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ROMANIAN-AMERICAN UNIVERSITY

INTERNATIONALIZATION STRATEGY 2021 – 2025

Internationalization Strategy 2021-2025

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1. Context

The Romanian-American University has had an international dimension since its establishment, the development of a specific strategy being one of the most important activities carried out. From the first years of activity, the University could not be seen in a strictly national context. The mission of the university is closely correlated with the introduction of values and principles of the American education system in the Romanian university environment. The Romanian-American University took into account the importance of involving American professors and partners in the elaboration of study programs. International professors were invited to organise courses at the University, and also to support with ideas and actions some management activities. Also, at the Romanian-American University, the organization of student mobility and summer schools in partnership with universities in the United States and other countries is a tradition.

Internationalization is considered an important factor for the development and modernization of the institution, especially due to the real circumstances at global and national level. In the last 5 years, the internationalization process at the Romanian-American University has been highlighted by: expanding partnerships with entities from different geographical areas, such as Europe, North and South America, Asia and Africa; increasing the number of mobility for students and for teaching and administrative staff; offering a significant number of courses taught by international teachers; launching study programs taught exclusively in English; improving the language skills of academic and administrative staff; expanding opportunities to study foreign languages; creating a truly multicultural environment.

The university's participation in the Erasmus + program is and will remain an important support for the University and an essential component of the internationalization strategy 2021-2025.

2. Mission

Internationalization acts as a catalyst for the transformation of curricular activities within the university, as a support for the integration of global knowledge and leads to an increase in awareness of the importance of international factors. In this manner, graduates will be prepared for the international business environment, and the university will be able to be part of the international academic and research network.

3. Vision 2021-2025

The internationalization strategy 2021-2025 is centered on the vision of the university and promotes it: **The university will continue its internationalization efforts in order to achieve the highest level of internationalization of a university in Romania.**

4. Strategic Objectives 2021-2025

For the period 2021 to 2025, the Internationalization Strategy of the Romanian-American University considers the following strategic objectives:

Strategic objective 1. Establish and monitor the priority directions of action 2021-2025.

Strategic objective 2. Develop international partnerships with the greatest medium- and long-term impact on education and research.

Strategic objective 3. Creating trans- and multi-national study programs aligned with the research and education priorities of the university.

Strategic objective 4. Strengthening the internationalization dimension of institutional research and development, dissemination and capitalization of research results.

Strategic objective 5. Increasing the number of mobilities, diversifying them and ensuring the quality of mobility.

Strategic objective 6. Boosting the process of "internationalization at home" and strengthening the international experience of students.

STRATEGIC OBJECTIVE 1. ESTABLISHING AND MONITORING PRIORITY DIRECTIONS FOR ACTION 2021-2025

The Internationalization Strategy 2021-2025 aims to develop a proactive approach to internationalization, which will complement and improve the university's core activities in education and research. Internationalization is not an end in itself; our goal is to incorporate the process of internationalization into everything we do.

The Internationalization Strategy 2021-2025 continues the previous actions, which it deepens and diversifies, in correlation with the current and expected changes for the next five years in the educational, research and labor market landscape at national and international level. Therefore, through Objective 1, the Internationalization Strategy 2021-2025 aims to establish priority directions of action in the short and medium term. These directions of action will be monitored and evaluated periodically (annually), and will be reviewed and amended as appropriate.

A set of indicators will be developed to measure internationalization activities. These may include, but are not limited to, international rankings, number of joint international articles and publications, teacher and student mobility, student involvement and satisfaction, international student recruitment and attracting collaborative grants. We will promote and communicate the internationalization activity. We will facilitate and support both internal and external events and conferences that showcase our international activities and attract visitors, thus enhancing the profile and reputation of the university.

Development, implementation and monitoring of the Internationalization Strategy 2021-2025 is achieved through the significant contribution and support of the structures within the Department of International Relations (Erasmus+ Office, American Programs Office, International Programs Office) and the Department of Asian Studies (Romanian-Japanese Studies Center, Center for Romanian-Korean Studies, Center for Romanian-Chinese Studies, Center for Romanian-Azeri Studies), under the coordination of the Vice-Rector in whose portfolio are found the above mentioned structures.

