

Context

The growing number of citizens interested in studying abroad globally, but also the increasing number of higher education institutions creates an extremely competitive environment in the field of educational services so that, in order to survive and develop, universities must become institutions. by integrating a vision, global, international, intercultural dimensions in the way of functioning, management, development of institutional capacities, but also in all educational and research processes. It is fundamental, in this context, that higher education institutions integrate in their own development strategies policies relevant for the development and consolidation of their international profile. The internationalisation of higher education is a necessity, given that scientific research, academic knowledge, economic and technological globalization are increasingly interconnected globally, the role of individual actors is increasingly diminished. Increasing the quality of higher education depends fundamentally on the institutional capacity of Universities to have access, but also to absorb the rapid and multi-directional development of knowledge in general.

Therefore, internationalisation policies must be created in such a way as to provide all those involved in the educational process with the necessary resources to achieve fundamental objectives: increasing skills, abilities, knowledge both in the field of study and transversal, linguistic, intercultural for training graduates able to integrate and be competitive in the national and especially international labour market; creating international, intercultural perspectives to stimulate tolerance, behavioural attitudes in order to increase professional and social adaptability; improving educational processes in order to increase their quality through the exchange of good practices in the field of teaching-learning; improving and adapting teaching methods in line with international developments.

Higher education internationalisation policies must be a component part of all institutional processes, so that they address all aspects inherent in ensuring quality education: curriculum reform and internationalisation, language teaching / study, reform / renewal of teaching methods / learning, improving and internationalizing support services, providing support services to increase the employability of graduates.

Creating an international university must become the fundamental institutional objective of development for the coming years, given the challenges and risks inherent in the Romanian education system. This is especially true due to the positive impact internationalisation has: membership of international educational networks strengthens its own development with major impact at regional and national level, supports the qualitative growth of all institutional, educational and research processes, facilitates the attraction of financial, material and human resources, increases the overall competitiveness of the institution in a highly competitive environment. Therefore, allowing the development of innovation and technology transfer processes, ultimately improving the economy, and supporting regional sustainable development.

In this context, UAB sets as a fundamental objective in the medium and long term, increasing the number of international students, the number of teaching and research staff abroad involved in teaching programs, scientific projects, exchange of experience and good practices at our University.

In this order of ideas, "1 Decembrie 1918" University of Alba Iulia aims to implement, in 2020-2024, a set of flexible policies to meet fundamental objectives in all areas of academic life in Alba Iulia: education, research, staff, partnerships, resources.

I. Education

The university must assume, locally and regionally, the role of promoter of innovation, technology transfer, dynamic integration of the community in the European competitive cultural and economic environment. It also needs to meet the expectations of actors in the labour market, representing increasingly diverse economic fields and international economic activity. The training of graduates to support these institutional roles, enabling the University to be the main pole of regional sustainable development, means ensuring for the institution's students a quality, innovative and modern education, access to knowledge and state-of-the-art technologies through a reformed and par excellence international curriculum, an intercultural and diverse academic environment, tolerant, adaptable and open. For this, UAB will seek to provide its graduates with skills, competencies, global, intercultural knowledge, through:

- Curricular reform for the development of a curriculum and a pedagogy aimed at the development of global competences;
- Development of new educational programs, especially at the level of the 2nd cycle of study - master, in English for relevant fields at regional, national and international level: law, computer science, exact sciences and engineering, sustainable development and renewable energy, etc.
- Encouraging academic mobility and automatic recognition of transferable credits obtained as a result of study mobility carried out at academic partners abroad;
- Academic recognition of learning outcomes solely on the basis of skills, abilities and knowledge acquired, in accordance with the ECTS Guide and the relevant principles of international mobility programs;
- Integration in the curriculum of bachelor's, master's and doctoral programs of compulsory internships or study courses at UAB partners abroad for at least one academic semester, where this is possible and desirable, in accordance with competitive market expectations of labour force;
- Identification of new international, academic and labour market partners, for the implementation of training / internship / placement programs for UAB students and academic recognition of the results obtained by them by quantifying them in the ECTS system;
- Implementation of dual study programs for specializations in the field of humanities, social sciences, kinesiology/physical therapy, computer science, engineering, etc., funded by European projects in the field of education to encourage consecutive study of UAB students at the partner abroad and vice versa for a semester or for one academic year, during a complete study cycle;
- Diversification of teaching / learning methods by organizing seminars, workshops, online courses organized with academic, institutional partners, companies, non-governmental organizations on the labour market, socially and culturally active and their integration in the elective/optional packages of curriculum, or their recognition in the Diploma Supplements, with the number of ECTS credits awarded;
- Integration of students in international, social, cultural research projects, international sports projects, including by encouraging networking between organizations, circles, student clubs with relevant international partners;
- Creating various cultural, social, educational opportunities for the integration of students in all aspects of academic life, together with the international students of the institution.

