoara and Bucharest and in 1986 was honoured with the Romanian Academy Award.

Dan BEDROS graduated the Faculty of Electrical Engineering (specialization of Computer Science), was CEO of Alcatel-Lucent Timișoara and vice-president of Alcatel-Lucent South-East Europe. He is now Honorary Consul of France in Timișoara and member in the advisory board of our university.

Alexandru ROGOJAN graduated the Faculty of Electrical Engineering, a pioneer in computers, creator of CETA computer, was professor in our university until 1984.

Ioan ANTON graduated the Faculty of Electromechanical Engineering and became professor within the university. He developed the Romanian School of Hydraulic Machinery and received the honour of being member of Romanian Academy and of New York Academy of Sciences.

Toma DORDEA graduated the Faculty of Electromechanical Engineering became professor in our university and member of the Romanian Academy from 1993. He was awarded with Silver Medals in the International Exhibition in Geneva and in Brussels.

Coleta de SABATA graduated the Faculty of Electrical Engineering, became professor in our institution, made research in solar energy and was elected as rector of the university (the first woman on this position and singular until now). After retiring, signed novels and historical books.

Stefan POPA graduated the Faculty of Mechanical Engineering and became a well-known artist in the field of caricature, with international recognition and expositions all over the world under the signature "POPAS".

The strong tradition of academic excellence is maintained in recent years by graduates that find good jobs and integrate themselves rapidly in the labour environment.

Nowadays, the university actively participates in national and international partnerships in education and research, and plays a dynamic role in the regional socio- economic environment, consequent to the assumed mission: *"... meeting the competence requirements of the societal environment by providing superior training at undergraduate, graduate, and postgraduate levels. Bearing fundamental values, the university mission reflects at the same time concern for the future of society, by tracing its development at local, regional, national, and international levels"* (***1, 2015).

Politehnica University of Timisoara – well-known by the acronym "UPT"- was among the first universities in Romania that implemented the Lisbon Strategy and the Bologna system and introduced the European Credit Transfer System (ECTS). UPT modernized all the study programmes in concordance with the National Higher

![European Union and partner logos]

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Education Registry (***2, 2011), as a response to the requirement of implementing the unitary system of qualifications within the higher education in Romania and make it compliant with the European Qualifications Framework for Higher Education. In reshaping the curricula, UPT makes use of the basic instruments: knowledge, skills and competences, defined in cooperation with the economic environment.

UPT provides higher education at bachelor, master and doctoral levels, as well as postdoctoral studies, in almost all engineering and IT fields, in architecture, communication sciences, philology and administrative sciences. The university valorises the advantageous location in the west region of Romania, an area where many international companies developed manufacturing and research units; these strong economic actors play an essential role in building and refining strategic plans of UPT. Here, multiculturalism and multilingualism are traditional humanistic features of the society and our academic community shares and cultivates these values in the spiritual profile of the future graduates. The natural geographic location and the economic and cultural environment have to be turned in accelerators for the university progress.

The academic community in UPT is aware that today, our academic, scientific and cultural progress crosses the borders. Being international is a natural feature in the academic world and at the same time a compulsory condition to move forwards.

In recent decades, globalization has become an all-encompassing current in the development of higher education. Nowadays, almost all higher education institutions in Romania and abroad are involved in activities to establish links with foreign countries and to allow acquiring international skills to students, teachers and administrative staff. The establishment of such activities at many levels in universities is now an essential part of planning, structures and institutional programs. This phenomenon is known as the "internationalisation of higher education".

Universities are increasingly called upon to demonstrate their economic relevance to society, including their internationalisation activities; there is increased competition for prestige, funding and student recruitment on national and international levels, and research is increasingly focused on partnerships and international co-publications.

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UPT is aware that internationalisation evolves in a competitive atmosphere and assumes internationalisation activities for several reasons:

- to produce capable graduates, open to the world challenges, with the right skills for the today's and tomorrow's jobs, prepared for careers that don't yet exist, based on technologies that are rapidly changing and difficult to predict,

- to better comply with the new goals of the workforce development in a permanently changing world, to have a better sense of its needs and to better meet those new goals and needs,

- to empower both students and teachers with a broader range of complex communication and expert thinking skills, competences enabling them to manage open-ended and unfamiliar situations,

- to foster globally connected research activities with better expected results,

- to compete for (higher) positions in the international academic and scientific rankings,

- to sustain the welfare and prosperity of own community,

- to attract foreign students, whose tuition fees are an additional income and may compensate the diminishing of number of national candidates.

The wide and rapid progress of IT and communication technology facilitated links and instant communication between individuals and between groups of students, academics, institutions and communities. Worldwide communication naturally turned the spirit of the university to be international.

UPT provided in the strategic development plan for four years the requirement for international presence, activities and results (***3, 2012). Aware of the importance of internationalisation, the university decided to participate in a complex project, aiming to define and approve a dedicated strategic plan for internationalisation, namely the current document.

2. Assessment of the current status of internationalisation at Politehnica University of Timisoara

"Assess thrice, plan twice, act once"

In order to figure a realistic and reachable strategy for internationalisation, UPT decided to identify the strengths and weaknesses in the current policies of the university, to evaluate the concern for international engagement, the opportunities and the risks. Based on this investigation, the university will elaborate the strategy for internationalisation.

A SWOT analysis applied on the current status of internationalisation in UPT outlines the specific categories of this study.

