

**MINISTRY OF EDUCATION**

**"1 DECEMBRIE 1918" UNIVERSITY OF ALBA IULIA**

**UNIVERSITY SENATE**

**INTERNATIONALIZATION STRATEGY OF "1 DECEMBRIE 1918" UNIVERSITY OF  
ALBA IULIA**

**2025-2029**

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**List of abbreviations:**

UAB: "1 Decembrie 1918" University of Alba Iulia

CRI: Centre for International Relations

EU ACE: European University for Academic Continuing Education

EEA: European Education Area

EC: European Commission

EACEA: Education, Audiovisual and Culture Executive Agency

ECTS Guide: European Credit Transfer and Accumulation System Guide

EAIE: European Association for International Education

NAFSA: Association for International Educators

EURIE: Eurasia Higher Education Summit

CNR: National Council of Rectors

The existence of the table indicates the KPIs or the results/values assumed annually or for the entire period of implementation of the UAB internationalization strategy

## Context

The European Education Area, the European Higher Education Area are based on European policy documents that aim to boost Europe's role and leadership at global level, playing a key role in achieving the EU's geopolitical objectives.

For Europe, higher education plays a key role in the recovery of EU states from the pandemic and in shaping a sustainable and resilient society and economy, so it becomes fundamental to strengthen the European dimension of higher education, to support universities as benchmarks of the European way of life, to develop the capacity of universities as actors of change in the twin green and digital transitions, making higher education institutions vectors of the EU's role and leadership at global level<sup>1</sup> (currently at risk).

In the context of the increase in the number of citizens interested in quality educational services, there is fierce competition in this sector. This, together with the need to strengthen research and innovation policies, underlines the importance of internationalisation in the higher education sector, if the EU aims to become the preferred destination in the global race for the best talent.

In substantiating this strategic document, we aimed to implement those actions and define those policies that would respond to the major objectives of the EEA, as they were adopted in:

- ✓ Council conclusions on a European strategy for the empowerment of higher education institutions for the future of Europe 2022/C 167/03;
- ✓ Council conclusions on the European Universities initiative – Linking higher education, research, innovation and society: paving the way for a new dimension of European higher education 2021/C 221/03;
- ✓ Council resolution on a strategic framework for European cooperation in education and training with a view to achieving and further developing the European Education Area (2021-2030) 2021/C 66/01;
- ✓ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on achieving the European Education Area by 2025;
- ✓ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on a European strategy for universities.
- ✓ Higher Education Law 199/2023.

In order to maintain and progress, universities must adopt an international openness, integrating global, international and intercultural aspects in all their activities, from management and institutional development, to teaching and research. In this context, it is crucial that higher education institutions formulate appropriate strategies in order to strengthen their international presence and adapt to global changes. The internationalisation of higher education is becoming essential, as the links between research, academic knowledge and economic and technological globalisation are becoming increasingly close. The quality of higher education is closely linked to the ability of universities to quickly access and adopt new advances in various fields of knowledge.

Of course, in the European context and the numerous global crises (demographic trends, global warming, environmental degradation), higher education risks losing its position as a center of

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<sup>1</sup> Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on a European strategy for universities.

knowledge creation, which makes it all the more important to internationalize the field so as to ensure the attraction of talents with a top level of education and training<sup>2</sup>.

Thus, internationalization strategies must be developed in a way that guarantees the access of all participants in the educational process to the resources necessary to achieve key objectives: improving competences, skills and knowledge both in the specialized field and in transversal, linguistic and intercultural competences, preparing graduates capable of integrating and being competitive on the labor market, both nationally and internationally; developing an international and intercultural perspective, aimed at stimulating tolerance and adaptive behaviours, for greater professional and social flexibility; increasing the quality of educational processes by sharing good practices in teaching and learning; adapting teaching methods to global developments.

Strategies for the internationalization of higher education must be an integral part of all institutional processes, addressing all critical aspects to guarantee quality education: reforming and globalizing the curriculum, studying foreign languages, updating teaching and learning methods, improving and internationalizing support services, as well as providing services aimed at increasing the employability of graduates.

