



# **Internationalization Strategy at „Petru Maior” University of Tîrgu-Mureș**

## **Summary**

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*The translation of the Internationalization Strategy at „Petru Maior” University of Tîrgu Mureș is based upon work supported by the grant no. CNFIS-FDI-2017-0056, „Internationalization of education and scientific research – a strategic tool for increasing visibility and improving quality at „Petru Maior” University of Tîrgu Mureș” – INTECS-IS.*



## 1. Foreword

We live in a society of knowledge, and knowledge can, in times of economic and social insecurities, build value in our everyday life. At the same time, the concept of knowledge is one that is often revisited, developed, and mostly one that is internationally open. The international dimension has become a core characteristic of education worldwide, and is especially important for regional education systems in their effort and desire to connect to the international education and research environment.

Our university tries to meet all the requirements of the economic environment, by educating new specialists, and, at the same time, by offering our students the possibility to identify their aspirations and future plans for the international labour market. As a university, we aim to teach our students about shared values, centered on a basic curriculum; At the same time, we stride to advance knowledge. We strongly believe in merit and competence and we endeavour to organize our university's academic life based on them. Universities are not closed structures and they cannot function isolated from the rest of the world. The latest discoveries in science and technology and the newest contributions in the cultural world all have an impact on the university life; in fact, they often start from the rich and dynamic cluster of ideas that is a university.

Education is the main road to active participation in our society and our motto, "A university for the community" reflects both the deep commitment of our institution to its town and region, and its efforts to improve the world we live in. By the commitment we made for the education and training of our students, we aim to help shape true European citizens, fully equipped with the professional, but also the personal skills that should allow them to become active members in the labour market. In this process, the internationalisation of the university is one of the key elements.

„Petru Maior” University of Tîrgu-Mureș has made a commitment to become a more international institution both in research and in education by the internationalisation of the educational process, research, students and staff. The university seeks to increase its international visibility and impact while, at the same time, maintaining an identity that is strongly rooted in our region, and we believe that the international nature of our activities also contributes decisively to the development of the region.

The efforts that the academic community of „Petru Maior” University in Tîrgu Mures, both through its staff and its students, makes for the internationalization of the university are remarkable and we hope to be a university for a community that is, in the same time, regional and international.



## 2. Introduction

"Petru Maior" University of Tîrgu-Mureș (UPM) has taken the responsibility of being an active partner in the formation of the European Higher Education Area, having as a main aim of its development policy the modernization and internationalisation of the higher education, trying, at the same time, to harmonize its own academic culture with the European one.

The Romanian higher education system has undergone substantial reforms in the last years. The national strategy for higher education and research is nowadays supported by a set of strategic projects aiming to develop a unitary frame, and offers the instruments for evaluation and ranking, targeting quality assurance, according to the European Higher Education and Research Areas. The new Law of Education promotes quality in higher education, by specific actions and by supporting universities to redesign their structure, for quality, efficiency and competitiveness. These have been useful opportunities, since, at the same time, governmental funding for higher education and research has been decreasing in the last years and may result in insufficient funds for the academic processes, threatening all Romanian universities and, thus, the competition at national and international level, for attracting students, resources and funds is even more arduous.

UPM is in a permanent effort to develop specific activities in order to attract funds, and to exploit existing resources, dealing, at the same time, with the legislative instability characterizing the higher education system in Romania. Within this context, the possibility to access European funds through projects and programmes represents an important opportunity. A good example in this sense could be the new EU funding programme for research and innovation-Horizon 2020 (2014-2020) or the European projects ran by the university.

At the same time, the strong relationship and engagement existing between UPM and the business environment and the local industry has been a valuable opportunity for the university. The university offers an updated educational offer, adapted to the labour market needs and according to Romanian and European standards.

National legislation is not stimulating for attracting non-EU students and there is an excessive centralization at the level of the Ministry for the admission to higher education for non-EU students.

Nevertheless, the university offers various possibilities for international student and teacher mobility, having experienced and efficient structures for supporting and promoting mobilities, both outgoing and incoming. UPM has implemented for many years ongoing, quality assurance mechanisms.