Specific objections:

- Development of a set of indicators for the continuous (annual) analysis of the implementation of the 2021-2025 Strategy.
- Review the set of existing procedures and methodologies that support the achievement of the objectives of the 2021-2025 Strategy.

Actions provided to achieve the strategic objective and specific objectives:

- Development of a set of indicators for the continuous (annual) analysis of the implementation of the 2021-2025 Strategy.
- Changeing of existing procedures and methodologies and development of new ones to support the achievement of the objectives of the 2021-2025 Strategy.
- Intensify the internationalization of administrative support processes.
- Communicating the strategy internally (in the university and at national level) and internationally.

STRATEGIC OBJECTIVE 2. DEVELOPING INTERNATIONAL PARTNERSHIPS WITH THE GREATEST MEDIUM AND LONG-TERM IMPACT ON EDUCATION AND RESEARCH

We will focus on deepening existing partnerships in education and research, ensuring that they are mutually beneficial. We will develop networks of partners, both geographical and thematic. We shall seek to develop new institutional partnerships with universities, companies, non-academic and non-profit organisations and international bodies, where they align with the university's strategic and / or academic priorities. Every time it is possible, international activities will support and encourage responsible international partnerships and ensure lasting collaborations.

Specific objectives:

- Increasing the number of partnerships with academic institutions by at least 10% in the next 5 years.
- Increasing the number of European business partners for internships by 15%.
- Establish academic partnerships with at least two new top universities.

Actions provided to achieve the strategic objective and specific objectives:

- Continuous monitoring and evaluation of existing partnerships, to what extent they contribute significantly to the development of the university's strategic objectives for education and research.
- Strengthening existing partnerships that prove an essential contribution to the development of education and research components, by deepening and diversifying the activities carried out in collaboration with these organizations.
- Creating a list of 5-6 countries and strategic organisations for active and dynamic collaboration in education and research.
- Establishing knowledge partnerships with international organisations and companies, as well as support facilities (business incubators) in order to promote the spirit of innovation and entrepreneurship in the university.
- Expanding internship opportunities abroad for students by identifying new business partners to offer placements.
- Stepping up partnerships and stimulating collaboration within AACSB - Association to Advance Collegiate Schools of Business, where the University is already a member. Active

participation in events, networks of universities and business schools, discussions organised by AACSB.

- Affiliation to the European Universities network, as well as maintaining affiliation and exploring opportunities to join other networks of international organisations relevant to university education, such as EAIE, NAFSA, EAEC, EUA, AUF.

- Implementation of the Global e-School Project started by Hanyang University in South Korea.

- Expanding and strengthening partnerships, mainly with universities and institutions in the EEA, North America, South America, Asia, Africa, but also in other geographical areas. It is desired to identify new partners to cover all areas of study offered by RAU, thereby a reasonable number of mobility options can be provided to all students, regardless of specialization.

- Exploring options for expanding partnerships according to the specificities of different countries and regions (regions or countries not covered, countries prioritizing funding for research activities, countries with an interest in terms of collaboration perspectives, countries where universities manage to harmonize in an appropriate way the education system to the needs and opportunities of the labor market or even are considered standard, countries where universities apply efficient education systems in the delivery and assessment of skills in entrepreneurship, languages, social and civic, digital environment or the use of communication and content creation, etc.).

- Attracting new key partners from both Japan and South Korea.

- Developing the international dimension and visibility of RAU by getting involved in alliances, networks and consortia of universities and joining affiliated organisations in the education area. We want to continue participating, every year, in the most representative events, conferences and fairs in the area of internationalization of education.

- Strengthening relations with non-EU partners and make them more effective through exchanges of students and staff, organization of conferences, events, summer schools, short-term programs.

STRATEGIC OBJECTIVE 3. ESTABLISHMENT OF TRANS- AND MULTI-NATIONAL STUDY PROGRAMS ALIGNED WITH THE UNIVERSITY'S RESEARCH AND EDUCATION PRIORITIES

We will explore opportunities to develop a number of joint programs and to develop trans- and multi-national activities aligned with our research and education priorities. We consider the creation and joint teaching of individual programs (joint programs, joint delivery). We will focus on establishing collaborative international teaching projects with our international partners. We will also focus on multilateral opportunities involving multiple partners.

