



„Aurel Vlaicu” University of Arad

INTERNATIONALIZATION

STRATEGY

„Aurel Vlaicu” University of Arad

2024-2029



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Internationalization Strategy
2024-2029



Aurel Vlaicu University of Arad’s (AVU) 2024–2029 Internationalization Strategy was developed in accordance with the guidelines set out in the Rector’s Management Plan, Higher Education Law no. 199 of July 4, 2023 (published in the Official Gazette no. 614 on July 5, 2023), GD 1534/27.09.2024, as well as AVU’s Charter. It also draws on key specialized works, including *Internationalization of Higher Education* and *Internationalization in European Higher Education*.

¹ European Parliament - Internationalization of Higher Education, [https://www.europarl.europa.eu/RegData/etudes/STUD/2015/540370/IPOL_STU\(2015\)540370_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2015/540370/IPOL_STU(2015)540370_EN.pdf)

² Ritzen, Josef M.M., Marconi Gabriele - Internationalisation in European Higher Education, International Journal of Innovation Science, Vol. 3, No. 2, Young 2011, https://www.researchgate.net/profile/Gabriele-Marconi/publication/274988074_Internationalization_in_European_Higher_Education/links/5b503ead0f7e9b240fec45be/Internationalization-in-European-Higher-Education.pdf?sg%5B0%5D=started_experiment_milestone&origin=journalDetail



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I. CURRENT CONTEXT (CAPITALIZING ON AVU’S GEOGRAPHICAL POSITION)

The internationalization of Romanian universities is a complex and strategic process, essential in the context of **educational globalization**. This undertaking involves integrating universities into the international circuit of education and research, developing cross-border partnerships, and adapting to international standards.

By implementing a coherent strategy, AVU can benefit from the advantages of globalization, while increasing the quality and relevance of the national education system on the international stage.

AVU’s internationalization strategy serves as an action **guidance framework** as well as a working tool for all members of our community, intended for a five-year period and containing all the elements needed to achieve the objectives set forth by the management team.

In scholarly literature, internationalization is described as a mechanism for improving and raising the qualitative level of higher education, based on various instruments developed to operationalize the concept. These include increasing the number of programs taught in English, standardizing funding models for internationalization, developing partnerships for obtaining joint or double degrees, collaborating in research, and facilitating international student mobility within higher education institutions worldwide, among others.

Through AVU’s internationalization process, the aim is not only to advance the institutional academic level but also to achieve a **positive impact on local economic and cultural development**. AVU’s presence in international rankings—resulting from the development of programs, projects, student exchanges, and international research—plays not only a direct role in increasing AVU’s prestige but also facilitates Arad’s integration, through the university’s activities, into the European academic and research community, thus enhancing cross-border cooperation and promoting quality education adapted to global standards.

Its comprehensive character and geographical position, combined with measures adapted to social developments in Europe, North Africa, Latin America, and South Asia, can afford AVU’s study programs an increased academic attractiveness for new students.

The development of road and rail infrastructure, combined with access to the European area of free movement by air, sea, and land, represents additional strong reasons for Aurel Vlaicu University of Arad to become increasingly attractive to international students, particularly as the national university internationalization program, *Study in Romania*, organized and funded by the Ministry of Education, is well underway.



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II. EDUCATION, TRAINING, SCIENTIFIC RESEARCH/ARTISTIC CREATION/SPORTS PERFORMANCE. STRATEGIC OBJECTIVES PERTAINING TO THE INTERNATIONALIZATION PROCESS

From AVU's perspective, the internationalization process aims not only to increase the number of mobilities and implement an international dimension in the university curriculum, but also to disseminate and achieve international research recognition. AVU's priorities and objectives are aligned with meeting the percentage criteria set forth by the strategic framework of current European regulations on university internationalization strategies. Consequently, this document includes and details all relevant points concerning both students and teaching staff members.

2.1. Internationalization at Home (I@H)

The main goal of the “internationalization at home” process is to develop competencies and skills with international applicability and relevance for students and teaching staff members alike.

Increasing the number of international students and teaching staff participating in mobility programs at Aurel Vlaicu University of Arad (AVU) brings multiple benefits to the institution. By fostering cultural and academic diversity, AVU strengthens its global profile and bolsters its international reputation.

International exposure is considered an essential experience in professional training; its significance is widely acknowledged by being included as an indicator in international university rankings. In line with this, AVU aims to:

³<https://studyinromania.gov.ro/>. <https://studyinromania.gov.ro/uav-arad>



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➤ **Develop study programs and modules in foreign languages.**

An essential component of “internationalization at home” is diversifying the range of study programs offered in foreign languages, particularly English, French, and German—languages that are increasingly in demand in the job market.