The transformation of "1 Decembrie 1918" University of Alba Iulia into an international university is getting closer to becoming a fulfilled goal, following the achievement of the performance indicators established in the 2020-2024 strategic framework. During this time, UAB became part of the EU consortium. ACE – European University for Academic Continuig Education, together with University for Continuig Education Krems (Austria) as coordinating institution, Conservatoire National des Arts et Métiers (France), Ulm University (Germany), Andrassy University (Hungary), Università Cattolica del Sacre Cuore, (Italy), CEU San Pablo University (Spain), Turku University of Applied Sciences (Finland), University of Applied Scineces Utrecht (Netherlands) and associated partners within the Lucerne consortium University of Applied Sciences and Arts (Switzerland) and Zenica University (Bosnia and Herzegovina). The consortium currently brings together 152,000 students and approximately 24,000 professors, researchers and auxiliary academic staff. Material resources, including state-of-the-art laboratories, public and private partnerships, the support of more than 51 organizations, public institutions, companies, professional and non-governmental associations will guarantee the fulfillment of the fundamental purpose of our Universities: graduates capable of successfully integrating into the labor market anywhere in the world, with professional, intercultural and linguistic skills, abilities and competences in accordance with the principles and values fundamental principles of European societies that we are honoured to share.

EU.ACE Consortium was designed to revolutionise European higher education, especially in terms of guaranteeing access to education for every European citizen by promoting micro-credentials, short-term study programmes, academic certifications for professional programmes, the creation of educational programmes designed together with labour market actors (Mercedes, Bosch, the Romanian Commercial Bank, the Centre for the Promotion of Lifelong Learning, Alba County Council – associated partners, with the support of the Ministries of Education of Romania, Austria and France), being our chance to achieve the objectives of the European Social Agenda, including in terms of reaching the percentage of 60% of European adults to complete at least one learning program by 2030.

At the institutional level, UAB aims to adopt policies that address the need to achieve several key objectives: **improving the quality of education** (integrating international best practices and access to global educational resources to raise educational standards), **developing intercultural and professional competences** (training students' and teachers' linguistic, intercultural and professional skills to prepare them to function in a globalised environment), **promoting international research collaborations** (facilitating international partnerships between academic institutions from different

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<sup>2</sup> Council conclusions on a European strategy for empowering higher education institutions for the future of Europe 2022/C 167/03/9.

countries and encouraging the exchange of knowledge, ideas and innovative technologies), **expanding academic networks** (establishing and strengthening relationships with other universities, research organisations and companies to support mobility and access to educational and professional opportunities), **improving the visibility and reputation of the institution** (raising the international profile of the institution to attract quality students and teachers and increase competitiveness in international education), **access to international funds and resources** (obtaining international funding for research and development projects and attracting financial and material resources from various global sources), **promoting cultural diversity and inclusion** (encouraging cultural diversity and inclusion on campuses by attracting a diverse international student and academic body), **supporting innovation and adaptability**: It stimulates the exchange of new ideas and adaptation to rapid changes in education and technology).

These objectives contribute to the creation of a dynamic and well-integrated educational environment at a global level that benefits students, teachers and local communities.

*In the medium and long term, the fundamental objective of UAB must remain to increase the number of international students, the number of teaching and research staff from abroad involved in teaching programs, scientific projects, exchange of experience and good practices at our University*, an objective anchored in the set of principles/policies/strategic objectives that we define below:

### Objectives

1. Globalized curriculum by including in the educational offer modules and courses that address global issues and international perspectives, projects and case studies in international collaboration, adapting teaching methods through the use of new technologies and encouraging interaction between students from different cultures.