II. Research

Reforming the curriculum to meet the real needs of the global society in which we operate is inevitably linked to research-innovation-development and the transfer of this knowledge to real life situations. Research must guide excellence in academic activity, encourage creativity, innovation, and meet the needs and expectations of stakeholders in the labour market, in the real economy, support the multiplication of human, economic, material, cultural and civil resources. The sustainable development of "1 Decembrie 1918" University of Alba Iulia can be achieved by investing all available institutional resources to encourage high quality scientific research and by accessing multiple European and global funding opportunities to support it financially. In the current global context, scientific research can only be anchored in an international context. In this direction, UAB will pursue its objectives by:

- Expanding strategic partnerships with prestigious international institutions (Universities, Institutes, research centres), which would allow the development of new projects in the field of research-innovation-development;
- Operationalization / internationalisation and consolidation of the activity of research and technology transfer centres, including by encouraging accession to similar international bodies or within international academic partners;
- Encouraging the participation in conferences, international congresses of teaching and research staff, financed by accessing the funds available at national, European and international level for research-development-innovation;
- Ensuring the material and human resources and the institutional support necessary to obtain funding through the HORIZON program, for top research;
- Encouraging the publication/establishment of journals with scientific content, rated according to the highest international standards, in partnership with international universities, institutes / research centres;
- Concluding cross-border partnerships with prestigious companies, in order to encourage research-innovation-development activities;
- Encouraging individual initiatives in drafting research projects in partnership with international teachers and researchers to develop stable partnerships.
- Supporting UAB teachers and researchers in establishing academic contacts and developing research projects in partnership with teachers and researchers from other higher education institutions and research institutes based on compatibility or affinities on the same topic or scientific field.
- Inviting internationally recognized experts, high quality staff, academics, research or specialists from private companies in various economic fields to teach courses, seminars, workshops, in specific visiting professor programs or using national or international funding sources;
- Encouraging the academic mobility of teachers and researchers for training in laboratories, research and technology transfer centres, for specific and relevant projects and the recognition of the results obtained after their performance, specifically in the annual evaluations and on specific payroll grids;
- Encourage mobility for teacher training, including through visiting professor programs and publication, dissemination of their results and relevant recognition of these activities in annual evaluations and on specific payroll grids.

III. Staff

Within UAB, the Centre for International Relations assumes the mission of substantiating, developing and applying them in the context of expanding the European and international academic space. However, the construction of an organizational culture anchored in promoting diversity, recognizing the overwhelming importance of the plurality and multiculturalism of the international academic space, open to the global horizons of higher education requires promoting a personnel policy commensurate with the objectives set by the University. In order to ensure the human resources necessary to implement the medium and long-term objectives of UAB in the field of internationalisation, we will pursue:

