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UNIVERSITATEA ROMÂNNO-AMERICANĂ ROMANIAN-AMERICAN UNIVERSITY

Strategia instituțională de internaționalizare

Institutional internationalization strategy

(Versiune supusă aprobării Senatului)

2015-2020

June 2015/Iunie 2015





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Internationalization strategy 2015-2020

1) FOREWORD

The Romanian – American University (RAU) had an international dimension since its establishment, and one of the most important objectives of the University were outlined by the founder, Professor Ion Smedescu, Ph.D.

Since its first years of activity, RAU couldn't be seen in a strictly national context. The mission of RAU was to bring the values and principles of the American educational system into the Romanian academic environment, yet keeping its history and cultural identity.

The Romanian – American University took into consideration the importance of involvement of American professors and partners in designing the study programs. American professors were invited to organize courses within the University, but also to help with the managerial process. The students' exchange programs organized in partnership with Universities from United States and the summer schools organized together with American partners are also a tradition at the Romanian – American University.

During the past years, as a response to the impact of globalization, the international dimension became more important and now it represents one of the main components of the managerial program of the RAU, together with realizing a strategic partnership with the business environment, organizing study programs based on the students' needs, focusing on international research programs.

In this context, the internationalization strategy represents the core of the strategic vision of the Romanian – American University and it acts as a catalyst for transforming curricular activities and support faculty in infusing global knowledge, awareness, and cross-cultural competences. This is how the graduates will be prepared for the international business environment and the university will be a part of important international networks.

Ovidiu FOLCUȚ, Rector, Romanian-American University



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2. INTRODUCTION

ABOUT THE ROMANIAN-AMERICAN UNIVERSITY

The Romanian-American University is a higher education institution, a legal person of private law and public utility, part of the national system of education, founded in 1991. The initiative of the establishment of the Romanian-American University belonged to the late Prof. Ion Smedescu, Ph.D., founder of the Romanian-American University and president of the Romanian-American Foundation for the Promotion of Education and Culture.

It has been accredited in 2002 and passed all regular reviews by the Romanian Agency for Quality Assurance in Higher Education, which is a full member of European Association for Quality Assurance in Higher Education, the last of which has granted the university the “High Confidence” distinction for all its 10 Bachelor Programs and 20 Master Programs.

RAU's Mission is to provide education and research at a high quality level, in an intellectually stimulating environment for both students and staff, with the *Vision* to be recognized nationally and internationally as an elite university.

RAU's Values are:

- Excellence
- Creativity and innovation
- Freedom of thought and speech
- Professional, moral and social responsibility
- Cooperation and communication

RAU Internationalization is considered of very high importance for the institutional development, especially due to actual global and national circumstances. In the last 5 years the process of internationalization was highlighted by: expanding the partnerships with entities from EEA, US and Japan mainly; increasing the number of students and staff mobility; offering new courses taught by international professors; launching new study programs fully taught in English; improving the language skills for academic and administrative staff; widening the opportunities to study



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foreign languages; creating a truly international environment.

In brief the history of RAU internationalization could be underlined by the following facts:

1991	RAU's establishment
1992	First contact and agreement with an American University (James Maddison University)
2001	First European projects to be implemented. Leonardo da Vinci, Exchanges
2002	Accreditation by Law (274/2002). New "windows" and opportunities for Internationalization
2003	Campus inauguration
2004	Erasmus Charter
2005	Setting an Erasmus Office HE Reform (Bologna); EHEA and ERA Center for Romanian – Japanese Studies
2006	Center for European Studies and Documentation
2007	MBA program (Jointly with De Sales University, Pennsylvania) New Erasmus Charter, under LLP
2008	Microsoft Innovation Center Research Department
2010	National attestation as university with high level of trust (ARACIS) Center for Political Economy and Business "Murray Rothbard"
2011	2 new Bachelor programs in English: <i>International Business</i> <i>Computer Science for Economics</i> Launching multiannual program for staff training: English and intercultural communication skills
2012	Romanian-Korean Study Center
2013	Re-organization of the International Relations Office <i>International Affairs Office</i>



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	<p>(3 units:</p> <ul style="list-style-type: none"> • European Programmes Office; • International Students Office; • American Programmes Office. <p>Intl. evaluation of the QM system (Mapping) First international institutional evaluation (IEP/EUA) Evaluation of research (internal)] Romanian-Chinese Study Center Romanian-Azeri Study Center Renaming: Romanian-Japanese Study Center – Angela Hondru DEPARTMENT OF ASIAN STUDIES</p>	
2014	<p>2 new Master programs in English: <i>Strategic Marketing</i> <i>Finance (Double Degree with University of Siena)</i> 2014 Erasmus Charter for 2014-2020</p>	
2015	<p>2 new Master programs in English: <i>International Business and Entrepreneurship</i> <i>Computer Science for Business</i></p>	

STRENGTHS OF RAU CURRENT EFFORTS OF INTERNATIONALIZATION

As we can observed from Annex 1 (*The analysis of the current status of internationalization at the Romanian American University*), the main strengths of the university are:

- Openness and support of the management for the internationalization process;
- Tradition and fast development in organizing events with international dimension;
- The existence of a truly international environment;
- Cooperation and Partnerships with international educational and research organizations, with local and international business