Strengths

Strengths were identified and delimited in four categories:
- Attitudes:
    - o the visible increase of students' outgoing mobility,
    - o the interest for outgoing mobility of the staff members,
    - o the strong commitment to internationalisation of the majority of the academic community,
    - o the presence of "internationalisation" within many chapters of the University Chart, the strategic plan and the yearly operational plans of the university.
- Services:
    - o very good study and living facilities (library, laboratories, sports, etc),
    - o available inexpensive housing for foreign students,
    - o accessible down-town campus and central location of the faculties,
    - o the low cost of living in Timisoara in comparison with other European countries.
- Programmes:
    - o the offer of bachelor and master degrees taught in English, German and French,

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- o the offer of a variety of courses taught in English within master degrees, when required,
  - o the experience acquired during the Erasmus Mundus master degree "SUSCOS" in partnership with 5 European universities, from 5 countries, and the continuation of the programme in a joint degree programme,
  - o the possibility of elaborating doctoral theses with foreign co-advisors,
  - o the offer of double diploma degrees in partnership with French and German institutions,
  - o the high number of active international bilateral agreements with universities and institutions from foreign countries, within which various cooperation activities are run,
  - o good-quality participation in international networks and partnerships for education and research.
- Quality:
  - o the university prestige and tradition in the geographic area,
  - o the classification of the university in the highest category.

Weaknesses

- the lack of motivation of students and administrative staff to use/study in foreign languages,
- internal bureaucracy on the financial aspects on outgoing mobility,
- administrative procedures not yet sufficiently internationalized (administrative staff outside UPT and inside the university not speaking foreign languages, national or internal documents not translated in foreign languages),
- insufficient financial and human resources in promoting International Relations and recruiting international students,
- lack of expertise to support academic staff applying in research and educational funds,
- insufficient prestige in the field of international research and recognized results,
- absence from the international recognized university rankings,
- lack of an alumni data base with international section, including mobile students and visiting professors.

Opportunities

- national policies and procedures for promoting innovation in creating and delivering international education; for encouraging, stimulating and appreciating academic staff to incorporate international dimensions in their courses,
- alumni working in foreign countries, in international companies,
- the friendly intercultural and international social environment of Timisoara, which shapes the identity and the spirit of the university,
- having an advisory committee with directors from the international companies,

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- owning the "Politehnica Foundation", a university organisation contributing to the prestige and the image of the university.

Threats

- rigid procedure to admit foreign candidates, rigid demands for visa residence permit (especially in health insurance),
- national regulations that do not permit part-time work for non-EU students,
- low internationalisation of public services,
- relatively high tuition fees for non-EU candidates,
- lower grants for study mobility stages in expensive countries, like UK, Denmark, Norway, etc.
- insufficient recognition of individual and group efforts in internationalisation,
- lack of reaction, unconcern of a part of our community to take action in the spirit of internationalisation and to prove open attitudes toward intercultural experiences.

Applying a realistic assessment of what we did and are doing on the stage of internationalisation, we consider we can define the strategy for internationalisation and improve our actions to achieve it.

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3. Our strategic vision

"Quality – in learning, research and knowledge transfer"

Politehnica University of Timisoara clearly defined the university mission, focused on the contribution to our society's progress. Internationalisation is a key process in fulfilling this role. We need to be international, to internationalize our activities and our academic environment in order to achieve the assumed mission.

We are committed to educate and deliver graduates with high international knowledge and skills, capable to perform in a global economic competition and to answer the challenges of a dynamic labour market. They must be empowered with intercultural competences, which should help them to integrate naturally and rapidly in social groups with various cultural characteristics. We cannot do this without a dynamic participation in alliances and partnerships for education and research purposes with foreign universities and companies. Working together, exchanging knowledge and results is the solution for a rapid progress, both for us and for our partners.

Acting beyond country borders has to be completed by actions towards the inside of our community: in-place internationalisation has to be fostered by acting upon curricula, campus and concepts.

Aware of the fact that competition stimulates the progress, we aspire to access important international rankings and to be nominated among the good universities of the world within recognized rankings.

Our strategic vision upon internationalisation looks to balance what we offer and what we receive in international area across national borders as well as inside the university.

UPT is committed to define a dedicated strategy for internationalisation to be implemented during the next 6 academic years, a new generation strategy, characterized by dynamism and consistency. The strategy and the implementation process have to be correlated with the general strategic plan of the university defined for each Senate's legislature of four years (***3, 2012). New generation strategy means the strategy not only enumerates the potential fields of action and proposes to increase the values of various numerical indicators; it also corroborates the reachable goals with realistic targets and available resources. It aims to work on weaknesses as well as to enhance the strengths of UPT in the field of internationalisation. It provides measurable indicators and procedures of progress assessment. It is timeline defined.

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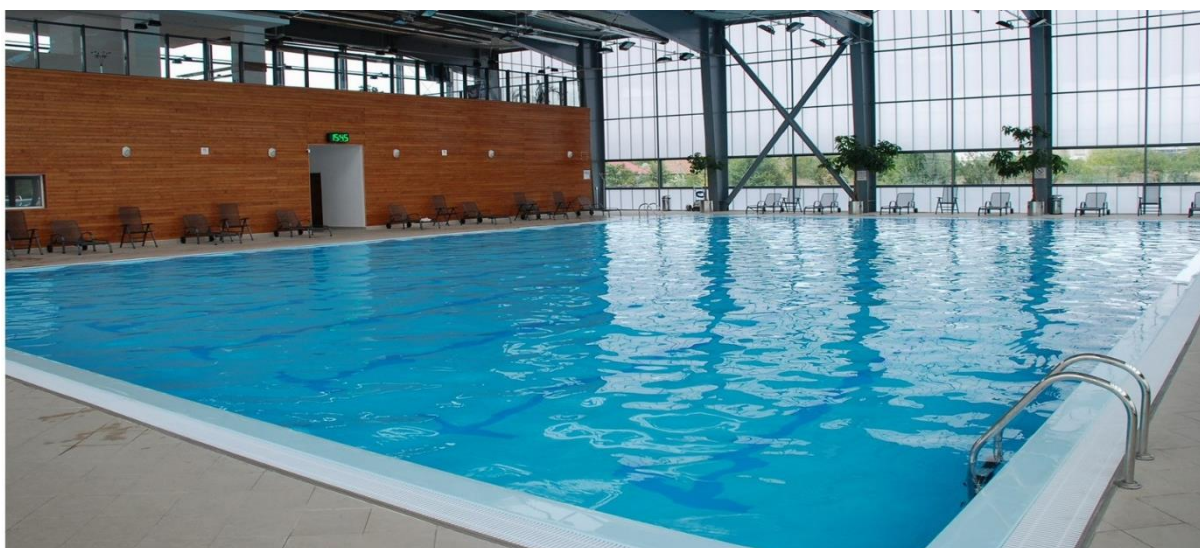the 2007 – 2013 Operational Sectoral Programme Human Resources Development
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4. Priority key areas within the internationalisation process