Specific objectives:

- Increasing the number of courses taught by foreign teachers by 25%
- Diversify the educational offer by introducing at least two types of programs
- Organizing two summer schools for Romanian and international students

Measures provided for meeting the strategic objective and specific objectives:

- Regular evaluation and dimensioning of the study programs of the Romanian-American University, with teaching in Romanian or English, based on the evolutions of the labor market at national and international level.
- Diversification of study programme in English in collaboration with universities in other countries (identified strategic partners) and develop new bachelor's / master's degree programs in accordance with labor market needs, including Joint Degree programs in English or Double Degree or the provision of educational products by other organisations.
- Development and internationalization of the curriculum by introducing new courses and by consolidating the international content of the subjects taught in Romanian and English.
- Investigating the feasibility of creating a co-supervised doctoral school.
- Continuation of the program of extra-curricular courses with invited foreign professors from different geographical areas by involving all the structures involved in the international activity of the University.
- Organisation of summer schools by the Romanian-American University for Romanian and international students. The summer schools will bring together students and master students

from the USA, Europe, Asia and Romania who will benefit from a rich program of studies and cultural and tourist activities.

- Development of short-term programs in international partnership; identifying opportunities for collaboration in carrying out COIL (Collaborative Online International Learning) projects or smaller ones (international project week), involving online collaboration between students and professors of RAU and partner universities, in which participants can benefit from virtual or blended mobility.

STRATEGIC OBJECTIVE 4. DEEPENING THE INTERNATIONALIZATION DIMENSION OF INSTITUTIONAL RESEARCH AND DEVELOPMENT, DISSEMINATION AND VALUATION OF RESEARCH RESULTS

We will prioritize international collaborations that focus on the strongest research areas in the university. The focus will be on bilateral partnerships, as well as on the promotion of multilateral research networks in certain areas of excellence. We will increase our research results with international collaborators and seek to maximize the success rates of international research projects. We will pay more attention to the dissemination and capitalization of our research results at the international level, aiming to increase the visibility and reputation of the university.

Specific objectives:

- Increase by 10% the international exposure of teachers in the next 5 years.
- Increase by 20% in the next 5 years the international dissemination of scientific results, through several ways, online and offline.
- Increase by 10% in the next 5 years the number of proposals to participate in international research competitions.

Measures provided for meeting the strategic objective and specific objectives:

- Carrying out collaborative actions with international researchers for joint research and publication activities.
- Exchange of academic expertise by inviting professors from partner universities or specialists in business or research. Attracting and supporting by the university foreign teachers through teaching or guest mobility.
- Participation of university researchers in efforts to implement joint proposals for research, education and institutional development, with partner organisations. Identifying new opportunities for international collaboration within various funding lines.
- Participation of university researchers in international conferences in the position of ("key note speech", "invited lecturer")
- Intensifying the visibility of the university by organising conferences and scientific events of value and with international impact.
- Diversification of the activities of the NUT Office - Romania, opened at the Romanian-American University in partnership with Nagaoka University of Technology (Japan).

STRATEGIC OBJECTIVE 5. INCREASING THE NUMBER OF MOBILITIES, DIVERSIFYING THEM AND ENSURING THE QUALITY OF MOBILITIES

We will aim to increase the number of students at all levels who complete a period of study or volunteering abroad. We will increase the mobility opportunities of teaching and administrative staff to support professional development and strengthen international partnerships. We will continue the program of attracting foreign professors for activities within the university. We will also aim to develop non-geographical mobility through digital collaboration with our international partners.

Specific objectives:

- Increase by 25% the number of RAU students applying for ERASMUS + scholarships.
- Increase by 25% the number of teaching and training mobilities for the academic, research and administrative staff of URA.