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environment;

- Young and dedicated academic faculty;
- Good English skills of academic and administrative faculty;
- Good abilities for staff to work in a multicultural environment;
- Increased number of staff benefiting from international experiences;
- Good English skills of students allowing them to be involved in international activities;
- International curriculum content for study programs;
- Quality of the study programs that are fully taught in English;
- Diversified countries of provenience for international and exchange students
- Affordable tuition fees and overall costs for international students;

Taking into account the rapidly changing market conditions in Europe and all over the world, the Romanian-American University proves real skills to survive in the international environment. Strengths refer essentially to several important strategic dimensions like the creation of flexible teaching structures, the development and expansion of strategic partnership, improves conditions for studies and lifelong learning.

WEAKNESSES OF RAU CURRENT EFFORTS OF INTERNATIONALIZATION

However, we cannot oversee some elements that need improvement in order to reach a better international position. Among some of the most important weaknesses at the Romanian-American University, we have to mention:

- Many activities and initiatives coming from the centralized level, and less from decentralized units;
- Staff overloaded with demanding work tasks;
- Less partnerships with non-EU institutions;
- Lack of sponsored programs with the US partners;
- A gap between involved and non-involved staff related to international activities;
- Not enough specific skills (English, intercultural communication) for entry-level administrative staff;
- Lack of full-time faculty to be involved in compulsory courses;
- International visibility of RAU brand;



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- Promotional endeavors for international targeted markets;
- Segmentation and targeting international markets for fields of interest;
- Lack of financial resources and thus the absence of a budget for internationalization as a whole;
- Low financial support for international research and publishing;
- International research partnership/international research programs;
- Not a very good connection with (international) graduates working/studying abroad;

Taking into account the context of global academic context and the matters regarding the Romanian academic context, we can draw *the main opportunities for Romanian-American University*:

- Opportunity of increased awareness at different level of management;
- Existence of EU funding programs and bilateral and multilateral funding agencies;
- Increased interest of the main stakeholders that contribute to the development of internationalization process (business, academia and students);
- Increased interest and more choices for staff and student mobility;
- Attractiveness for international students, as Romania could represent a gate to European Union and an affordable country for studies;
- New opportunities to access international research programs;

INSTITUTIONAL PRIORITIES

As the activities comprised in the internationalisation strategy will be implemented through various projects, we can also refer to the institutional priorities that have been settled.

From RAU development point of view, the envisaged priorities are:

- ✓ To develop a relevant network of international partners (including the non – EU partners);
- ✓ To increase the visibility of RAU in the international academic environment;



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- ✓ To create a friendlier and appropriate environment for international activities,
- ✓ To increase the mobility opportunities for students and staff;
- ✓ To launch new study programs fully taught in English (bachelor and master);
- ✓ To enforce the process of developing joint degree or double degree programs;
- ✓ To develop an integrated system for on-line education;
- ✓ To increase the awareness of staff for acquiring the necessary skills to work with an international audience;
- ✓ To prioritize new academic partnerships with a focus on research and also recruiting researchers with international experience;
- ✓ To create interdisciplinary research programs that focus on major international issues.

STRATEGIC VISION

RAU strategic vision is to “**Become a truly international University with a global focus in education, research and services to community**”.

Contributing to the overall institutional goals, RAU internationalization is considered highly important for the institutional development, especially due to actual global and national circumstances. The purpose of the strategy is to embed the international dimension into the goals for teaching, research and services to community.

The internationalization process represents a strategic option for RAU, taking in to account that: globalization creates a new frame and challenges that cannot be avoided by the educational system; graduates need to be prepared for adapting to a multicultural working environment; students should be offered more opportunities both to study and work abroad; it can bring international recognition due to international competitiveness; the market for educational services exceeds its national borders reaching a global dimension.

To achieve the 2020 vision, we developed the following set of goals: a new approach for international atmosphere, recognition and partnerships;



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increase student mobility; improve students' international experience through extracurricular activities; strengthen international dimension of study programs; increase the number of international students; attract international staff, enhance staff skills and expertise; enhance the international dimension of research.

2) KEY AREAS TO BE ADDRESSED FOR INTERNATIONALIZATION

- **AREA 1: INTERNATIONAL ATMOSPHERE AND PARTNERSHIPS**
- **AREA 2: INTERNATIONAL EXPERIENCE OF STUDENTS**
- **AREA 3: ACADEMIC PROGRAMS AND CURRICULUM**
- **AREA 4: INTERNATIONAL STUDENTS**
- **AREA 5: INTERNATIONAL STAFF**
- **AREA 6: STAFF TRAINING FOR INTERNATIONALIZATION**
- **AREA 7: RESEARCH AND SCHOLARLY COLLABORATION**



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Mission 2020: Become a truly international University with a global focus in education, research and services to community