In order to achieve this goal, it is necessary to develop new programs in languages of international circulation, especially programs requested by our partners, in fields such as business administration, management, physical therapy, etc.

It is also important to adapt the institution’s curricula with those of partner institutions, so as to promote intercultural learning and exchanges, and to facilitate mutual recognition.

➤ **Update information for international students.**

The University aims to constantly update the information for international students, ensuring that they have access to the latest data regarding study programs, admission procedures, academic requirements and available services. By maintaining transparent and up-to-date communication on the university’s website and social media platforms, the institution enables a better information flow as well as an improved adaptation process for all international students. This would also include providing detailed guides, FAQs, and useful contacts so that students feel supported and welcomed from the very beginning of their interaction with the university.

➤ **Organizing events such as *Erasmus Welcome Week* and *International Day*.**

Erasmus Welcome Week and International Day are both events dedicated to students arriving through the Erasmus+ program, intended to afford an opportunity to get acquainted with the university campus, to meet staff and colleagues, and at the same time, to adapt to the academic and social life of their new environment. These events foster multiculturalism by providing all participants the chance to learn about different cultures in an interactive way. Thus, the university seeks to create an inclusive and open environment where international students feel welcomed and integrated, and local students have the chance to broaden their cultural horizons.

➤ **Integration of international students into curricular and extracurricular activities.**

The university aims to facilitate the integration of international students into curricular and extra-curricular activities, ensuring that they have equal opportunities to participate and engage in the institution’s academic and social life.



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At an institutional level, the university focuses on improving all related services that directly contribute towards the optimizing of the internationalization process. Thus, AVU is pursuing the following major points:

Digitalization of internationalization activities

- Development of the digital platform for mobility management.
- Digitizing administrative procedures (implementation of EWP – Erasmus Without Paper).
- Use of digital tools offered by the European Commission (Erasmus+ Mobile App, OLA).

Developing AVU’s administrative capacity

- Improving working and workspace conditions for the Erasmus+ Compartment as well as the other related departments.
- Creating customized promotional materials.
- Participation in international recruitment fairs.

Disseminating international experiences

- Publicizing international events in both in physical and *online format*
- Promoting the experiences of outgoing/incoming mobility beneficiaries.

Organization and participation in international scientific events

- Participation in n international art festivals and sports competitions.
- Organizing or taking part in international scientific events.
- Organizing summer schools.

2.2. Erasmus+ programme

The Erasmus+ programme constitutes the main avenue for accessing international mobilities within AVU.

Developing international collaborations through the Erasmus+ program aims to:

- Maintain existing international inter-institutional relations for Key Action 1 of the Erasmus+ program (mobilities for students and higher education staff alike), as well as signing new Erasmus+ agreements with both EU and non-EU countries (with priority given to the Balkan region, the Eastern Neighborhood, Asia, Latin America, and Africa).



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- Promoting Key Actions 2, 3 as well as Sports among AVU’s academic staff with the goal of increasing the number of projects in which the university serves as either coordinator or partner.

Increasing the number of **ERASMUS+ programme beneficiaries by at least 10%** (for both *incoming* and *outgoing* mobilities) is an institutional priority. At the university level, efforts focus on facilitating and improving the following aspects:

- Ensuring full recognition of mobilities, as well as promoting and supporting mobilities for students and staff members, especially those from disadvantaged backgrounds;
- Assessing the importance and ensuring the visibility of the results achieved by staff involved in individual mobilities;
- Developing university level non-discriminatory policies and improving international performance by analyzing the outcomes of mobility implementation.

2.1.1. Student mobilities (including PhD students)

In order to achieve the above-mentioned objective, AVU’s policy aims to continue **implementing measures** already in place at an institutional level:

- In order to facilitate information access about the Erasmus+ program by students and staff, "Aurel Vlaicu" University of Arad organizes dedicated **information sessions**. These sessions aim to present the opportunities offered by Erasmus+, such as study and internship mobilities for students, but also training exchanges for teachers and administrative staff. Through these sessions, the university seeks to motivate as many members of the academic community as possible to participate in international mobilities and also engage in cross-border collaboration activities.
- In order to support **doctoral students**, the university aims to increase the number of new mobility agreements with international partners, allowing doctoral students to carry out research internships with foreign institutions. This will enable PhD students to expand their professional networks, collaborate with researchers from other universities and develop research skills. By signing these new agreements, the university seeks to better integrate doctoral students into the international academic environment as well as to promote research excellence.
- Emphasizing the active promotion of blended mobilities and **Blended Intensive Programmes (BIPs)**, which combine elements of *face-to-face* and online learning. These programs are designed to encourage international collaborations and provide a real opportunity to learn in a



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multicultural setting. Students can participate in virtual courses and activities, and then complete the program at a partner university, allowing for the benefits of both forms of education.