Measures provided for meeting the strategic objective and specific objectives:

- Assuring the implementation quality of mobility projects. In this regard, the RAU is committed to ensure compliance with the principles of the Erasmus Charter on equal opportunities, the inclusion of participants with limited opportunities, the full recognition of mobility results; pursue the priorities of the program in terms of digitization, sustainability, civic engagement, encouraging participants with limited opportunities; disseminate in a sustained manner the priorities and results of the new Erasmus + Program; to ensure the regular information of the academic community and of the partners regarding the international events to be organised in the university; to ensure efficient and quality support for all participants; to intensify the methods of disseminating the experiences of teachers and students, encouraging them to become Erasmus + ambassadors; to encourage dialogue between young people and educational decision-makers.
- Organising events by the university for the presentation of the educational offers of the partners, of the information sessions about the Erasmus + program, in order to ensure that the participants are well prepared for the mobility. Mobile participants, students or staff, incoming or outgoing, are encouraged to become ambassadors of the Erasmus + program and are invited to information activities (info session, Student Exchange Fair), events organised every semester during the selections; similarly, the representatives of the partner universities that are at RAU during these events are encouraged to promote the educational offer of the home universities. It is desired the involvement of all university staff in promoting to students exchange programs for studies and placements.

- Maintaining the high level of assistance provided by the Erasmus + Office from our university to beneficiaries of outgoing and incoming mobility in preparing for mobility, obtaining visas, finding accommodation and insuring them; reintegration into the academic community; recognition of training and / or teaching activities; dissemination of mobility results.
- Providing mobility opportunities for students so that the level of satisfaction of applications is maximum for students who meet the minimum conditions for such an approach and are declared admitted following the selection process.
- Adequate dissemination of study and practice opportunities abroad. It is also considered to encourage new types of mobility (such as short-term), but also mobility for graduates, which can be used more consistently.
- Dissemination of opportunities for outgoing staff mobility.
- Development of a good practice guide for staff mobility focused on teaching methods.
- Periodic assessment of training needs, in general the priority directions being: curricular development; management of international cooperation or research projects; development of language and intercultural skills; development of entrepreneurial skills.
- Digitization of mobility activities, RAU aligning with the directions outlined by initiative of the Erasmus Without Paper.
- Permanent preparation and updating of support materials for mobility: annual preparation and updating of the study guide for exchange students; preparation of new leaflets, brochures, flyers, posters, promotional videos for international audiences; creating a half-yearly newsletter that includes all the international events that will take place in the university (the newsletter will be addressed to all students, teaching and administrative staff and RAU partners).
- Continuous improvement of language skills of teachers, researchers, administrative staff and students. Organise annual training programs to support staff in improving the level of English and / or other languages or in developing an international perspective.

STRATEGIC OBJECTIVE 6. PROMOTING THE “HOME INTERNATIONALIZATION” PROCESS AND STRENGTHENING INTERNATIONAL STUDENT EXPERIENCE

Specific objective:

- Increase by 15% the number of incoming mobility for students
- Increase by 10% the number of incoming mobilities for teachers
- Intensify the interaction between incoming students and RAU students by organising at least one annual event

Measures provided for meeting the strategic objective and specific objectives:

- Improving the multicultural atmosphere through various actions and events: Organising various multicultural events that can facilitate international communication and cultural integration; Events such as International Week, Japanese Culture Days, study trips to Korea and Japan.
- Stimulating the participation of administrative staff in courses of foreign teachers offered by RAU on campus, which will contribute to the development of an international environment and a better understanding of the intercultural reality.
- Promoting the exchange of academic expertise by inviting professors from partner universities or specialists in the business or research environment, which will also increase the quality of the teaching process.
- Continuing the program of extra-curricular courses with foreign teachers, by ensuring a constant number of extra-curricular courses throughout the academic year, including by organising online courses. The aim is to increase the number of students participating in extra-curricular courses, by intensively promoting them through social networks, posters, digital advertising and e-mail. It is desired to include all academic staff in the promotion of extra-curricular courses.
- Organising various multicultural events that can facilitate international communication and cultural integration.
- Involvement of students in the organisation of cultural events, events in which exchange and international students are invited to participate and to present traditions, customs, folk costumes or traditional products from the country of origin.

- Encouraging and promoting virtual and blended mobilities, and organising international project week, involving online collaboration between RAU students and students of partner universities in carrying- out practical projects.

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