Areas	1. International atmosphere and partnerships	2. International experience of students		3. Academic programs and curriculum	4. International students	5. International staff	6. Staff training for internationalization	7. Research and scholarly collaboration
Goals	A. A new approach for international atmosphere, recognition and partnerships	A. Increase student mobility	B. Improve students' international experience through extracurricular activities	A. Strengthen international dimension of study programs	A. Increase the number of international students	A. Attract international staff	A. Enhance staff skills and expertise	A. Enhance the international dimension of research
(Specific) objectives /outputs	1.1 Developing a relevant network of partners. Increasing the percentage of non – EU partners from 10% to 30%	2.1 Increase the mobility opportunities for students	2.3 Increase the awareness of extracurricular courses	3.1 Launch new study programs fully taught in English (bachelor and master) to reach a total of 10 study programs in 2018, covering all the study areas	4.1 Target specific areas	5.1 Keeping the number of extracurricular classes taught by guest teachers (at least 10 classes/semester)	6.1 Increasing the number of mobility opportunities for outgoing staff (teaching and non-teaching staff) by 15% for the next academic year	7.1 Deepening the current partnerships to cover research and prioritizing new academic partnerships with a focus on research
	1.2 Increasing the visibility of RAU in the academic environment	2.2 Increase the awareness of student mobility	2.4. Expand list of summer schools and increase participation in them	3.2 Enforce the process of developing joint degree or double degree programs to have Double Degree Agreements for all the programs taught in English by 2020	4.2 Create a more attractive international image	5.2 Attract other international teachers and guest speakers	6.2 Increasing the awareness of staff for acquiring the necessary skills to work with an international audience	7.2 Encouraging staff mobility training programs and networking opportunities
	1.3 Have at least one international event/year organized by each department /faculty of RAU		2.5. Increase communication between Romanian and international students	3.3 Adapt curricula to incorporate international context		5.3 Prepare for employing international staff	6.3. Increasing the level of knowledge of a foreign language by attending at least one new module by 30% of staff	7.3 Recruiting researchers with international experience
	1.4 Creating a friendlier and appropriate environment for international activities			3.4 Develop an integrated system for on-line education				7.4 Create interdisciplinary research programs that focus on major international issues
	1.5 Adapting and modernizing the communication tools			3.5 Offering more language opportunities by increasing the number of courses as well as the number of participants				7.5 Organize scientific events with international dimension
	1.6 Improving the bilateral cooperation through the RAU entities involved in international activities							



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3) GOALS/OPERATIONAL OBJECTIVES/ACTIVITIES

AREA 1 INTERNATIONAL ATMOSPHERE AND PARTNERSHIPS

Goal (A) – A new approach for international atmosphere, recognition and partnerships

(Operational) objective 1.1 - Develop a relevant network of partners. Increasing the percentage of non – EU partners from 10% to 30%

Activity	Responsible persons/Office	Budget estimates	Comments/ Milestones
Activity 1.1.1. By the end of 2015, RAU should acquire a list of universities recommended by at least one Romanian Embassy from each continent.	International Affairs Office	500 EUR	Contact the Ministry of Foreign Affairs and the Romanian Embassies abroad
Activity 1.1.2. Developing and establishing a database of all university partnerships and non – formalized collaborations in teaching, research, company links and administrative collaborations, by the end of 2015.	IT Department, International Affairs Office	1500 EUR	Meetings with RAU staff and alumni
Activity 1.1.3. Strengthening the relations with American partners and making it more efficient in terms of student and staff exchange, organizing international conferences, events such as summer schools, by 2017. Identifying new American partners (universities and companies) by 2020. (double the present number of partners)	American Studies Center	1500 EUR/event	Contact the present American partners, agreements
Activity 1.1.4. At least two representatives of the RAU to participate at NAFSA conference, every year.	International Affairs Office	(2*2500 USD = 5000 USD) 4500 EUR/conference	
Activity 1.1.5. Establishing a schedule to visit all the existing partners with the	International	-	Contact the



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help of the Embassies, by the end of 2016, in order to ease the institutional dialogue.	Affairs Office		Embassies, establishing schedule
Activity 1.1.6. Organize two meetings every year with 100 relevant Alumni to find opportunities for lobby, starting with 2016.		-	

AREA 1. Goal (A)

(Operational) objective 1.2 – Increasing the visibility of RAU in the academic environment

Activity	Responsible persons/Office	Budget estimates	Comments/ Milestones
Activity 1.2.1. Joining new networks and associations; the following entities will be considered in the first wave: IAU, EUA, EFMD, AACSB, EAEC, IATA. By the end of 2017, RAU should become a member of at least 3 of them. By the end of 2020, RAU should become a member of all of the above. (Identifying new associations which can offer visibility for the RAU's English taught programs, by the end of 2015 – correlated with activity 3.2.3)	Rector/Vice-Rector Head of International Affairs Office	3800 EUR	Identify and contact the networks /associations
Activity 1.2.2. Obtaining at least one international accreditation /certification (and renewing the existing ones) in order to ease the opening of relations with high rated institutions, by 2017.	Rector/Vice-Rector International Affairs Office	- (TBD)	

AREA 1. Goal (A)

(Operational) objective 1.3 – Have at least one international event/year organized by each department/faculty of RAU