The abroad mobilities as participation to international conferences, both encouraged by the university, help fight brain drain of the highly qualified academic staff, which represents a potential risk for many universities, especially for the young staff members. Moreover, the university itself organizes scientific events, open to the international scientific community and publishes open access journals, offering the possibility of publishing the results of the research conducted at UPM and their dissemination in the international community.



### CONTEXT

- UPM was founded on 1960, as the Pedagogical Institute of Tîrgu-Mureș, later to become Tîrgu-Mureș Institute of Higher Education (1977) and, in 1996, „Petru Maior” University of Tîrgu-Mureș.
- UPM has three faculties: the Faculty of Engineering with seven specialisations and six masters, the Faculty of Sciences and Letters with six specialisations and five masters, and the Faculty of Economics, Law and Administrative Sciences with six specialisations and six masters. There is also a Department of Teacher Education, with a master in psycho-pedagogy. The Faculty of Sciences and Letters offers a doctoral degree, in Literary Studies.
- UPM currently has app. 3.800 students and 270 staff members. Due to demographic factors, the student population has known a substantial shrinking over the last years; Another factor that has led to a decrease in the number of students is the establishment in 2001 of the private university Sapientia, which benefits of substantial funding from the Hungarian government and which has led to a massive transfer of Hungarian-speaking students and academics from UPM to that university. Sapientia has study programs similar to those of UPM.
- UPM is a small university, whose role is mainly that of a regional university, functioning primarily for the region around Tîrgu Mures. Its national and international orientation serves the same purpose. Internationalization is seen as a necessity, since the region, the industrial environment and their development take place in an increasingly European and international context.
- The University keeps intensifying the dialogue with the enterprises and the organizations from both the national and international economic area, thus making the cooperation with the industrial and business environment stronger and more stable. The scope is to raise the students’ interest and that of the economic organizations for placements, to create the best conditions for them, and to facilitate the insertion of the graduates on the labour market.
- UPM offers all its programmes in the Romanian language, but there are some specific courses offered in English and French at the Philology Department and, if there is a sufficient number of incoming students (15 students) wishing to take the same course, that course could be offered in English.
- UPM has two international programmes, one double degree with Sapienza Universita di Roma in „Elites, Culture and European Construction”, and a joint programme with Universite de Versailles-Saint-Quentin-en-Yvelines in France and Universita del Salento in Italy (in Public Administration).
- UPM sees internationalisation of research as an important component and tries to stimulate joint research projects, organisation of and participation in international conferences and international publications. Students are stimulated also to be active in international competitions, in particular in law, economics and engineering.
- The University has set its strategy for international development in the Erasmus Charter, renewed and submitted at the European Commission in the spring of 2013.
- The international development, is also analysed in the Operational Plan of the university, where the university’s strategy for the year in progress is developed. This ensures the achievement of the annual objectives set by the efforts of the academic community.



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- UPM provides services and facilities to outgoing and incoming students, such as a website in both Romanian and English, a 'buddy system' for incoming students, accommodation for incoming students as well as sport and other facilities.
- UPM signed the main document for European academic cooperation, Magna Charta Universitatum (Bologna, 2005), and it is a member of the most important academic organizations: EAU, IAU, AUF, HUMANE, GUNI, EPUF.
- UPM intends to develop an English specialisation in medical engineering together with the University of Medicine and Pharmacy from Tîrgu-Mureș.
- UPM has applied to become organizing institution of the preparatory year for studying Romanian language by the foreign students, which will be a beneficial aid to foreign students in overcoming language barriers and an added attraction for students wishing to enroll in a full-time study program.