- Support students in gaining relevant professional experience; the university will continue to collaborate with compatible organizations in order to afford **internship opportunities**. These partnerships will offer students the opportunity to carry out internships in companies and organizations that operate in fields related to AVU's study programs. Students will be able to apply the theoretical knowledge gained during their studies and will acquire essential practical skills for their professional development.
- In order to support student mobility and provide necessary information, the university aims to develop new **electronic and printed guides**. These guides will include details on the steps required to apply for mobility programs, information about preparing the application documents, and resources available during the mobility. Their purpose is to facilitate access to information and ensure a pleasant and efficient experience for all participants.
- The experiences of students who have participated in the Erasmus+ mobilities will be **disseminated within the university community** in order to encourage student participation in the mobility programmes. The university will continue to organize **presentation events** where students can meet former participants and learn about their experiences. Additionally, these experiences will be made available on the university's website and on social media platforms (Facebook, Instagram, Tik Tok) in order to highlight the benefits of these endeavors.
- Collaborating with the **Erasmus Student Network (ESN)** will continue to be a priority for the university, given the important role ESN has in supporting international students. ESN organizes various cultural and social events that help students integrate more easily into the university community and adapt to life in Romania. By collaborating with ESN, the university aims to create a friendly and welcoming environment for international students and also provide them with the necessary support for a successful academic experience.



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2.1.2. Teaching and administrative staff mobilities

To support and develop internationalization within Aurel Vlaicu University of Arad, it is essential to increase the recognition of Erasmus+ mobilities in the annual evaluations of both teaching and administrative staff members alike.

In order to further facilitate participation in international mobilities, the university acknowledges the importance of **language-skills improvement courses**, particularly in widely spoken languages such as English, French, and German. These courses have a proven potential to prepare teaching and administrative personnel for accessing mobility opportunities. At the same time, it is central to organize dissemination sessions at the administrative department level, aimed at sharing experiences and benefits related to Erasmus+ mobilities.

Additionally, in order to ensure the success of **incoming staff mobilities**, providing personalized assistance to help integrate and adapt to AVU’s academic environment remains extremely important. Equally essential is the university’s support for staff participation in international events, as well as organizing its own initiatives, such as **International Staff Week**, to foster the exchange of best practices and strengthen relationships with international partners.

An increase in the number of Erasmus mobilities for **researchers** is also crucial. Naturally, this implies **investments** in modern equipment, laboratories and the creation of specialized support programs for doctoral students. These efforts aim to secure the necessary resources for research and to facilitate knowledge exchange at an international level.

1.3. Internationalization of scientific research/artistic creation/sports performance

One of the main objectives of internationalization directly targets scientific research, artistic creation, and sports performance. In this regard, AVU’s strategic objectives for internationalization align with the institution’s *2024–2029 Research Strategy*. The document outlines three key objectives that form the core of AVU’s institutional efforts:



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Objective 1 – Research Dissemination

- Improving the quality and increasing the number of scientific papers, patents and participations in international scientific conferences, as well as artistic creations and sports performances.
- Raising the prestige and visibility of AVU’s international symposium/conference as well as of the other international conferences organized by its various faculties so as to gain European recognition.
- Encouraging and supporting the organization of scientific events such as Student Symposia with national/international participation.

Objective 2 – Consolidation of strategic research fields

- Identifying and supporting strategic research areas that offer AVU a competitive advantage at national and international levels, alongside high scientific impact publications. This includes consolidating existing fields of research/artistic creation/sports performance and defining new areas of scientific research/artistic creation/sports performance, including those within Smart Specialization domains and the Strategic Research Agenda.

Objective 3 – Human resources

- Attracting and retaining valuable RDI (research, development, and innovation) staff both nationally and internationally, establishing partnerships with specialists from the diaspora, and increasing the number of researchers and project managers involved in research projects.

As a corollary, AVU aims to **develop and enhance** existing initiatives related to its international relations policy by proposing new academic programs, attracting as many international teaching staff and students as possible, and establishing new partnerships and collaborations with international educational institutions. The 2024–2029 internationalization strategy also **continues and advances** previously established objectives.