"Attending a realistic target is more valuable
than planning unreachable intentions"

Internationalisation is a comprehensive process, in permanent evolution and must be carried out with energy and firmness by the entire UPT community and by all its entities. The process requires actions on various areas which interact and somewhat condition each other. They refer to academic education, research and knowledge transfer, the role of the university within the global societal context and include:

- Improve *academic programmes and curricula* for all the fields of study and specializations, in order to enhance their international compatibility, and to integrate international aspects and periods of study into degree programmes,

- Develop *research and academic collaboration* with foreign partners, to double the internationally recognized top results,

- Increase the number of the participants in *short-term student and staff mobility (inward and/or outward)* aiming to a percent of 15% for students and an yearly level of 10-12% for staff, and simultaneously enhance the quality of the mobility stages,

- Improve the procedures for recruitment of *international students (degree mobility)*, in order to attract more applicants,

- Enhance the *management and governance of internationalisation*, to increase the efficiency of the activity in this field with at least 25% in the next three years and to create conditions for fulfilling the assumed key performance indicators,

- Develop the *external relations, partnerships and services*, numerically, qualitatively and by diversification of the provisions, targeting an annual the increase of their outcomes of at least 5%,

- Diversify *extra-curricular activities* in order to turn them in a strong instrument for internationalisation.

Internationalisation in UPT envisages objectives and actions on a macro level, for the entire university and on a micro level, for individual persons, particular courses and tasks.

Internationalizing academic programmes and curricula

Giving international dimension to the study programmes and to the associated curricula includes the improvement of curriculum content and the enhancement of the teaching skills.

UPT evaluates the international compatibility of a study programme by the extent that it is both formally and structurally comparable to similar foreign programmes at institutions of higher education within the European Educational Space and outside EU, being consistent with the latest scientific and technical achievements. The programme targets similar professional competencies with the foreign programmes considered in the comparison. UPT makes use of the Bologna model. The essential principles of compatibility must be considered in:

- the duration of the study cycle,
- the duration of one semester for each course,
- the use of a credit system, with transferability, the ECTS being implemented in UPT,
- the presence of compulsory and elective courses,
- the offer of a significant number of elective courses,
- the carrying out of research work in parallel with academic efforts (similarly to valuable European and non-EU programmes) and the use of modern scientific and research methods and findings in the envisaged field,
- the admission terms (requirements, procedures), the conditions for transfer to the next year,
- the acquisition of the diploma and the approach of learning process,
- the clear definition of aims and outcomes of studying, as well as the explicit designation of the knowledge and skills acquired by students upon the completion of a cycle.

The subject regarding the study programmes and the curricula is mostly a faculty concern, so that most actions are provided at the faculties' level. The university will correlate the actions at the institutional level, will improve the links between various study programmes and amend the decisions of each faculty.

The institution is aware that worldwide does not mean uniform. Specificities and diversity may continue to exist. The university expects educating graduates capable to adapt to different people from diverse cultures and to manage this relationship harmoniously and productively. They should be conscious of critical international and multicultural issues relevant in their professional field.

The actions in this field will refer to:

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Objective	Action(s)	Who is in charge	Timeline 6 years/ Deliverable(s) and indicator(s)			
			Ist quarter	IInd quarter	IIIrd quarter	IVth quarter
Increase with an annual rate of 10% the delivery of study programmes with permanent international compatibility and international dimensions	Review the curricula of study programmes to guarantee the international compatibility of the programmes and of the provided courses	Boards for the study programmes within the faculties	List of international compatibilities for each study programme, provided at least 2 such compatibilities[1]			
	Introduce or enhance the international dimension of each course	Boards for the study programmes within the faculties, Departments' Councils	Guide for internationalise the Curriculum at the Course Level			
	Enlarge the offer of interdisciplinary subjects for final theses at bachelor and master level	Departments' Councils, Faculties' Managerial Boards	Brochure and dedicated webpage with interdisciplinary subjects with international applicability, having double or multiple coordination from the implied fields. Provision of double coordination for final theses, in partnership with foreign experts (from partner universities and companies).			
Increase the number of programmes and modules	Analysis of the opportunity and availability of human resources to define	Faculties' Councils, Departments' Councils, General	Lists of proposed programmes, At least 3 new	Preparation of the proposed programmes		

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[1] Lists should be updated triennially

Objective	Action(s)	Who is in charge	Timeline 6 years/ Deliverable(s) and indicator(s)			
			Ist quarter	IInd quarter	IIIrd quarter	IVth quarter
of courses taught in English by at least 5 new units	new programmes that could be taught in English from the accredited programmes, besides the existing ones and selection of these programmes	Directorate of Quality Assurance	proposed programmes in the university Lists of required teachers (qualification, field of expertise)			
	Selection of teachers, preparation of course support and accreditation of the above mentioned programmes	Boards for the study programmes within the faculties, Departments' Councils General Directorate of Quality Assurance	Lists of selected teachers, Course support covering the content of the course and approved by the Department Council (number of pages depending the number of allocated hours) Accreditation or temporary authorization documents and accreditation or temporary authorization process		Deliver the proposed programmes	