#### *ASSESSMENT OF THE CURRENT STATUS OF INTERNATIONALIZATION AT THE UPM*

##### *Strengths*

- Increased emphasis on university's cooperation with the business environment and the local industry;
- UPM has implemented for many years ongoing quality assurance mechanisms;
- Good outgoing staff and student mobility;
- Commitment to collaboration and potential merger with other local universities, in particular the University of Medicine and Pharmacy;
- Internationalisation embedded in a strong regional orientation;
- Updated educational offer, adapted to the labour market needs and according to the Romanian and European standards;
- Students mobility and placement in companies both for outgoing and incoming students allow future graduates to complete their portfolio of knowledge and skills in order to successfully start their careers;
- The substantial investments in the teaching/training infrastructure which results in the development of modern classrooms and labs attractive for international students;
- The inter-regional centre for distance learning is able to organize meetings with worldwide attendance;
- Distance learning delivery;
- Existence of a coherent research policy in applied sciences which is internationally relevant;
- Organizing scientific events, open to the international scientific community and publishing of open access journals, offering the possibility of publishing the results of the research conducted at UPM and its dissemination in the international community;
- Adequate student facilities and services (accommodation, sports, libraries, etc.);
- Effective „buddy system” for international students;
- Personalized services for incoming and outgoing students and staff;
- Kindness and direct approach of administrative staff.



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*Weaknesses*

- Insufficient national and international visibility of the university, that may cause, on short term, a decrease of candidates accessing the university programs and, on mid-term may endanger the university competitiveness;
- Reduced capacity to attract international students in study programs, particularly aiming the countries with an increased demographic growth;
- Insufficient structured stakeholder involvement in the academic activity, which affects opportunities for work placement for international students and applied research projects with international partners;
- No program in foreign languages;
- Low number of employees in the international office.

*Opportunities*

- Various possibilities for international student and teacher mobility;
- Existing community engagement should be maintained and used as a competitive advantage;
- European programs for higher education and training and European research priorities and programs with topics of interest for UPM ;
- The location of UPM in the central part of Romania, in a historic and multicultural area;
- Alumni network.

*Threats*

- Governmental financing for higher education and research has been decreasing in the last years and may result in insufficient funds for the academic processes;
- UPM is aware of the competition at national and international level, for attracting students, resources and funds;
- National legislation which is not stimulating for attracting non EU students;
- Brain drain of the highly qualified academic staff represents a potential risk, especially for the young staff members;
- Legislative instability;
- Excessive centralization at the level of the Ministry of admission to higher education for non EU students;
- Low interest for university admittance due to the decreased number of high-school graduates and competition from other local and national suppliers of education;
- Unfair competition;
- Excessive bureaucracy in managing research projects.

### **3. The strategic vision**

Continuing the traditions of education in Tîrgu-Mureș and the general values of the education system in Romania, „Petru Maior” University is defined as a university for the community, open to the cultural pluralism in the philosophical, ideological and academic fields. Its academic mission derives from this fundamental definition as higher education institution.





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„Petru Maior” University of Tîrgu-Mureș cultivates the values of science, technology and culture, and acknowledges the responsibility it has towards the local community as the main provider of higher education of the region.

Its main mission as university is to train specialists for the labour market, in the fields of education, research, economics, culture, engineering, by preparing young people on the three Bologna educational levels: bachelor, master and doctorate. By adopting the Bologna system, the university explicitly expressed its commitment towards European educational values and structures, implementing the Bologna system and the European system of transferable credits (ECTS). In this sense, one of the main reasons for the internationalisation of the university is the integration in the European Higher Education Area (EHEA).

The university is dedicated to the quest for truth, reflected in works of fundamental, applied, and dedicated research, which are integrated in the international scientific environment. The university’s researchers are committed not only to promoting the results of their activity nationally and internationally, but also to responding to the needs of the international scientific and business environment. From this perspective, international scientific collaboration occupies a central place in the internationalisation strategy of the university. Thus, an important component of the internationalisation strategy is the development, submission and implementation of international research projects, by creating partnerships with universities, research institutes, vocational education and training providers from Europe and worldwide.

„Petru Maior” University of Tîrgu-Mureș supports and encourages the desire of the students and of the university staff for continuous improvement by promoting the educational opportunities offered by the Erasmus + Programme and the courses and programs offered by the university’s Centre for Continuous Education. Both students, upon their graduation, and the staff of the university need to be equipped with international skills, besides the professional ones, which should allow them an easy integration and an ever-increasing competitiveness on the labour market.