- Coordination of policies that support the goal of UAB internationalisation by a vice-rector appointed for internationalisation policies and international relations;
- Strengthening the institutional capacity of the Centre for International Relations by ensuring the annual training courses for CRI employees, by reforming the normative framework and the operational procedures regarding its activity in order to make the working tools more flexible;
- Strengthening the cooperation between faculties and academic and administrative departments of the institution in order to ensure the unitary implementation of internationalisation policies by systematizing and extending the attributions of Erasmus coordinators by faculties, departments or specializations and transforming them into coordinating positions for international relations within faculties, academic departments or for study programs;
- Ensuring the professional training of teachers and researchers in order to acquire, where appropriate, language skills in languages of international circulation, including by ensuring access to language courses in the virtual environment;
- Ensuring the necessary resources for the lifelong learning of academic and research staff by promoting international mobility for teaching and training;
- Organizing conferences, seminars, internal, national and international training workshops on internationalisation, curricular reform, international research, intercultural communication, etc.;
- Ensuring the necessary resources for the lifelong learning process for the employees of the administrative structures of UAB in order to ensure linguistic, intercultural, management and quality assurance skills to support, develop and consolidate the international organizational culture of UAB, including through mobility programs implemented at UAB;
- Realization and implementation of programs, methodologies, strategies regarding the attraction of international know-how within UAB by providing the necessary resources for visiting professor projects, language lectureships or in other fields of interest, courses and / or seminars lectured by teachers from abroad, experts from companies or research institutes, including online or by implementing the principle of reciprocity within the cooperation agreements;
- Ensuring a competitive, fair, non-discriminatory and open framework in the professional evaluation of UAB staff, including in this process substantial indicators on the activities carried out in order to achieve the strategic objectives of UAB in the field of internationalisation.

IV. Partnerships

The strategic vision that guides the entire activity of the Centre for International Relations starts from the premise that the internationalisation of higher education is not an end in itself, but represents a resource with multiple values for developing and increasing the competitiveness of the institution, in order to achieve strategic objectives: increasing the quality of education and research, increasing the international visibility of UAB, improving the skills of graduates to ensure their easy integration into the global labour market, creating a European/international profile of beneficiaries of educational processes, UAB integration in the local, European and global community. In implementing the specific policies needed to achieve these institutional goals, it is particularly important to pay close attention to UAB's national, European and international partnerships, given:

- Strengthening the strategic partnerships that the University currently has, especially through the operationalization and development of UNIRO;
- Creating new strategic partnerships to ensure UAB's presence in all relevant regions of the globe, as defined by the EACEA;
- Providing resources and strategies for improving partnerships with European higher education institutions in order to join a network/consortium to apply for EC - European University projects;
- Expanding and strengthening cooperation with institutions in the immediate vicinity of Romania and in countries with the Romanian diaspora;
- Concluding at least 3 partnerships/cooperation agreements for each educational program in the UAB portfolio, mainly for the exchange of good practices in the field of education-research-innovation, visiting professor programs, lectureships for special courses/seminars integrated in the elective curriculum on the basis of reciprocity;
- Expanding, consolidating, operationalizing partnerships for cooperation in international mobility programs;
- Concluding, operationalizing partnerships with higher education institutions abroad for the organization of at least one international summer school annually;
- Expanding the cooperation with the 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;
- Intensifying the efforts regarding the cooperation with cultural institutions from abroad represented in Romania through cultural institutes or centres.

V. Resources

The policies of internationalisation of higher education do not represent a trend and a goal in itself, as we have shown above, but a vital response of the Universities in front of the challenges and complexity of the globalization of higher education. They respond to the needs of sustainable development of society by transforming educational institutions into its resources. Of course, within the broad framework of European, national and local institutional internationalisation policies, relevant strategies are developed for this process that identify important resources necessary to transform universities into global actors, UAB will make the necessary efforts to ensure them:

- Identifying national and international sources for financing the development of institutional capacity in the field of internationalisation and making efforts to attract such funding by implementing relevant projects;

- Strengthening local, regional and national partnerships in order to ensure human, material and/or financial resources for the international promotion of UAB's activities and the importance of our University at local, regional and national level;
- Strengthening cooperation with research – innovation - development centres, international cultural centres and institutes in order to access the opportunities offered by them to improve the educational offer, students' access to research projects or professional internship.

This strategic document will be carried out through sectoral policy proposals for all 5 chapters, including performance indicators and expected outcomes, submitted for approval to the University Senate within 6 months from the approval of the internationalisation strategy for 2020-2024. The sectoral policy documents will be drafted under the coordination of the Vice-Rector III of UAB by the Centre for International Relations in collaboration with all the academic and administrative structures of the university.

*Approved in the Senate Meeting of the "1 Decembrie 1918" University of Alba Iulia
from 30 June 2020.*