It is necessary to bring scientific research to the forefront by increasing the visibility of scientific results and presenting them to the international academic community. By actively promoting the institution’s achievements, we strengthen both the university’s reputation and its contribution to the advancement of knowledge in AVU’s fields of expertise.

Developing research projects in collaboration with international partners seeks to attract **international funding to support research**. Through official collaborations with academic partners and by applying for grants, we aim to broaden the scope of our research and address



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complex topics of international relevance. We also strive to increase the number of scientific articles and projects published in co-authorship with foreign researchers, thereby further enhancing the visibility of our scientific results.

1.3.1. Strengthening the connection between international research and teaching

Strengthening the connection between research based on international experience and teaching —by involving faculty members and students who benefit from research placements abroad—is another institutional priority. This approach improves the educational process by introducing new perspectives and innovative teaching methods in the classroom, while at the same time preparing students for the challenges of a globalized economy.

Moreover, attracting as many “**visiting professors**” as possible (at least three per academic year) to deliver courses, seminars, and conferences at the bachelor’s, master’s, and doctoral levels provides an international dimension to the curriculum. This brings in new teaching techniques, innovative instructional elements, and thus offers students a current, globally oriented perspective.

The advantages of reciprocal student and teaching staff members exchanges (obviously including improvements in language skills) will also contribute to the personal development of graduates, shaping future professionals.

2.3.2. Organizing international exhibitions, participating in art festivals, international competitions and collaboration in the field of sport

Organizing international exhibitions and participating in major art festivals, as well as collaborating with specialized teaching staff and international artists, enhances AVU’s visibility. Similarly, taking part in international competitions, working with coaches and specialists from other countries, and adopting best practices in international training methods help improve our students’ athletic performances, thus promoting excellence in sports. These efforts also contribute to students’ personal development and increase the university’s prestige both nationally and internationally.



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III. INTERNATIONAL STUDENTS (LANGUAGE PREPARATORY YEAR, Undergraduate and Graduate LEVEL STUDIES, ETC.)

International students play an essential role in diversifying and enriching Aurel Vlaicu University of Arad’s academic community. They bring not only different perspectives but also unique cultural experiences, thereby contributing to a dynamic and multicultural learning environment. Their presence facilitates intercultural exchange among students, faculty members, and university staff, promoting a better understanding of global diversity and contributing to the development of professionals capable of operating in an international context.

At AVU, internationalization is based on diversity and inclusion, with efforts to integrate faculty and students from different cultural backgrounds into everyday campus life. The university places a strong emphasis on helping international students integrate smoothly into Romania’s academic and social life, and it is actively working to enhance and expand the services available to them. In addition to a (still limited) number of study programs offered in English and a preparatory Romanian language program for both EU and non-EU students, AVU proposes a set of general measures for attracting and integrating international students:

- **Increasing the attractiveness of the university by expanding its educational offerings:**
 - Expanding academic offerings by launching specializations that are in demand internationally.
 - Introducing or expanding undergraduate and graduate degree programs in English, French, and German to attract students from various geographical areas.
- **Facilitating and promoting academic exchange programs:**
 - Actively promoting academic exchange programmes as well as those offered through Erasmus+, in order to attract a steady flow of foreign students and to provide local students with international opportunities.
- **Simplifying the admission and visa securing process:**
 - Working closely with the authorities to facilitate the visa securing process for international students.
 - Implementing a fully digitized admissions system that allows international students to apply easily and efficiently online.
- **Supporting the integration of international students:**
 - Organizing workshops and orientation sessions to help international students adapt to the Romanian academic and cultural environment.



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- Providing support in social and academic integration, ensuring that they have the necessary resources for a successful educational journey.
- **Development of relations with external institutional partners:**
- Strengthening and expanding relationships with external institutional partners to promote the university's educational offer on a global level.
- Participating in international education fairs and promotional online and offline campaigns.

IV. INTERNATIONAL PARTNERSHIPS WITH EU AND NON-EU COUNTRIES

4.1. Implementation of bilateral collaboration projects – Signing cooperation agreements for research, academic and student exchanges.

Considering the evolving labor market and the increasingly competitive standards of the programs offered at Aurel Vlaicu University of Arad, internationalization is a key element for our institution's future.

Internationalizing education is crucial. This means deepening our existing international partnerships and establishing new collaborations within higher education, as well as with business and entrepreneurial sectors, to better align our graduates' training with labor market demands.