The university feels that it is essential to transfer knowledge and best practices to the business sector and to society, by the development of an entrepreneurial culture in the university, within a core of specially devised courses, through advisory and consultancy services that support regional and sustainable development thus validating institution's motto: “A university for the community.”

Despite being a regional university, well grounded in the Transylvanian environment, the vision of „Petru Maior” University of Tîrgu-Mureș and the scope of its activities are not limited to its region. The university is determined to make itself a European future and to offer its students and staff an internationalized academic and scientific experience, updated to European standards.

Through its actions, programs, fields of study, and services „Petru Maior” University of Tîrgu-Mureș functions as an important player on the scene of higher education, striving for visibility and recognition, and proving to be competitive, flexible, and, at the same time, adaptable towards the changes in the socio-economic environment.



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Both the management of the university, and its staff, academic and administrative, are fully committed to offering specialized services of high quality, according to national and international standards.

#### 4. Areas, goals, objectives, actions, responsibilities, resources

##### AREAS

- **Research** - Internationalisation in research is seen by UPM as an instrument to increase the quality, competitiveness and visibility of the results.
- **Study and Teaching** - Internationalisation in education guarantees the best quality of the educational processes in the classroom and widens the cultural and cognitive perspective of the students.
- **Staff** - Internationalisation of research and education starts with the staff.

##### GOALS

Goal 1: Internationalisation of the university and promotion of a culture of internationalisation within the university, “*internationalisation at home*”. UPM considers that the internationalisation of certain isolated aspects, such as programs or courses, is not sufficient anymore, as the increasingly international environment in which universities function requires their entire internationalisation;

Goal 2: Increasing the relevance of education provided by UPM on the international market and in the knowledge based society;

Goal 3: Internationalisation of the teaching programs, attracting international students and internationalisation of the UPM’s students, as well as its administrative and academic staff;

Goal 4: Increasing the international visibility of UPM in research and establishing indicators to measure the quality of internationalization on the axis of research priorities;

Goal 5: Enhancing the good cooperation between the university and the local stakeholders (industry, local public administration, other universities), by rendering the cooperation with the university more appealing. The internationalisation of the university can be an instrument to increase the competitiveness of our students, equipped with international skills, besides the professional and personal ones, gained at the university. UPM will thus, continue to serve the needs of the Mureș region. Internationalisation is seen as a necessity, as the region, its industry and its development function in an increasingly more European context.

#### *OBJECTIVES, ACTIONS, RESPONSIBILITIES, RESOURCES*

The actions are not listed in any order of priority.

The calendar may be modified according to annual operational plans, because these take into account the international and national context.

The resources needed will be evaluated and specified in detail in the annual operational plans.





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<b>Goal 1: Internationalisation of the university and promotion of a culture of internationalization within the university</b>				
<b>Objective 1.1</b>	<b>Outcomes and indicators</b>	<b>Timeline</b>	<b>Persons/Departments Responsible</b>	<b>Resources needed</b>
To inform the academic community about the Strategic Internationalisation Plan	The academic community feels that it is involved in the realization of the SIP.	September 2016	Rector Vice-Rector for Scientific Research and International Relations European Programs Office	Funds for document publishing and dissemination – UPM’s printers and paper
<b>Objective 1.2</b>	<b>Outcomes and indicators</b>	<b>Timeline</b>	<b>Persons/Departments Responsible</b>	<b>Resources needed</b>
Establishing benchmarks on the internationalization of education and scientific research at UPM	For each objective, benchmarks are set for UPM internationalization	October 2016	Vice-Rector for Scientific Research and International Relations European Programs Office Research Management Center	Human resources
<b>Objective 1.3</b>	<b>Outcomes and indicators</b>	<b>Timeline</b>	<b>Persons/Departments Responsible</b>	<b>Resources needed</b>
To develop an international marketing strategy	An international marketing strategy is created. The international marketing strategy is approved by the Administrative Council of the	October 2016	Rector Vice-Rector for Scientific Research and International Relations European Programs	Human resources Web development resources