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Objective	Action(s)	Who is in charge	Timeline 6 years/ Deliverable(s) and indicator(s)			
			Ist quarter	IInd quarter	IIIrd quarter	IVth quarter
	Defining the modules of courses[2] to be taught in English in domains/faculties *where no English taught degrees were or will be created[3]*.	Faculties' Councils, Vice-Rector for educational process and students' problems	Lists of modules together with the included courses, at least 3 modules in the university			
	Selection of teachers, preparation of course support	Boards for study programmes within the faculties, Departments' Councils	Lists of selected teachers, Course support, approved by the Department Council Number of pages = f(number of allocated hours)		Deliver the proposed modules of courses Quality evaluation process of the new modules of courses taught in English	
Improving teaching skills for teaching in English and intercultural	Redefine a staff recruitment strategy, with foreign language skills as a compulsory criterion	Managerial Board of the university, Senate	List of recruitment criteria for each academic level with language skills requirements, qualitative indicator of "Yes/No" type			

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[2] "Modules" could be across domains, if they would refer to a specific year of study, or faculties could build the modules upon the internal proposals

[3] Faculties will decide if English taught modules would exist only there where the condition is met, or programmes taught in English and modules of courses taught in English will co-exist

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Objective	Action(s)	Who is in charge	Timeline 6 years/ Deliverable(s) and indicator(s)			
			Iˢᵗ quarter	IIⁿᵈ quarter	IIIʳᵈ quarter	IVᵗʰ quarter
competency of all the academic staff, with special attention towards junior teaching staff	Reorientation of recruitment strategy, to attract external candidates for academic positions and gain international workforce	Managerial Board of the university, Senate	Operational plan in human resources area to stimulate applications of candidates from outside the university (the country).			
	Language courses and practical training for academic staff	Managerial Board of the university	Operational plan in human resources area with training proposals for teachers, offering at least a language training module for each teacher			
	Seminars and trainings on intercultural topics	Vice-Rector for resources management& financial policies	Operational plan in human resources area with training proposals for teachers, offering at least a participation opportunity for each teacher			
	Enlarge the offer of language training by optional courses and/or extracurricular modules, identify the necessary funds	Dept. of Foreign Languages, Vice-Rector for educational process and students' problems	Language courses offer, so that at least 50% of the students could attend a module besides the compulsory provision within each curriculum.			
Improving students' skills in English	Review the current offer of dd degrees, re-correlate internal	Vice-Rector for educational process and students'	Updated procedure for dd programmes, List of reviewed dd programmes			

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Objective	Action(s)	Who is in charge	Timeline 6 years/ Deliverable(s) and indicator(s)			
			Ist quarter	IInd quarter	IIIrd quarter	IVth quarter
language; a proficiency certificate for 1/2 of the fresh graduates	regulations& national laws & partner needs	problems, Department for International Relations (DRI)				
Implement joint degree (jd) and double degree (dd) programmes in all the ten faculties (at least one programme/ faculty, either j. d. or d. d.)	Analyse the opportunity and resources to initiate new jd and dd based on the active degrees	Faculties' Councils, Departments' Councils, DRI	List of proposed dd programmes, Agreements with partner universities, At least 2 new dd programmes in the university			
	Participation in consortia of higher education institutions for Erasmus Mundus Joint Master Programmes (EMJD) within the Erasmus+ programme, KA1	Vice-Rector for educational process and students' problems, DRI, Faculties' Councils	Applications to Erasmus+ funds, under Key Action1 for Erasmus Mundus Joint Master Degrees (EMJD) Information on available calls for application, specific priorities, application documents, agreements with partner universities, Internal procedure to run the approved programmes, At least 1 application/year as a partner participant, at least 1 biennial application as coordinator			
	Participate in: - Strategic partnerships,	DRI, Vice-Rector for educational process and students' problems,	Yearly application for Erasmus+ programmes, KA2 and KA3 actions (1-2 applications/ year) that support international cooperation in innovation in higher education			

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Objective	Action(s)	Who is in charge	Timeline 6 years/ Deliverable(s) and indicator(s)			
			Ist quarter	IInd quarter	IIIrd quarter	IVth quarter
	Knowledge Alliances, Sector Skills Alliances to conjoin for innovation& good practices exchanges - Capacity Building projects for policy reform	Departments' Councils				
Modernize higher education and strengthen participation in policy dialogue	Compete for chairs, modules, a centre for excellence and for participation in a network for European studies and European integration	DRI, Vice-Rector for resources management& financial policies, Vice-Rector for educational process and students' problems	Yearly application for Erasmus+ programme- the transversal activity Jean Monnet for at least one of the opportunities: Academic Modules, Chairs, Centres of Excellence, Policy debate with academic world, Support to institutions and associations, Support for organizing conferences on EU facts and studies			
Deepen in-depth teaching on European integration matters	Compete for chairs, modules, a centre for excellence and for participation in a network for European studies and European integration	DRI, Vice-Rector for resources management, Vice-Rector for study programmes and students' problems	Yearly application for Erasmus+ programme- the transversal activity Jean Monnet for at least one of the opportunities: Academic Modules, Chairs, Centres of Excellence, Policy debate with academic world, Support to institutions and associations, Support for organizing conferences on EU facts and studies			

Internationalizing research and scientific collaboration

UPT sets internationally competitive research as a major goal in achieving the university mission but also in fostering the international visibility of the institution.