Activity	Responsible persons/Office	Budget estimates	Comments/ Milestones
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Activity 1.3.1. Organize at least 10 multicultural events (international scientific events, summer schools, study trips, festivals) every year which can enable the international communication between students and professors.	International Affairs Office Department of Asian Studies (DSA) Schools RAU Students' Club	30.000€ : - Cost supported by RAU:10.000€ (transportation, accommodation, protocol, logistics)	
Activity 1.3.2. Organizing a series of debates held by diplomats and ambassadors of different countries in Romania, at least once a month.	International Affairs Office (American Studies Center, Department of Asian Studies)	-	
Activity 1.3.3. Organize the “RAU International Speakers Arena”, at least once a year.	RAU STUDENTS' CLUB, American Studies Center	500 EUR	

AREA 1. Goal (A)

(Operational) objective 1.4 – Creating a friendlier and appropriate environment for international activities

Activity	Responsible persons/Office	Budget estimates	Comments/ Milestones
Activity 1.4.1. Redesigning the main lobby entrance and dormitory entrance to ensure the visibility of the international dimension until the end of 2015.	RAU Students' Club, PR Department	900 EUR	
Activity 1.4.2. Setting up notice boards to display pictures of the international activities, posters, events, at every international Center from RAU (Rooms: Seoul, Beijing, Lusofona and Erasmus, Baku), until the end of 2015.		2000 RON/450 EUR	



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AREA 1. Goal (A)
(Operational) objective 1.5 – Adapting and modernizing the communication tools

Activity	Responsible persons/Office	Budget estimates	Comments/ Milestones
Activity 1.5.1. Designing a corporate image and branding which is common across the University, until the end of 2015. (designing business cards, posters, website and all marketing materials)	Rector/Vice-Rector	TBD (~ 4500 EUR)	
Activity 1.5.2. Preparing and updating comprehensive study guides for international students, until May (each year)	Deans of the English Taught Programs	500 EUR	
Activity 1.5.3. Improving the ECTS guide for exchange students, until May (each year)	Deans of the English Taught Programs	500 EUR	
Activity 1.5.4. Preparing new pamphlets, brochures, flyers, posters, promotional video for international audience, until October. (English language). Printing materials	Rector/Vice-Rector	5000 EUR	
Activity 1.5.5. Preparing and designing a RAU monthly newsletter that includes all the international events that are going to take place at the university. The newsletter will be addressed to all RAU students, staff and partners.	PR Department	400 EUR	

AREA 1. Goal (A)
(Operational) objective 1.6 - Improving the bilateral cooperation through the RAU entities involved in international activities

Activity	Responsible	Budget estimates	Comments/
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	persons/Office		Milestones
Activity 1.6.1. Developing the range of international activities organized by relevant RAU entities (Department of Asian Studies, “Murray Rothbard” Business and Economic Policy Center; Department for Foreign Languages etc.) and also promoting them through RAU staff to the students, professors, and administrative staff. Increasing by 50% the number of participants from RAU at these activities by 2016.	International Affairs Office	-	Promotional materials and activities
Activity 1.6.2. Organizing more visible events at the American Studies Center that should take place at least twice every semester. (American Day; thematic events)	American Studies Center, Center for Human Rights	-	
Activity 1.6.3. Developing partnerships with multinational companies in order to offer a better visibility of the RAU, but also to offer better opportunities to international students.	TBD	-	Contact multinational companies, agreements
Activity 1.6.3. Creating new Centers designed to promote bilateral cooperation (e.g. Center for Lusophonic Studies, Center for African Studies), until 2016.	TBD	-	

AREA 2 INTERNATIONAL EXPERIENCE OF STUDENTS

Goal (A) Increase student mobility

(Operational) objective 2.1 - Increase the mobility opportunities for students

Activity	Responsible persons/Office	Budget estimates	Comments/ Milestones
Activity 2.1.1. Extend the list of partnerships through other types of financing than the existing ones: EEA and Norwegian Government Funding, other Foreign Government Funding (like DAAD, Campus France etc), bilateral agreements	International Affairs Office	-	Networking, rules, regulations Promotional



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outside Erasmus, sponsorships till at least 2 partnerships till 2017. Getting in touch with expats for sharing international experiences.	Erasmus+ Office		activities
Activity 2.1.2. Have at least 50% more partnerships for Erasmus+ placements by 2020.	Erasmus+ Office	-	Contact companies abroad, Erasmus+ agreements
Activity 2.1.3. Promote at least 2 projects/year to be implemented by RAU STUDENTS' CLUB.	RAU STUDENTS' CLUB	Up to 2000 EUR for co-financing	

AREA 2. Goal (A)

(Operational) objective 2.2 - Increase the awareness of student mobility

Activity	Responsible persons/Office	Budget estimates	Comments/ Milestones
Activity 2.2.1. Increase the number of incoming exchange students by 20%/year through promotion done by English speaking academia starting academic year 2015/2016.	Erasmus+ Office, Outgoing students and staff, former incoming students	200.000 EUR (mainly based on ERASMUS Program)	Promotional materials
Activity 2.2.2. Increase the number of administrative staff in the Erasmus+ Office by 2 people till 2017.	Rector, HR department, International Affairs Office	-	
Activity 2.2.3. Prepare packages with promotional materials to be handed out to all the students that are coming to register for Bachelor and Master degree in October every year and better articulate the benefits of studying abroad.	PR Department	9000 EUR	
Activity 2.2.4. Create mobility windows with less mandatory content (cross activity with Area 3) and improve integration with the rest of the university	Erasmus+ Office, Department of		Use specific tools and internal