Realization and implementation of the ***UAB Global Gateway program***, a program through which UAB faculties will respond to the geostrategic political importance for Europe of higher education, but also to the promotion of higher education in Alba Iulia: micro-credentials made for countries in Africa, the Middle East and Asia, areas from which the University can attract international students. At least 2 micro-credentials will be organized in virtual format annually addressing various topics: digitalization, inclusion, sustainable development, research, start-ups, common European values.

2. Development of new educational programs, especially at the level of the 2nd cycle of study – master's degree, in English for relevant areas at regional, national and international level: law and computer science.

1 Master's program in English for the field of law.  
1 Master's program in English for the field of computer science.

3. Increasing the number of foreign students in English-taught study programs.

Implementation of the "UAB Scholarship Holders" program by awarding up to 20 scholarships annually for students from third countries enrolled in study programs taught in English, scholarships that will cover tuition fees, accommodation fees in student dormitories, as well as the equivalent in lei of the Romanian state scholarships for study cycles. The "UAB Scholarship Holders" program will be financed from its own revenues, depending on the

revenues achieved and the implementation criteria included in the methodology for the admission of students from third countries.

4. Favoring academic mobility and implementing a mechanism for automatic recognition of transferable credits obtained during studies carried out at higher education institutions abroad.

Redefining the selection criteria for externally funded mobilities by emphasizing the importance of disseminating results and their impact at individual and institutional level, especially for university staff (January 2025);  
Ensuring the correct and complete implementation of the legal provisions regarding the recognition of learning outcomes abroad.

5. Encouraging academic mobility by developing transparent and accessible financial solutions, especially for students, solutions that include the efficient use of external funding, but also financial support from the institution's own budget, by allocating an amount of up to 300,000 lei (depending on the income achieved) for study or placement mobility.

Annually allocating up to 300,000 lei from the UAB budget for supplementing grants financed from external sources, thus ensuring the full implementation of the principle of co-financing, a fundamental principle of the Erasmus+ programs, EEA@Norway Grants, etc. The allocation will be made by approving the institutional budget and depending on the budget credits allocated by the Ministry of Education to the university.

6. Increase the number of mobile students to at least 23% for each field of study covered by the UAB educational offer at the 3 university cycles.

For each field of study in the UAB educational offer, the percentage of 23% mobile students will be reached, compared to the total number of students enrolled by fields, within the 3 cycles of higher education. Exceptions will be the study programs in the health and theological fields. (2025-2029)

7. Together with the EU.ACE partners, but not only, ensuring the right to education, continuous professional training, lifelong learning to ensure inclusive and quality education for all, in all contexts and at all educational levels<sup>3</sup>.

1 EU-funded project for the implementation of micro-credentials and recognition of their results (2025-2029);  
Implementation of at least 2 micro-credentials with external partners annually (2026-2029). Define the framework for the implementation, at institutional level, of short-term certificates/diplomas and the implementation of at least one program of this kind (including through the accumulation of credits obtained after completing micro-credentials) (2026-2029).

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<sup>3</sup> Council resolution on a strategic framework for European cooperation in education and training with a view to achieving and further developing the European Education Area (2021-2030) 2021/C 66/01.

8. Expanding strategic partnerships with prestigious international institutions (Universities, Institutes, research centers), which allow the development of new projects in the field of education, research-innovation-development;

At least one annual strategic partnership (strategic partnerships will be defined by the operational procedure regarding the conclusion of inter-institutional agreements as concluded with those institutions with which UAB offers its resources for the creation of added value – for example living labs, communication is open, transparent, collaboration is flexible and there is a common assumption of results and risks).

9. Ensuring the material and human resources and institutional support necessary to obtain funding through the HORIZON programme, for cutting-edge research;

Organizing 4 workshops in the period 2025-2029 in order to disseminate HORIZON programs, together with international strategic partners, including the EU.ACE

10. Inviting internationally recognized specialists, high-quality, academic, research staff or specialists from private companies from various economic fields to hold courses, seminars, workshops, in specific visiting professor programs or using funding sources accessed through national or international project proposals;

Inclusion of visiting professors/invited associate professors, annually, in the lists of positions.  
Implementation of at least 5 visiting professors programs, annually.