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	university.		Office  Office for Public Relations and the Promotion of the Educational Offer	
<b>Objective 1.4</b>	Outcomes and indicators	Timeline	Persons/Departments Responsible	Resources needed
To establish strategic alliances in order to increase the visibility of UPM and to encourage the activities resulting from these alliances (university networks, preferential agreements, joint research, training opportunities)	The situation of the networks where UPM is a member is updated.  New opportunities arise in research, teaching and international education.  International conferences are organized.	Permanently	Vice-rector for Scientific Research and International Relations  European Programs Office  Research Management Center	Web development resources
<b>Objective 1.5</b>	Outcomes and indicators	Timeline	Persons/Departments Responsible	Resources needed
To develop a culture of internationalisation "at home"	Internal communication regarding international activities is improved (bottom up and top down).  Mechanisms are created and improved in order to provide information about internationalisation (intranet, newsletters and website).	Permanently	Rector's office  Vice-rector for Scientific Research and International Relations  European Programs Office  Office for Public Relations and the	Resources to increase English language skills of the staff, both teaching and administrative

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	<p>Internal good practices are communicated.</p> <p>The benchmarking reports are continued.</p> <p>A suggestion box is created.</p> <p>There is an increased sense of ownership in internationalisation.</p> <p>Communication and feedback are provided regarding the implementation of SIP.</p>		Promotion of the Educational Offer	
<b>Objective 1.6</b>	Outcomes and indicators	Timeline	Persons/epartments Responsible	Resources needed
To revise the policy of the Alumni Association, in view of its internationalisation	<p>An international section is created in the Alumni Association, for international students.</p> <p>The visibility of the international section on the Alumni Association website increases.</p>	December 2016	Alumni Association	Human Resources Web development resources
<b>Objective 1.7</b>	Outcomes and indicators	Timeline	Persons/Departments Responsible	Resources needed
Promoting study opportunities in UPM	The creation of a promotion system.	December 2016/ Permanently	<p>Rector's office</p> <p>Vice-rector for Scientific Research and International Relations</p> <p>European Programs Office</p>	Human Resources Web development resources

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			Office for Public Relations and the Promotion of the Educational Offer	
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<b>Goal 2: Increasing the relevance of education provided by UPM on the international market and in the knowledge based society</b>				
<b>Objective 2.1</b>	Outcomes and indicators	Timeline	Persons/Departments Responsible	Resources needed
Develop and adopt a European model for managing the relationships between university management with and international partners	Develop a European model for managing the relationships	November 2016	Vice-rector for Scientific Research and International Relations Vice-rector in charge of Didactic Activities Deans in charge with the scientific activity	Human Resources
<b>Objective 2.2</b>	Outcomes and indicators	Timeline	Persons/Departments Responsible	Resources needed
Establishing, documenting and implementing the internal quality assurance system according to the requirements of the Quality Assurance Standards and Guidelines in the European Higher Education Area ESG 2015 as one of the main achievements of the	Acquisition of standards and guidelines and implementation of the internal quality assurance system according to ESG 2015 standards and guidelines	October 2016/Permanently	Vice-rector for Scientific Research and International Relations Research Management Center	Human and financial resources

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Bologna Process				
Objective 2.3	Outcomes and indicators	Timeline	Persons/Departments Responsible	Resources needed
Carrying out a study on the way the quality of the UPM curriculum can be improved for an international impact	To carry out a study regarding the improving of the curriculum	November 2016	Faculty/Department Councils Vice-rector in charge of Didactic Activities	Human Resources