Main responsibilities in research encumber the research centres of the university. Individual conscientiousness is also important, as well as Departments' Councils. At the institutional level, main responsibility consists in organizing and fostering support structures for research, identifying funders in public or private environment and awarding remarkable results. The actions mentioned in this strategy do not detail all the international research initiatives that the university will assume. Neither does the strategy fully specify the roles of various actors in implementing the strategy. A couple of objectives and actions to achieve them are synthesized here, accordingly to the IIIrd axis of development within the Strategic plan of UPT (***3, 2012).

Three main objectives are assumed in internationalizing the research within the university:

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Objective	Action(s)	Who is in charge	Timeline 6 years/ Deliverable(s) and indicator(s)			
			Ist quarter	IInd quarter	IIIrd quarter	IVth quarter
Increase accountability of researchers and of research entities in international integration of scientific research, innovation, original creation and recognition of performance in innovation and research	Development of scientific partnerships focused on research with foreign universities, institutions and companies in Europe and worldwide	Vice-rector for scientific research, Support structures at the institution level, DRI	International agreements with universities, companies and institutions focused on research, yearly increase of the number of agreements. Yearly tracking reports on how the partnerships contribute: - to human resources development in research and - to the international visibility of the research potential and results of the university.			
	Fostering the young human resource for research, represented by doctoral and master students	Managerial board of Doctoral School, Vice-Rector for scientific research	Increase the number of participations of young researchers in international research activities. Increase the number of master graduates that continue their studies by a doctoral programme within the university.			
	Apply for research grants, primarily from those offered by the European Research Council, the European research FP7 programme and the European Union dedicated programme "Horizon 2020"	Managerial Board of the university, Vice-Rector for scientific research	Development of an entity at the university level that will advise research centres and research teams in applying for research funds, Yearly reports on applications and success rate, Yearly increase of the successful applications/ Yearly increase of the attracted funds			

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Objective	Action(s)	Who is in charge	Timeline 6 years/ Deliverable(s) and indicator(s)			
			Ist quarter	IInd quarter	IIIrd quarter	IVth quarter
	Promoting the image of UPT as university of advanced research by organizing international scientific events in partnership with prestigious universities in Europe	Research centres, Departments' Councils, Vice-Rector in charge with scientific research	Dedicated webpage with international conference organized in UPT, Follow-up analyses of international scientific events organized in UPT			
	Participation of UPT in international associations of universities	Managerial Board of UPT, DRDI	Increase the active participation within the existing memberships (at least one yearly contribution within each association) Follow-up study upon the results and effects of these participations in current activities of staff members			
Development of capacity building and technology transfer at the international level	Integration of university research centres in international networks	Vice-rector for scientific research, Research Centres	Study upon the opportunities to adhere to various permanent or temporary research networks with international structure Admission of at least 5-6 research centres within international research networks Analysis of the UPT offer in technology transfer to international companies			
Supporting high-performance	Funding to offer to all researchers in UPT free access to the scientific literature	Senate, Managerial board of UPT	Permanent applications to financial resources and programmes to facilitate access to high value, up-to-date scientific literature Yearly reports upon offered access and about the access rate			

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| Objective	Action(s)	Who is in charge	Timeline 6 years/ Deliverable(s) and indicator(s)			
			Ist quarter	IInd quarter	IIIrd quarter	IVth quarter
scientific research	and international scientific databases					
	Financial support for PhD students and young academic staff to publish in journals with significant impact factor and to participate in conferences with ISI and SCOPUS visibility	Managerial board of UPT, research centres, Departments' Councils, Doctoral School	Yearly increasing with at least 5% of the number of articles published in journals and proceedings of ISI indexed conferences and symposiums			
	Jointly authored published articles and papers in prestigious journals with international visibility	Research Centres, Departments' Councils	Yearly increase with at least 5% of the number of articles with authors from UPT and from foreign institutions published in international journals and conferences and symposiums with recognized visibility			
	Joint supervision of PhD students in partnership with foreign PhD advisors	Doctoral school	Increase of PhD theses with international co-advisors			
	Development of outgoing mobility for	DRI, Doctoral school,	Increase the number of successful applications to international fellowship offers (Marie Curie, Mummert, Humboldt, Fulbright, etc.);			

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Objective	Action(s)	Who is in charge	Timeline 6 years/ Deliverable(s) and indicator(s)			
			Ist quarter	IInd quarter	IIIrd quarter	IVth quarter
	researchers and PhD students	Departments' Councils	Periodical public presentations of international fellowship opportunities, brochures, web pages, electronic communication Support in applying for international scholarships Permanent links with international foundations and institutions that offer research fellowship opportunities			
	Improve the link between teaching and research based on international experience	Departments' Councils, Vice-Rector for scientific research	Reports of academic staff with valuable international research results about the integration of these results within the taught topics Participation of very good students in research activities under the supervision of experienced academic staff (at least 1% of the students to be integrated in research teams, with an increasing tendency)			
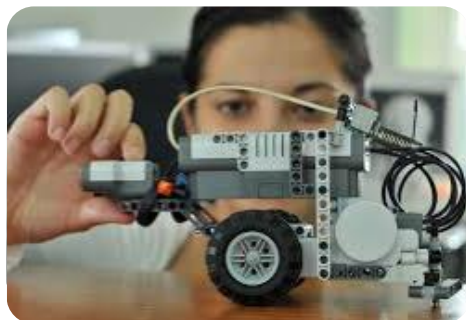
Develop international mobility of students and staff

International mobility is the most traditional way of understanding and implementing internationalisation within any university. Politehnica University of Timisoara is committed to develop mobility actions both for students and for staff. The most part of the outgoing and incoming mobility is developed within the frame of the Erasmus programme, currently Erasmus+, until 2021. Besides Erasmus+, other mobility programmes are running or are expected to be implemented in UPT, based on bilateral agreements with foreign universities or on various mobility programmes and financial mechanisms, like EEA[4], CEEPUS[5], AUF[6] and DAAD[7] mobility schemes, etc.