11. Developing and implementing programs, methodologies, strategies for attracting international know-how within UAB by providing the necessary resources for visiting professor projects, foreign language lectureships or in other fields of interest, courses and/or seminars held by foreign teachers, experts from companies or research institutes, including online or by implementing the principle of reciprocity in the framework cooperation agreements;

Annually allocating up to 200,000 lei from the UAB budget for the implementation of visiting professor/invited associate professors programs. The allocation will be made by approving the institutional budget and depending on the revenues achieved and the budget credits allocated by the Ministry of Education to the university.  
Attracting funds for such programs through FDI, FSS or other projects with national/international funding (annually at least 2 visiting programs thus funded).

12. Strengthening the institutional capacity of the Center for International Relations by providing annual continuous training courses for CRI employees.

Organizing at least 2 annual workshops in order to ensure continuous professional training for UAB staff involved in the implementation of the internationalization strategy.

13. Ensuring the professional training of teaching and research staff in order to acquire, where appropriate, language skills in languages of international circulation, including by ensuring access to language courses in the virtual environment;

Organizing at least 1 annual workshop in order to ensure continuous professional training for UAB academic staff.

14. Organization of conferences, seminars, internal, national and international training workshops on the internationalization of contents, curricular reform, international research, intercultural communication, etc.;

Annual organization of the Exploratory Workshop "Internationalisation of Higher Education: Challenges and Rewards"

15. Concluding, operationalizing partnerships with higher education institutions abroad for the organization of at least one international summer school annually;

Annual organisation of the "*Innovation for Next Gen EU*" Summer School

16. Expanding cooperation with diplomatic representations present in Romania in order to organize courses, workshops, international exchange of know-how, participation in fairs or promotional events, development of new study programs, etc.;

Annual participation in EAIE, NAFSA, EURIE, but also educational fairs organized under the aegis of CNR

17. Identifying national and international sources for financing institutional capacity building in the field of internationalization and making efforts to attract this funding through the implementation of relevant projects;

Implementation of a "cooperation partnership" project and a "capacity building" project, funded by the Erasmus+ programme with a specific theme for the field of internationalisation.

### ***Evaluation and monitoring plan***

In order to ensure the successful implementation of this strategy, the Center for International Relations proposes an evaluation and monitoring plan to ensure the achievement of the performance indicators and specific results defined at institutional level:

1. The objectives of the evaluation will be the values, percentages, established indicators, related to the relevant data – for example, the amounts allocated in the initial institutional budget to support the implementation of student mobility, related to the amounts actually allocated, the number of funded mobilities, the impact on the increase in the number of mobilities, etc.
2. As for the evaluation methods and tools, depending on the specifics of the indicators, the CRI will collect statistical data, conduct surveys and questionnaires, operationalize them, including in terms of response rate, etc.
3. At least 25 interviews will be organized annually with students/teachers regarding the provisions of the internationalization strategy.

The tools of the monitoring plan that we will use: the semester reviews and the annual evaluation of the implementation of the assumed policies (distributed to the coordinators of international relations by faculties, fields of study and to the directors of the academic departments of the UAB); evaluation by collecting and analyzing data by the Commission for National and International Partnerships and Cooperation of the UAB Senate; the annual report on the achievement of the objectives, indicators, assumed results sent to the UAB Board of Directors. Based on the feedback, the CRI, under the coordination of Vice-Rector 2, will carry out the necessary revisions and submit them for the approval of the Board of Directors and of the University Senate, when appropriate.

The implementation of the internationalization policies in the current strategy is the responsibility of the Center for International Relations, which, in defining policies and implementing the best solutions to achieve the assumed objectives, collaborates with all the academic and administrative structures of the university.

*Approved in the Senate Meeting of "1 Decembrie 1918" University of Alba Iulia  
on 25 September 2024.*

**P R E S I D E N T**  
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**APPROVED**  
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