<b>Goal 3: Internationalisation of the teaching programs, attracting international students and internationalisation of the UPM's students, as well as its administrative and academic staff</b>				
Objective 3.1	Outcomes and indicators	Timeline	Persons/Departments Responsible	Resources needed
To develop more Summer Programs in English or French	<p>One new Summer Programme is implemented.</p> <p>A student support package is developed based on international good practices.</p> <p>Student satisfaction is evaluated and the package is revised if necessary.</p> <p>Summer Programmes are promoted.</p> <p>The Romanian and English websites are improved and used as an effective marketing and recruiting tool.</p>	June 2017	<p>Faculty/Department Councils</p> <p>Vice-rector in charge of Didactic Activities</p> <p>Vice-rector for Scientific Research and International Relations</p> <p>Office for Public Relations and the Promotion of the Educational Offer</p> <p>Office for IT Services and Support</p>	<p>Appointment of a Summer Programme coordinator</p> <p>Marketing resources and strategy</p> <p>Web development costs</p>

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Objective 3.2	Outcomes and indicators	Timeline	Persons/Departments Responsible	Resources needed
<p>To increase <i>incoming</i> student mobilities</p>	<p>Incoming student mobilities increase annually by 2%.</p> <p>A student support package is developed based on international good practices.</p> <p>Student satisfaction is evaluated and the package is revised if necessary.</p> <p>Review of procedures for students acceptance (asking for an external certificate at B2 or C1 level issued by TOEFL, Cambridge or other internationally recognized organizations).</p> <p>Student support services are improved.</p> <p>Administrative support for non-EU students is improved.</p> <p>Staff is more able to offer support to international students.</p> <p>Accommodation support improves.</p> <p>The English and Romanian websites are used as an effective</p>	<p>Permanently</p>	<p>Vice-rector for Scientific Research and International Relations</p> <p>European Programs Office</p> <p>General Administrative Director</p>	<p>Marketing resources and strategy</p> <p>Financial resources and facilities of the universities (proper accommodation for incoming students)</p> <p>Professional development of relevant staff</p> <p>Strengthened housing service able to provide support for increased number of international students</p> <p>Web development resources</p>



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	marketing and recruiting tool. The internationalisation of UPM students increases.			
<b>Objective 3.3</b>	Outcomes and indicators	Timeline	Persons/Departments Responsible	Resources needed
To increase <i>outgoing</i> student mobilities	Outgoing student mobilities increases by 5% annually. Departments and faculties establish international contacts.	Permanently	Vice-rector for Scientific Research and International Relations European Programs Office Faculties	Financial resources Web development resources
<b>Objective 3.4</b>	Outcomes and indicators	Timeline	Persons/Departments Responsible	Resources needed
To increase staff mobility	Staff mobility increases by 20% annually. Departments and faculties establish international contacts.	Permanently	Vice-rector for Scientific Research and International Relations European Programs Office Faculties	Financial resources Web development resources
<b>Objective 3.5</b>	Outcomes and indicators	Timeline	Persons/Departments Responsible	Resources needed
To increase the number of programs and courses offered in English and Romanian	A market study is conducted to identify markets for English and Romanian courses and appropriate UPM programs. It is authorized and promoted the preparatory year in Romanian	Permanently	Faculty/Department Councils Vice-rector in charge of Didactic Activities Office for Public	Market research Resources to improve English language skills of staff Teaching staff and facilities

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	<p>for foreign students at UPM.</p> <p>A Bachelor's Degree Specialization in English is licensed during 2016 and two further specializations for authorization are being prepared in 2017.</p> <p>The English and Romanian websites are improved and used as an effective marketing and recruiting tool.</p> <p>The internationalisation of UPM students increases.</p>		<p>Relations and the Promotion of the Educational Offer</p> <p>Office for IT Services and Support</p>	<p>Reward of faculty staff teaching in English</p> <p>Web development resources</p>
<b>Objective 3.6</b>	<b>Outcomes and indicators</b>	<b>Timeline</b>	<b>Persons/Departments Responsible</b>	<b>Resources needed</b>
<p>To develop a postgraduate studies offer aligned with the new transversal areas identified in Objective 4.5 or other courses with a potential to attract international students</p>	<p>The new programs and courses are implemented.</p> <p>The number of international students increases.</p> <p>The English and Romanian websites are improved and used as an effective marketing and recruiting tool.</p> <p>Review of procedures for accepting international students.</p>	<p>December 2015</p>	<p>Faculty/Department Councils</p> <p>Vice-rector in charge of Didactic Activities</p> <p>Office for Public Relations and the Promotion of the Educational Offer</p> <p>Office for IT Services and Support</p>	<p>Resources to improve English language skills of staff</p> <p>Teaching staff and facilities</p> <p>Web development resources</p>