UPT remarked that a mobility stage (simply called "mobility") transforms the beneficiary, adds maturity, self-confidence to the person's profile, a better understanding of other people's opinions and needs, increased adaptability, improved communication skills and higher courage to overcome obstacles and barriers.

UPT is aware of the positive consequences of a mobility from the institutional point of view: more enthusiasm, new educational methods, new topics in the syllabi of taught courses, increased influence in the work team (either students or staff), and a more active role within the academic community.

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[4] European Economic Area (Norway, Iceland, Liechtenstein)

[5] Central European Exchange Program for University Studies

[6] Agence Universitaire de la Francophonie

[7] Deutscher Akademischer Austausch Dienst

A mobility can involve studies or training for students and teaching or training for staff. Research activity is also possible, depending upon the goal of the mobility.

UPT defines the following objectives in developing international mobility for students and staff:

Objective	Action(s)	Who is in charge	Timeline 6 years/ Deliverable(s) and indicator(s)			
			Ist quarter	IInd quarter	IIIrd quarter	IVth quarter
Strengthen participation within the Erasmus+ programmeKA1 action and EEA mobility programme	Offer a large palette of opportunities for candidates to study or work abroad	DRI, departmental coordinators, Faculties' Managerial Boards	Updating and maintaining current Erasmus+ agreements and signing new ones with universities of EU countries and of partner countries (***4, 2014) Erasmus+ agreements duly signed with designated partner universities (maintain at least 150 each year) Periodical renew or sign EEA mobility agreements Yearly synthetic reports about the flux and frequency of mobilities on each agreement Special reports and bilateral review with partner institutions on agreements that are not really operative, in order to boost them up (review of the type of provided mobilities, the departmental coordinators)			
	Increasing the number of outgoing mobile students (for study and training) and the quality of the stage	DRI, departmental coordinators, International promoters within the faculties, Faculties' Managerial Boards	Define and update regulations for running the Erasmus+ and EEA mobility programmes, both for students and staff Yearly promotion materials on written and electronic support Campaigns of promotions in faculties and students' dormitories Involvement of former Erasmus students and EEA mobile students & dissemination of their experience Improve the flexibility of the procedures for recognition of academic results and skills acquired in mobilities,			

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Objective	Action(s)	Who is in charge	Timeline 6 years/ Deliverable(s) and indicator(s)			
			Ist quarter	IInd quarter	IIIrd quarter	IVth quarter
			Quality evaluation of students' mobilities based on appropriate assessment tools			
			Create online procedure and tools accessible to all the students in UPT to apply for an outgoing mobility			
			Involve each selected candidate for an Erasmus+ mobility in using OLS[8] European linguistic tool to assess and improve foreign language skills			
	Implementing the Erasmus+ mobility scheme for fresh graduates	DRI, international promoters within the faculties	Appropriate promotion, selection of candidates during the last year of study			
			Around 25-30% of students' training stages should be covered by fresh graduates			
	Higher commitment for equal opportunities and transparency in running the Erasmus+ mobility programme	DRI, departmental coordinators	Correct and transparent procedures all along the process of promoting, selecting candidates, preparing the stage, running the mobility, finalizing the post-mobility steps.			
	Enhance the attitude and the respect of the UPT community		Information materials outlining the particularities of this special category of internationally active citizens, who deserve all the attention and respect of the academic community, face to face talk			

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[8] Online Linguistic Support

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Objective	Action(s)	Who is in charge	Timeline 6 years/ Deliverable(s) and indicator(s)			
			Ist quarter	IInd quarter	IIIrd quarter	IVth quarter
	towards mobile students.		Dissemination of the Erasmus+ and EEA mobility results of the students			
	Increase the participation in mobility programmes of students from disadvantaged groups and of students with special needs	DRI, departmental coordinators, Faculties' Managerial Boards	Add the supplementary Erasmus+ fund for socially disadvantaged students			
			Identification of external supplementary funds			
			Special advising support for finding accommodation			
	Improve the opportunities for outgoing teaching and training stages for teachers and administrative staff	DRI, departmental coordinators, Departments' Councils	Transparent procedures for information, application and selection of candidates, to guarantee equal opportunities (yearly updated)			
			Equitable distribution of available funds (yearly distribution with continuous corrections)			
			Priority to candidates applying for the first time for an outgoing Erasmus+ mobility			
			Seminars within the departments to disseminate the acquired experience of the Erasmus staff			
	Improve the balance in-out mobile students and staff	DRI, Departmental coordinators, Faculties' Managerial Boards	Establishment of support procedures to apply for an incoming mobility into UPT			
			Yearly updating of the Guiding brochure, providing a realistic information package on the country particularities, the living expenses, the opportunities to work and live in Romania			

Objective	Action(s)	Who is in charge	Timeline 6 years/ Deliverable(s) and indicator(s)			
			Ist quarter	IInd quarter	IIIrd quarter	IVth quarter
			Improvement of the academic offer of courses taught in English or other foreign languages (in connection with internationalisation of the study programmes)			
			Defining and update internal standards for support services fitting the needs of foreign students and staff;			
			Increase of the number of incoming students/year, increase of the number of incoming staff members/year			
			Semestrial offer of an intensive Romanian language course for incoming students supported from university funds			
			Integrating incoming students and staff in the local community, by inviting them to participate in extracurricular activities			
			Offering accommodation for all incoming students in UPT dormitories at the best possible level			
			Designating an academic coordinator and a buddy student for each incoming student			
	Involving business partners in internationalisation at home activities;	Advisory Committee, Council of Administration	Involving business partners in special programs increasing:			
			- incoming training mobility: e.g. by providing training placement in companies in Timisoara and the West region of the country for incoming students through an integrated system: appropriate agreements with interested companies and an online platform disseminating the offer towards the partner universities,			