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departments.	Foreign Languages		networking
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AREA 2 INTERNATIONAL EXPERIENCE OF STUDENTS
Goal (B) Improve students' international experience through extracurricular activities
(Operational) objective 2.3 – Increase awareness of extracurricular courses

Activity	Responsible persons/Office	Budget estimates	Comments/ Milestones
Activity 2.3.1. Involve academia (students and staff) in participating in extracurricular activities and courses offered by RAU starting academic year 2015/2016.	Rector Academic staff International Affairs Dep., PR department, IT department	-	Promotional activities Motivations and benefits

AREA 2. Goal (B)
(Operational) objective 2.4. - Expand list of summer schools and increase participation in them

Activity	Responsible persons/Office	Budget estimates	Comments/ Milestones
Activity 2.4.1. Increasing the number of summer schools and international participants in summer schools organized by American Studies Center and Department of Asian Studies by 50% through advertising till 2017.	Partner institutions, International Affairs Office, PR department	2000 EUR	
Activity 2.4.2. Introducing fully taught English classes for summer schools	Department of	-	



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organized by the Department of Asian Studies, until 2017.	Asian Studies		
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AREA 2. Goal (B)
(Operational) objective 2.5 – Increase communication between Romanian and international students

Activity	Responsible persons/Office	Budget estimates	Comments/ Milestones
Activity 2.5.1. Start the “student mentor” program under the International Affairs Office starting with academic year 2015/2016.	International Affairs Office RAU STUDENTS’ CLUB	-	Better integration with Erasmus Student Network
Activity 2.5.2. Organize at least 3 events/semester adapted to international environment involving also the international students starting with 2015/2016.	Students club, International Affairs Office	400*3= 1200 EUR	

AREA 3. ACADEMIC PROGRAMS AND CURRICULUM
Goal (A) Strengthen international dimension of study programs
(Operational) Objective 3.1 - Launch new study programs fully taught in English (bachelor and master) to reach a total of 10 study programs in 2018, covering all the study areas

Activity	Responsible persons/Office	Budget estimates	Comments/ Milestones
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Activity 3.1.1. Launching new Master programs: <i>Computer Science for Business</i> , for the 2015-2016; <i>Aviation and Tourism</i> , for the 2016-2017 academic year; <i>Law</i> , for the 2017-2018 academic year	Relevant Schools	-	
Activity 3.1.2. Launching new Bachelor programs: <i>Finance</i> , for the 2016-2017 academic year; <i>Business administration in tourism</i> , for the 2016-2017 academic year	Relevant Schools	-	
Activity 3.1.3. Market analysis for launching new Bachelor and Master Programs (in <i>Marketing and Sales</i> ; <i>Law</i> ; <i>other new areas to be also addressed</i>) for 2016-2017	Relevant Schools	9000 RON/2000 EUR	

AREA 3. Goal (A)

(Operational) objective 3.2 - Enforce the process of developing joint degree or double degree programs to have Double Degree Agreements for all the programs taught in English by 2020

Activity	Responsible persons/Office	Budget estimates	Comments/ Milestones
Activity 3.2.1. Search for 2-3 partner Universities for each New Study Programs as well as identifying at least 1 new partner that for double degree programs for the English Taught Programs that are in place;	Schools International Affairs Office	-	
Activity 3.2.2 Addressing the opportunity to organize a double degree program with an US university	Schools International Affairs Office	-	
Activity 3.2.3 Membership of all schools or study programs (that have English taught Programs) to relevant Association in the field (2016-2020). Each school to have a membership until 2018	Schools International Affairs Office	2500 EUR	AACSB, Network of Business Schools



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AREA 3. Goal (A)
(Operational) objective 3.3 - Adapt curricula to incorporate international context

Activity	Responsible persons/Office	Budget estimates	Comments/ Milestones
Activity 3.3.1. Launching an elective track fully taught in English at the Law School by 2016-2017	Law School International Affairs Office	-	
Activity 3.3.2. Organizing yearly meetings for curriculum review with employer organizations, including American Chamber of Commerce and other relevant (international stakeholders). Include international experts within Advisory Boards	Schools	-	
Activity 3.3.3. Integrating the extra-curricular classes into curriculum. Incorporation in diploma supplement by using the University data base system	Chief Secretary International Affairs Office	-	

AREA 3. Goal (A)
(Operational) objective 3.4 - Develop an integrated system for on-line education

Activity	Responsible persons/Office	Budget estimates	Comments/ Milestones
Activity 3.4.1. Launching an e-learning platform to be used for the extracurricular courses as well	IT Department Computer Science for Business Management	TBD	
Activity 3.4.2. Offering joint courses (taught in English) with international partners based on e-learning opportunities. Intensive courses in Business	IT Department International	TBD	



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Administration, Economics, Marketing and IT for Business are foreseen, being targeted to less mobile students.	Affairs Office		
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AREA 3. Goal (A)

(Operational) objective 3.5 - Offering more language opportunities by increasing the number of courses as well as the number of participants