Outlined, the points of interest are:

- Development of international partnerships;
- Identifying and establishing partnerships with other universities or research institutions/institutes abroad to open new avenues for collaboration in international or national projects;
- Identifying and establishing collaborations with universities and research institutes;
- Attracting international funds and applying for grants.



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4.2. AVU’s Affiliation with European University Alliances– Identifying Strategic Partners – Promoting the educational and research offer.

Initiating the process of affiliation with new European university alliances remains a priority for AVU’s internationalization strategy. Partnerships with international organizations and networks, as well as affiliation with programs such as CEEPUS, DAAD, CERVANTES, and GUILD, would lead to improved international collaborations and increased international visibility by:

- **Strengthening international reputation:** joining new university structures increases AVU’s visibility on the international stage and attracts more international students and researchers
- **Funding and collaboration opportunities:** AVU will access new sources of funding for research and educational projects, as well as opportunities to collaborate with leading universities.
- **Improving the quality of education and research:** through participation in international networks, AVU will have access to resources, know-how, and international expertise, which will lead to an improvement in the quality of education and research on campus.
- **Mobility and academic exchanges** for studying and teaching at other universities.
- **Access to international educational resources:** digital libraries, online courses and research tools.

The aforementioned strategic objectives serve to illustrate the main interests of AVU's internationalization strategy. The implementation of the strategy represents a collaborative process involving AVU's central management, its faculties, as well as the other institutional structures and departments. The continuous adaptation of activities to achieve the established strategic objectives must remain a constant priority for the entire AVU university community.

DECISION no. 10 of 28 January 2025

„Aurel Vlaicu” University of Arad’s Senate at its meeting on 28 January 2025, having taken note of:

- the provisions of the Higher Education Law no. 199/2023, as subsequently amended and supplemented;
- the provisions of the Regulations for the organization and functioning of the AVU Senate;
- Address of prof. Prof. BOCÎI Liviu-Sevastian submitted to the AVU registry with no. 10885/03.12.2024;

*in the presence of 32 members out of the 38 members, of which 25 teachers out of 27 and 7 students out of 11, the quorum for holding the deliberation meeting validly being met, **under the conditions of quorum fulfillment, under the powers conferred by the legislator by Law 199/2023** as amended and supplemented, respectively **through the Charter of the „Aurel Vlaicu” University of Arad***

DECIDES:

Single article. The Internationalization Strategy of the „Aurel Vlaicu” University of Arad for the 2024-2029 term is approved.

This decision was adopted with a number of 32 votes in favor, representing 100% of the number of members present.

This decision was drawn up in 3 original copies and is communicated as follows:

- of the Legal Department, online;
- Office of the Rector's Office, in original;
- The Chief Secretary of the UAV, in original;
- To the General-Administrative Directorate, online, which will transmit to the subordinate services;
- Department for Assurance and Quality Improvement, online;
- Prof.univ.dr.ing.habil. Bocîi Liviu-Sevastian, original.

**The President of the UAV Senate, Assoc.
Prof. Adela-Ileana DRĂUCEAN**

Legality notice,

**Secretary of the Senate,
Ec. Zorina BARNA**

Decision no. 63 of January 28, 2025

„Aurel Vlaicu” University of Arad’s Rector, Assoc. Teodor-Florin CILAN,

Taking into account:

- The provisions of the Higher Education Law no. 199/2023, as subsequently amended and supplemented;
- Address of prof. univ.dr.ing.habil. Bocîi Liviu-Sevastian submitted to the UAV registry with no. 10885/03.12.2024;
- **Decision of the UAV Senate no. 10 of January 28, 2025,**
- Art.68, of the Charter of the „Aurel Vlaicu” University of Arad,

Based on the attributions incumbent on the Rector appointed by the Order of the Minister of Education no.4304/22.04.2024,

DECIDED:

Single article. The approval of the Internationalization Strategy of the „Aurel Vlaicu” University of Arad for the 2024-2029 term is noted

This Decision has been drawn up in 3 original copies and is communicated as follows:

- of the Legal Department, online;
- Office of the Rector's Office, in original;
- The Chief Secretary of the UAV, in original;
- To the General-Administrative Directorate, online, which will transmit to the subordinate services;
- Department for Assurance and Quality Improvement, online;
- Prof.univ.dr.ing.habil. Bocîi Liviu-Sevastian, original.

RECTOR

Assoc. Prof. Teodor-Florin CILAN, Ph.D.

Legality notice,

*Drawn up
Ec. Zorina BARNĂ*