Objective	Action(s)	Who is in charge	Timeline 6 years/ Deliverable(s) and indicator(s)			
			Iˢᵗ quarter	IIⁿᵈ quarter	IIIʳᵈ quarter	IVᵗʰ quarter
			- outgoing mobility: facilitate obtaining good quality training places in sister-companies abroad for UPT students and staff			
Develop non-Erasmus international mobility of staff members and students	Increase the participation in mobility programmes: AUF, DAAD scholarships and fellowships, VULCANUS, GE-Foundation, Mummert, Res. Eiffel, Fulbright, Humboldt, agreements between Romania and other countries	DRI, International promoters within the faculties, Departments' Councils, Faculties Managerial Boards	Enhance participation in CEEPUS networks (at least 2 memberships in CEEPUS networks) Information materials and promotion actions (seminars, public presentations) when new calls for applications are being opened Support for preparing the documents for application At least 10 applicants/year Yearly reports on successful applicants and dissemination of their mobility results			
Offer in-place international experience for groups of students	Develop "visiting teacher" initiative	Vice-Rector for Resources management, Vice-Rector for educational process and students' problems, DRI, Departments' Councils, Faculties Managerial Boards	Yearly lists of proposed invited teachers Identification of financial support and administrative resources to cover the visiting costs At least one visiting teacher for each study programme (bachelor or master) biennially			

Full-degree international students (degree seeking students)

UPT aims to educate students from all various countries and gathered a certain experience in this field, but the institution still has to improve a lot of aspects dealing with this activity. It requires a lot of effort and considerable improvements. The current number of foreign students enrolled in full-degree programmes is low. Most of the so called "foreign students" are Romanian ethnics, from neighbour countries.

Several objectives in this area converge with those covered by the internationalisation of the study programmes and the curricula. The following objectives are specific and consequently mentioned here:

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Objective	Action(s)	Who is in charge	Timeline 6 years/ Deliverable(s) and indicator(s)			
			Ist quarter	IInd quarter	IIIrd quarter	IVth quarter
Enhance attractiveness of study offer by recognition of prior periods of study	Implement the recognition of qualifications and prior periods of study in different educational systems	Resource Centre for Information and Documentation of UPT, DRI	Web pages providing information package about recognition conditions and requirements Web links to the National Authority (CNRED[9]) and European Network of Information Centres (NARIC)			
Marketing and promotion of the study offer on the international education market	Elaboration of a marketing strategy for 4/5/6 years	Managerial Board of UPT, Senate	Marketing strategy document			
	Decision on the geographic areas where recruitment might give results	Managerial Board of UPT	Decision of Managerial Board			
	Realize promotion materials	Vice-Rector for educational process and students' problems, DRI, Department for	Web page within the website of the university for international degree seekers (improve			

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[9] National Centre for Recognition and Equivalence of Diplomas

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Objective	Action(s)	Who is in charge	Timeline 6 years/ Deliverable(s) and indicator(s)			
			Ist quarter	IInd quarter	IIIrd quarter	IVth quarter
		Communication and Image (DCI)	develop current page) Information blocks on international portals Printed materials (brochures, flyers, posters)			
	Participation in international educational fairs outside Europe	Managerial Board of the University, Vice-rector for educational process and students' problems, DRI, DCI	Prospection of the palette of educational fairs on different continents Marketing plan for UPT participation Analysis of the opportunity to associate to other universities in the city/region/country in view of costs diminishing At least 1 yearly participation if financial conditions allow			
	Involve alumni working in other countries in promoting the study offer of the university	Managerial Board of the University	Letter of invitation to former graduates of UPT working in other countries Get answers and provide promotion materials Survey on how much the promotion materials influenced prospective candidates decision to apply for studying in UPT			

Objective	Action(s)	Who is in charge	Timeline 6 years/ Deliverable(s) and indicator(s)			
			Ist quarter	IInd quarter	IIIrd quarter	IVth quarter
Improve the assistance during the application, admission and enrolment	Develop support services for full-degree international students	DRI, General Directorate for Quality Assurance	Online application procedure for foreign candidates Procedures for an efficient analysis of the application files, enrolment, benefit of housing within the UPT students' dormitories, obtaining (extending) regular residence visa, becoming familiar with academia (faculty, library) and socio cultural environment (sports campus, administrative services), registration for students' health services, getting an e-mail address, getting access to specific services. Improve the current guide for international students, by paying attention to specific information regarding administrative issues (contacts, information where to go for administrative papers, for health insurance and medical treatment, professors facilities, food, transportation, details about living in Timisoara, banking, phone and internet, safety and security, emergency, visiting Romania etc.)			
Facilitate integration within the university and its community	Improving communication with international students in administrative services	Vice-Rector for resources management and financial policies	Practical courses in English language training for administrative staff			
	Implement the English version of institutional documents with whom international students have to deal	DRI, General Directorate for Quality Assurance	Translation and implementation of internal administrative documents that are addressed to the students			