Activity	Responsible persons/Office	Budget estimates	Comments/ Milestones
Activity 3.5.1. Continuously organize language courses of Chinese, Korean, Japanese and Portuguese based on established Centers. At least one module each year for the mentioned languages; Prepare new language course at least for: Italian, Russian and Arabic;	DAS International Affairs Office	1700 RON/400 EUR (Administrative cost) The courses are fee based	
Activity 3.5.2. Integrating 30% of the above courses into curricula by 2016-2017	International Affairs Office Schools		Depending on the national regulations

AREA 4 INTERNATIONAL STUDENTS

Goal (A) Increase the number of international students

(Operational) objective 4.1 - Target specific areas

Activity	Responsible persons/Office	Budget estimates	Comments/ Milestones
Activity 4.1.1. Participating in at least 3 international student fairs per year in target countries starting 2015/2016	International Affairs Office	25.000-30.000 EUR	
Activity 4.1.2. Have at least one active agent in each target country by 2017 (based on rigorous selection criteria as well as on permanent monitoring on	International Affairs Office,	-	Agent contracts



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quality)	Financial Department		
Activity 4.1.3. Achieve collaboration with at least 5 Romanian communities abroad by 2017	International Affairs Office, PR department	1400*5=7000 EUR (mainly for travel costs)	
Activity 4.1.4. Use of specific tools for recruitment through leads	International Students Office	400*12=4800 EUR +5000 EUR +4500 EUR =14.800 EUR	

AREA 4. Goal (A)

(Operational) objective 4.2 - Create a more attractive international image

Activity	Responsible persons/Office	Budget estimates	Comments/ Milestones
Activity 4.2.1. Join the English version of the university website with the recruitment website till academic year 2015/2016	Rector, International Affairs Office, Schools, web design agency	TBD	
Activity 4.2.2. Develop an inquiry management system and FAQ system by the academic year 2016/2017	IT department or web design agency, International students Office	-	
Activity 4.2.3. Establish partnerships with at least 10 companies for student specialized internships in English by 2018	Rector, Schools, International	-	Contracts with companies



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	Students Office		
Activity 4.2.4. Create a more friendly and comfortable environment in the academic building by 2017	Rector, International Affairs Office	15.000 RON/3300 EUR	
Activity 4.2.5. Conduct a student satisfaction and proposals research every semester starting 2015/2016 and publish the relevant testimonials	Schools, International Students Office	-	Questionnaire

AREA 5 INTERNATIONAL STAFF

Goal (A) Attract international staff

(Operational) objective 5.1 - Keeping the number of extracurricular classes taught by guest teachers (at least 10 classes/semester)

Activity	Responsible persons/Office	Budget estimates	Comments /Milestones
Activity 5.1.1 Organize at least 2 relevant partner visits per year in order to expand the list of options for extracurricular courses starting with academic year 2015/2016	Rector, American Programs Office, Schools	1900 EUR*2=3800 EUR	
Activity 5.1.2 Organize 4 extracurricular courses per year under specific projects starting with academic year 2015/2016	International Affairs Office	Cofinancing – TBD (~4000 EUR)	

AREA 5. Goal (A)



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(Operational) objective 5.2 - Attract other international teachers and guest speakers

Activity	Responsible persons/Office	Budget estimates	Comments/ Milestones
Activity 5.2.1. Invite 15 teachers per semester for usual classes and 5 teachers/semester for special events through Erasmus+ programme starting with academic year 2015/2016	International Affairs Office	-	
Activity 5.2.2. 50% of outgoing staff to bring at least 1 colleague from abroad under Erasmus+ programme starting with 2015	European Programs Office, Outgoing staff	-	
Activity 5.2.3. Invite at least 5 guest speakers/year from DSA network starting with academic year 2015/2016	Department of Asian Studies	1900 EUR	

AREA 5. Goal (A)

(Operational) objective 5.3 – Prepare for employing international staff

Activity	Responsible persons/Office	Budget estimates	Comments/ Milestones
Activity 5.3.1. Adapt HR procedures and documentation for employing international teachers by academic year 2015/2016	Human Resource Department	-	Bilingual documents
Activity 5.3.2. Have at least one administrative staff member in all major departments (services) and schools with minimum B2 English level by academic year 2016/2017	International Affairs Office, major departments, Schools	-	English courses

AREA 6 STAFF TRAINING FOR INTERNATIONALIZATION



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Goal (A) Enhance staff skills and expertise for international activities

(Operational) objective 6.1 Increasing the number of mobility opportunities for outgoing staff (teaching and non-teaching staff) by 15% for the next academic year