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<b>Objective 3.7</b>	Outcomes and indicators	Timeline	Persons/Departments Responsible	Resources needed
To identify and develop more double degree programs with foreign universities	One new double degree master program is created. The internationalisation of UPM students increases.	December 2016	Faculty/Department Councils Vice-rector in charge of Didactic Activities	Teaching staff and resources Funds to develop new programs
<b>Objective 3.8</b>	Outcomes and indicators	Timeline	Persons/Departments Responsible	Resources needed
To increase the number of <i>outgoing</i> placements within the Erasmus+ Programme	The number of Erasmus+ <i>outgoing</i> students in placements increases. Staff capacity to provide career advice and support to students increases. The internationalisation of UPM students increases.	Permanently	Vice-rector for Scientific Research and International Relations European Programs Office Faculties/Departments	Financial and Human Resources
<b>Objective 3.9</b>	Outcomes and indicators	Timeline	Persons/Departments Responsible	Resources needed
To develop online/virtual international exchanges as well as <i>blended learning</i> initiatives with other European and international partners	Internationalisation of the curriculum at relatively low costs. Enhanced academic cooperation between UPM and partner universities.	Permanently	Vice-rector in charge of Didactic Activities Departments/Faculties	Human resources Use of university labs
<b>Objective 3.10</b>	Outcomes and indicators	Timeline	Persons/Departments Responsible	Resources needed
To create a joint Erasmus Student Network (ESN)	A joint ESN is created.	2017	Student Buddy System in UPM	Human Resources Support from ESN –

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together with the other public universities in Tîrgu-Mureș	Enhanced support structures for <i>incoming</i> and <i>outgoing</i> mobile students.  More cohesion within the student life in Tîrgu-Mureș.		Students' League in UPM Students' League in UMF Students' League in UAT	Romania
<b>Objective 3.11</b>	<b>Outcomes and indicators</b>	<b>Timeline</b>	<b>Persons/Departments Responsible</b>	<b>Resources needed</b>
To develop the European Programs Office	At least one more full time employee is hired for the office.  Increased efficiency of the office.  Development of the international marketing strategy	December 2016	Vice-rector for Scientific Research and International Relations  Human Resources Office  Office for Public Relations and the Promotion of the Educational Offer	Financial resources
<b>Objective 3.12</b>	<b>Outcomes and indicators</b>	<b>Timeline</b>	<b>Persons/Departments Responsible</b>	<b>Resources needed</b>
Improve the English language skills of teaching and administrative staff by organizing English courses	Organizing English language courses for teaching and administrative staff, purchasing a computer assisted translation program, and initiating staff for its use.	October-December 2016	Vice-rector for Scientific Research and International Relations  Teachers from the Department of Philology	Financial and Human Resources



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<b>Goal 4: Increasing the international visibility of UPM in research and establishing indicators to measure the quality of internationalisation on the axis of research priorities</b>				
<b>Objective 4.1</b>	Outcomes and indicators	Timeline	Persons/Departments Responsible	Resources needed
To increase international research funding	Growth of funding from framework programme.	Permanently	Vice-rector for Scientific Research and International Relations Research Management Center	Strengthened support for the administration of programmes in the university
<b>Objective 4.2</b>	Outcomes and indicators	Timeline	Persons/Departments Responsible	Resources needed
To increase the number of international indexed publications of the UPM's researchers and postgraduate students	Paper/researcher: 0.50	Permanently	Vice-rector for Scientific Research and International Relations Research Management Center	Resources to increase English language skills of UPM researchers. Improved support for researchers.
<b>Objective 4.3</b>	Outcomes and indicators	Timeline	Persons/Departments Responsible	Resources needed
To increase the visibility of UPM researchers in international citation indices	Number of citations /teaching and research staff: 7.41 Number of citations /teaching and research staff: 11.64	Permanently	Vice-rector for Scientific Research and International Relations Research Management Center	Resources to increase English language skills of UPM researchers. Improved support for researchers
<b>Objective 4.4</b>	Outcomes and indicators	Timeline	Persons/Departments Responsible	Resources needed
To increase the number	Develop a strategy to increase the	Permanently	Vice-rector for Scientific	Financial resources and