Objective	Action(s)	Who is in charge	Timeline 6 years/ Deliverable(s) and indicator(s)			
			Ist quarter	IInd quarter	IIIrd quarter	IVth quarter
Help international students to progress and graduate	Develop academic tutoring program	Faculties' Managerial Boards	Assign a tutor to each international student enrolled in UPT upon the arrival			
	Offer career advice and orientation	Centre for Counselling and Career Guidance (CICS)	Allocate time and human resources within CICS for international students Prepare specific topics to be approached with international students			
	Granting UPT scholarships to foreign citizens of different ethnicity than Romanian	Managerial Board of the University, Senate	Identify financial resources Establish the regulations for granting the scholarships Implement the scholarship system Assess/ amend scholarship system			
	Encourage participation in mobility programmes	DRI, Faculties' Boards	Information materials with specifications for foreign students on how to apply for a mobility grant outside Romania			
Increase the number of Romanian ethnics from outside Romania	Maintaining an attractive academic offer	Managerial Board of UPT	Yearly review of the number of candidates admitted in UPT and the study programmes where they are enrolled			
	Develop the support for socio-financial assistance	Managerial Board of UPT	Yearly identification of the available financial resources Contact companies in the local area interested to stimulate students by scholarships and other support			

Objective	Action(s)	Who is in charge	Timeline 6 years/ Deliverable(s) and indicator(s)			
			Ist quarter	IInd quarter	IIIrd quarter	IVth quarter
studying in UPT			Review of the specific internal regulations Implement the support system			
	Advise/ encourage further study in higher cycle in UPT	Vice-Rector for educational process and students' problems, Faculties' Boards	Face to face talk, flyers Dissemination of successful experience of former beneficiaries			

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5. Implementation of the internationalisation strategy of UPT

"A strategy is just a plan; to become real, it must turn into a process"

The internationalisation strategy of the university must be implemented in order to attend the goals for which it was designed.

The strategy belongs to the entire academic community, not only to the team that drawn the document. After being adopted[10], the strategy must be put into practice by many (if not quite all) actors from all the levels: institutional, faculty, individual.

To be feasible, the strategy must deal with required and allocated resources.

The final form of the strategy has to be approved by the Senate of the university. At this moment, it becomes a basic document for university leadership: Rector, Vice-Rectors, General Administrative Director, and Council of Administration.

A communication and decision chart will accompany the strategy, outlining who has the answerability for each objective, who does the activity(ies) and who validates the task as being achieved.

Usually, the decision chart follows the hierarchy in the university.

For those objectives where the answerability belongs to a member of the Managerial Board of UPT, this is the person who decides; inferior structures execute and report. Control procedures must be applied by a neutral entity within the university. This may be the General Directorate for Quality Assurance, The Commission for International Relations of the Senate, or a special designated board.

Faculties and departments assume the strategy and take care to include in their own strategic and operational documents provisions that refer to their competency. At these levels, entities' councils and the head of the entity (Dean of the faculty, Head of department) are the main decision makers.

Each individual member of the UPT community has a part of responsibility in implementing the strategy. At this level, an effective commitment is required both when acting individually and when acting in team in order to make the university more international.

Several operational procedures have to be elaborated, to describe actions in different stages.

Internationalisation requires efforts and sometimes may imply failures and disappointment. An incentive system will be defined in parallel for recognition of the results, but also of the efforts.

The General Directorate for Quality Assurance must include internationalisation quality review in the university quality assurance mechanisms.

A special attention will be paid to the fact that internationalisation is not only for elites, for the best students, the experienced teachers, the famous researchers and the heads of administrative structures. It is valuable for every student in the university and for any

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[10] Provided that large debates on the document content took place and amendments were applied

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staff member, regardless the level on the hierarchical scheme. Positive involvement of each "UPT citizen" may engage the success. For this reason, equity and transparency must govern the implementation process.

Direct financial resources refer to activities of marketing and promotion and to administrative costs. The main part of the financial resources does not support directly internationalisation, but specific activities in education, research or implementation of projects. This part is supplied by the typical funding sources. A specific budget for internationalisation, yearly recalibrated, must be provided at the university level in order to implement in time and at good quality level the internationalisation strategy and accomplish the stipulated activities.

The human resource within several entities with deep involvement in internationalisation has to be widened, in order to cover current tasks and additional tasks derived from the strategy.

An appropriate tool and a set of indicators will be selected to measure the progress and monitor the process.

A board for internationalisation has to be designated, coordinated by the Rector of the university. A hierarchical chart is required to define the responsibility at institutional level, but also at the faculties' and departments' level. Administrative and support services must be included: DRI, Human Resources Department, Central Library, Research & Development Department, Centre for Counselling and Career Guidance, General Directorate for Quality Assurance, Social Directorate. A re-evaluation of the staff implied in internationalisation at all levels regarding the number of employed staff, the distribution of tasks, the level of expertise, the operational capacity must be achieved and appropriate adjustments have to be consequently applied.

Yearly operational plans must provide concrete objectives and activities, tasks, deadlines, responsible persons, levels for the measurable performance indicators and monitoring actions.

Periodical assessments will be realized on the global set of indicators or on a part of the set. Corrections will be applied without any doubt, wherever and whenever necessary.

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6. Final provisions

"We have the chance, the honour and the duty to build today the certainty of a future better world"

Internationalisation is a must for all universities within Europe and outside it. It is a compulsory part of our general strategic plan in UPT. It helps us to achieve our mission in a global(ized) society and to continue to exist as an important institution delivering education, research and culture in this area of the world.

Commitment is required to turn the strategic plan in real achievements, to make the process running. It cannot run here and there, from time to time. It needs our common continuous effort and will offer satisfaction and expectances to succeed to all of us.

We reiterate here the fundamental concept of this strategy:

"Internationalisation is not only for elites, for the best students, the experienced teachers, the famous researchers and the heads of academic and administrative structures. It is valuable for every student in the university and for any staff member, regardless the level on the hierarchical scheme. Positive involvement of each "UPT citizen" may engage the success. For this reason, equity and transparency must govern the implementation process."

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