Activity	Responsible persons/Office	Budget estimates	Comments/ Milestones
Activity 6.1.1. Preparing visitor's packages that contains advertising materials that can be given to the host university in order to strengthen the partnership of the two institutions	International Affairs Office	1500 EUR RAU cofinancing (total Budget 7000 EUR)	
Activity 6.1.2. Organizing at least 30 mobilities/year under Erasmus STA (Teaching) for outgoing staff, including the use of supplementary funds. At least 5 mobilities should be targeted for the School of Law.	International Affairs Office/ Erasmus+ Office	1300*30 39.000 EUR (ERASMUS Budget)	
Activity 6.1.3. Organizing at least 40 mobilities under Erasmus STT (Training) for outgoing staff. New training programmes to be launched each year (at least one for the Law School); <i>(at least 5 mobilities for administrative staff for job shadowing)</i>	International Affairs Office/ Erasmus+ Office	1300*40 52.000 EUR (ERASMUS Budget)	
Activity 6.1.4. Establishing a small budget for travelling abroad for different types of activities that cannot be covered by grants (5 mobilities in 2016 and 10 mobilities on 2018). Targeted results: joint articles, projects, joint course, partnerships with businesses, relevant events.	International Affairs Office	5*1500 = 7500 EUR	

AREA 6. Goal (A)

(Operational) objective 6.2 Increase the awareness of staff for acquiring the necessary skills to work with an international audience

Activity	Responsible	Budget estimates	Comments/
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	persons/Office		Milestones
Activity 6.2.1. Organizing at least 5 training programs/ year at RAU with at least 10 participants (5*10), in specific subjects like: intercultural management, communication and public speaking; internationalization of curricula; teaching methods; teaching to a multicultural audience, internationalization etc. (1 training program and or 1 conference/year with international experts who can support staff development for internationalization, especially in relation to administrative or process-related activity)	Schools/ International Affairs Office HR Department	200*5*10 10.000 EUR	Identify and contact the universities /companies/scho ols
Activity 6.2.2. Organizing at least 5 (strategic meetings) / year in order to offer support for staff members to better understand international students, to explore the diversity in classrooms and to feel comfortable working with cultural and racial differences	Schools/ Rector/ International Affairs Office/ Erasmus+ Office	-	

AREA 6. Goal (A)

(Operational) objective 6.3 Increasing the level of knowledge of a foreign language by attending at least one new module by 30% of staff

Activity	Responsible persons/Office	Budget estimates	Comments/ Milestones
Activity 6.3.1. Continuing the multiannual training programme in the field of English skills for teaching staff in partnership with British Council/International House and/or other Language schools for at least 50-55 members of the academic staff /year (two modules of courses, 60 to 72 hours/year)	Schools/ International Affairs Office	210*50*2 21.000 EUR (seek for grants/other source of funding)	English courses
Activity 6.3.2. Continuing the multiannual training programme for administrative staff organised with own trainers for at least 30-35 members of	International Affairs Office/	100*30*2	English



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the administrative staff/year (two modules of courses, 72 hours)	Department of foreign languages	6.000 EUR	courses
Activity 6.3.3. Providing English training in the areas of business, communication, negotiating skills, international marketing, etc. for at least 20 members of academic staff /year (20 hours)	International Affairs Office/ Department of foreign languages	100*20 2.000 EUR	Specific courses in English
Activity 6.3.4. Preparing the International Certification process for the Teaching Staff involved in English Taught Programs. Having 80% of them certified by October 2016 and 100% by October 2017	International Affairs Office/ Department of foreign languages	-	

AREA 7 RESEARCH AND SCHOLARLY COLLABORATION

Goal (A) Enhance the international dimension of research

(Operational) objective 7.1 - Deepening the current partnerships to cover research activities and prioritizing new academic partnerships with a focus on research

Activity	Responsible persons/Office	Budget estimates	Comments/ Milestones
Activity 7.1.1 Organizing staff exchange with current partners with a special focus on research activities for at least 2 persons/year. Exchange of scientific	Research Office	3000 EUR (RAU budget/other	



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publications is foreseen		funding to be explored)	
Activity 7.1.2 Identifying and contacting universities with consistent research activities in order to settle ways of communication	Senate / Departments	-	

AREA 7. Goal (A)

(Operational) objective 7.2 - Encouraging staff mobility training programs and networking opportunities

Activity	Responsible persons/Office	Budget estimates	Comments/ Milestones
Activity 7.2.1 Organizing at least 1 training program abroad each year in the field of research	International Affairs Office/ Departments	7000 EUR (RAU budget/other funding to be explored)	
Activity 7.2.2 Attending different international events that are research oriented with a participation of at least 7 persons	Senate / Departments	10000 EUR (RAU budget/other funding to be explored)	

AREA 7. Goal (A)

(Operational) objective 7.3 - Recruiting researchers with international experience

Activity	Responsible persons/Office	Budget estimates	Comments/ Milestones
Activity 7.3.1 Prepare and submit 2 projects/year projects that could finance exchange of researchers	Research Office	-	
Activity 7.3.2 Identifying researchers with international experience that could be	Research Office	-	



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interested about activities with RAU			
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AREA 7. Goal (A) (Operational) objective 7.4 - Create interdisciplinary research programs that focus on major international issues

Activity	Responsible persons/Office	Budget estimates	Comments/ Milestones
7.4.1. Develop and implement at least 3 research programs related to Master level activities.	Senate / Departments	-	
7.4.2. Create interdisciplinary Research initiative teams in areas like: Investment readiness for SMEs, Text & data mining, Innovation & knowledge mechanisms, Smart tourism. 4 research teams are foreseen	Senate / Departments	-	

AREA 7. Goal (A) (Operational) objective 7.5 - Organize scientific events with international dimension