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of invited researchers at UPM	number of invited researchers at UPM 30 researchers /semester On-site and online conferences		Research and International Relations Vice-rector in charge of Didactic Activities  Vice-deans in charge with the scientific activity	facilities of the universities (accommodation in guest rooms) Use of the Multi-Media Center
<b>Objective 4.5</b>	Outcomes and indicators	Timeline	Persons/Departments Responsible	Resources needed
Defining innovative interdisciplinary research topics for joint international research projects and attracting postdoctoral researchers, students and researchers	A document is created indentifying these areas.	Permanently	Vice-rector for Scientific Research and International Relations Vice-rector in charge of Didactic Activities  Vice-deans in charge with the scientific activity	Human resources
<b>Objective 4.6</b>	Outcomes and indicators	Timeline	Persons/Departments Responsible	Resources needed
To develop existing international research collaboration with international partners	A research programme is established. Possible framework programmes are identified. Funding is agreed. Other international research objectives are reinforced. The UPM's presence in the citation index is improved.	Permanently	Vice-rector for Scientific Research and International Relations  Vice-deans in charge with the scientific activity Faculty/Department Councils Research Centres	Financial and technical support





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<b>Goal 5: Enhancing the good cooperation between the university and the local stakeholders (industry, local public administration, other universities), to serve the needs of an increasingly international region, supporting its development</b>				
<b>Objective 5.1</b>	<b>Outcomes and indicators</b>	<b>Timeline</b>	<b>Persons/Departments Responsible</b>	<b>Resources needed</b>
To increase the number of partnerships with the local industry	Partnerships with the local enterprises are increased.  More students, domestic and international, benefit from practice and placement mobility in the local industry.  New local enterprises get to know our students and see them as possible employees.	Permanently	Faculty/Department Councils  Vice-rector in charge of Didactic Activities  Vice-rector for Scientific Research and International Relations  Office for Public Relations and the Promotion of the Educational Offer  Office for IT Services and Support	Human resources.
<b>Objective 5.2</b>	<b>Outcomes and indicators</b>	<b>Timeline</b>	<b>Persons/Departments Responsible</b>	<b>Resources needed</b>
To develop existing collaboration with local stakeholders	New research programs are developed.  More students, domestic and international, benefit from practice and placement mobility in the local industry.	Permanently	Vice-rector for Scientific Research and International Relations  Office for the Public Relations and the Promotion of the Educational Offer	Human resources  Financial resources and facilities of the universities

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	<p>Common activities are organized:</p> <ul style="list-style-type: none"> <li>• annual job and placement fairs (or more often, if there is request);</li> <li>• conferences and workshops organized by the university staff at the demand of the local stakeholders on areas of interest for them, where the university has the necessary expertise;</li> <li>• conferences and workshops organized by local stakeholders for the students of the university, in areas that can complete the students' training.</li> </ul>		General Administrative Director	Web development resources
<b>Objective 5.3</b>	Outcomes and indicators	Timeline	Persons/Departments Responsible	Resources needed
To optimize and update the curriculum	<p>The curriculum is updated with relevant competences and skills required by the local industries and the business sector.</p> <p>The students are better trained. The students' chances for employment increase.</p>	Permanently	<p>Vice-rector in charge of Didactic Activities</p> <p>Faculty/Department Councils</p>	Human resources

## **5. Final provisions**

This document is a strategic plan for 5 years and must be implemented in the form of annual operational plans. The Strategic Plan is a dynamic document that should be reviewed regularly and adapted depending on the changes in the national and international context and to the progress made in implementing it in the university. Faculties and the Senate's International Commission will provide feedback and recommendations.