Activity	Responsible persons/Office	Budget estimates	Comments/ Milestones
Activity 7.5.1 Organizing scientific Events with more emphasis on international attendance (Scientific Conferences, Exploratory Workshops)	Departments / Research Office	7000 RON-1500 EUR /event	
Activity 7.5.2 Organizing specific events within the RAU's International week	Departments International Affairs Office	-	
Activity 7.5.3 Implementing at least 3 specific training programs at RAU held by International trainers	Departments	8000 RON/1800 EUR (trainer honorary and	



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		other expenses)	
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5. Monitoring plan

Overview of the Monitoring plan

The monitoring plan is organized based on the academic year, as most of the objectives are mainly set from this point of view. The most important period for monitoring is November each year, we can use the example of the 2015-2016 Academic year, considering the monitoring to be made in November 2015. In November, the following evaluations are to be made:

1. *Final report for the past Academic year results (2014-2015); T-1*
2. *Interim evaluation of current academic year results (2015-2016) T*
3. *Overall evaluation and status of the next academic year objectives (2016-2017)*

Past academic year (eg. 2014-2015): T-1

Current academic year (eg. 2015-2016): T

Next academic year (eg. 2016-2017): T+1

The following data will be collected:

AREA	WHO IS IN CHARGE?	WHEN and WHAT	
		November (current academic year) T	May (current academic year) T
AREA 1: INTERNATIONAL ATMOSPHERE AND PARTNERSHIPS	Director of DSA	<i>1st Interim evaluation of current academic year expected results. Measures to be applied.</i> <i>Final report for the past Academic</i>	



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		<i>year results</i>	
AREA 2: INTERNATIONAL EXPERIENCE OF STUDENTS	Coordinator of ERASMUS OFFICE	<i>1st Interim evaluation of current academic year expected results. Measures to be applied.</i> <i>Final report for the past Academic year results</i>	<i>2nd Interim evaluation of current academic year results. Measures to be applied</i>
AREA 3: ACADEMIC PROGRAMS AND CURRICULUM	Director of INTERNATIONAL AFFAIRS OFFICE DEANS	<i>1st Interim evaluation of current academic year expected results. Measures to be applied.</i> <i>Final report for the past Academic year results</i>	
AREA 4: INTERNATIONAL STUDENTS	Coordinator of INTERNATIONAL STUDENTS OFFICE	<i>1st Interim evaluation of current academic year expected results. Measures to be applied.</i> <i>Final report for the past Academic year results</i> <i>Preparing the next academic year activities</i>	<i>2nd Interim evaluation of current academic year results. Measures to be applied</i>
AREA 5: INTERNATIONAL STAFF	Coordinator of ERASMUS OFFICE/ INTERNATIONAL STAFF CONSULTANT	<i>1st Interim evaluation of current academic year expected results. Measures to be applied.</i> <i>Final report for the past Academic year results.</i>	<i>2nd Interim evaluation of current academic year results. Measures to be applied</i>
AREA 6: STAFF TRAINING FOR	Coordinator of	<i>1st Interim evaluation of current</i>	<i>2nd Interim evaluation of</i>



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INTERNATIONALIZATION	ERASMUS OFFICE INTERNATIONAL STAFF CONSULTANT	<i>academic year expected results. Measures to be applied. Final report for the past Academic year results.</i>	<i>current academic year results. Measures to be applied</i>
AREA 7: RESEARCH AND SCHOLARLY COLLABORATION	Director of RESEARCH OFFICE/VICERECTOR FOR REASEARCH	<i>1st Interim evaluation of current academic year expected results. Measures to be applied. Final report for the past Academic year results</i>	<i>2nd Interim evaluation of current academic year results. Measures to be applied</i>

Periodic review of the strategy: it will take place in May every year. The deadline is the 31st of May (Observation from the monitoring period in November to be incorporated as well)

It will be ran by the core team for Internationalization, coordinated by the Director of International Affairs



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1. The Strategy has been developed based on work of the Core Group:

Name Surname,	Position
Ovidiu Folcuț	Rector
Mihai Sebea	Director, International Affairs
Florin Bonciu	Vice rector
Victoria Folea	Coordinator - Research Office
Valeriu Potecea	Dean
Georgiana Surdu-Nițu	Erasmus coordinator
Căruțășu George	Vice dean
Lavinia Stănică	Council member
Monica Rațiu	Vice dean
Camelia Monica Gheorghe	Erasmus coordinator
Costel Negricea	Senate member
Tudor Edu	Senate member
Lucian Botea	Vice dean
Mihai Olariu	Senate member
Silvia Tăbușcă	Erasmus coordinator
Flavius Streianu	Coordinator – Erasmus Office
Aiste Razinskaite	Consultant – International students
Eliza Chirilă	President – Students' Club

2. Technical/editorial team:

Name Surname,	Position
Mihai Sebea	Director, International Affairs
Șerban Georgescu	Director, Department of Asian Studies
Cristina Drăgan	Council member
Flavius Streianu	Coordinator – Erasmus Office
Aiste Razinskaite	Consultant – International students
Elena Grozav	Consultant – International students
Diana Spînu	Coordinator – Romanian-Korean Studies Centre