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# **Ovidius University of Constanța**

## **Internationalization Strategy**

2015-2019

Developed as part of the  
**Internationalization, equity and institutional management  
for a quality higher education (IEMU)**

project run by UEFISCDI in partnership with IAU, SNSPA and AID (<http://iemu.forhe.ro/>)



**IEMU**

Internationalizare Echitate  
Management Universitar

Constanța

2015

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## 1. Rector's message

### Arch over time

1990 has remained in our memory as the year when the Institute of Higher Education was transformed into a comprehensive university. The university chose the name of the Roman poet Publius Ovidius Naso, who spent the last years of his life in the ancient Greek colony of Tomis. Our patron has left a lasting legacy to the entire world, a heritage that teaches, through the ancient myths of *Metamorphoses*, about passion, the power of love, about creation, evolution and transformation.



I had the privilege to be part of the team who initiated in 1990 the transformation of the technical institute into a full-fledged university. Last year, following elections, I was entrusted to lead the university and complete the work I started long ago.

One of my priorities as Rector is to enhance the international dimension of **OVIDIUS** University of Constanța. We are a multidisciplinary and multicultural public university based in the South-East of Romania, but our reach and aspirations are global. We operate on an international stage and this must be reflected in all areas of University life: from our students and staff, to our collaborations and partnerships that tackle problems transcending national boundaries, and in the important scientific, cultural and societal contributions we make.

We are already the largest university at the Black Sea in the European Union and an Eastern gateway to Europe. Our ambition is to be recognized as the regional leader in higher education and scientific research, to establish ourselves as *The European University at the Black Sea*.

Faithful to our patron and to our traditions, we strive to complete an *arch over time*. We will continue the endeavors initiated 25 years ago and work with passion and dedication to transform our institution into a global intellectual hub.

In 2015, the International year of Light, we want our university to become not just an Eastern gateway to Europe but also a cultural lighthouse for the regional community. We want to profit from our body of knowledge and our diverse ethnic, religious and cultural environment to spread the light of freedom, open thought and social justice in the Black Sea region and far beyond.

Professor Sorin RUGINĂ, M.D., PH.D.  
Rector

## 2. Arguments for Internationalization

The IEMU project opened a unique opportunity for **OVIDIUS** University, as the advice of the expert group has been essential to rethinking the international dimension of our activities. Internationalization is a crucial process for our university, one of the reasons being that the degree-seeking foreign students contribute significantly to the financial stability and long-term growth of our institution. But internationalization means much more than that. A high degree of satisfaction is unlikely to be reached if the students do not experience an educational and social environment that is internationally and culturally diverse.

The mobility of graduates across borders, either to continue their studies or to enter the globalized and competitive labor market, requires recognition of diplomas, study periods, credits, etc. Consequently, increased compatibility of the OUC degree programs with the corresponding programs across the EU is a must. Study programs with modern curricula, which are aligned with European standards and the requirements of employers, are likely to help students to be successful and achieve their full potential in an increasingly globalized world.

The need for complementary research expertise and equipment requires a higher number of national and international partnerships. The key to a more successful participation in international competitions for research grants is the setting up of viable research partnerships. Research activities and the funds necessary for pursuing them are influenced by the quality of the academics we can attract, or partner with, to help achieve internationally recognized performance. Our international visibility and reputation are influenced by the international orientation of our research agenda.

Establishing regional contacts, encouraging the cultural exchanges across borders may lower the local tension and open ways for dialogue and reconciliation in a region with frozen conflicts, such as the Black Sea area. **OVIDIUS** University can make a difference as a cultural center hosting experts as well as think-tanks for the South-East Europe and the Black Sea region. Furthermore, increased participation and stronger cooperation with foreign higher education associations can offer greater visibility as well as guidance and assistance in designing and implementing change strategies.

For these reasons, to name just a few, internationalization is central to our efforts.

Professor Mihai GÎRȚU, PH.D.  
Vice-Rector for International Relations

### 3. Our unique location

#### Romania – A member state of the European Union

Romania is situated in the southeast of Europe, on the lower course of the Danube and on the Western coast of the Black Sea. In 1989 Romania overturned the Communist regime and embarked on a new journey, based on democracy and respect for human rights, a journey that has so far entailed joining the North Atlantic Treaty Organization (NATO) in March 2004 and the European Union in January 2007.

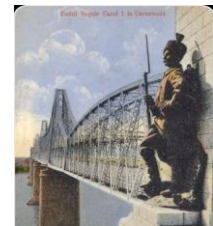


The Romanian language belongs to the group of Romance languages originating in Vulgar Latin. Thus, it is closely related to Italian, French, Spanish and Portuguese. Romanians are proud of their Latin roots and extremely communicative, with approximately a quarter of the population being able to understand and/or speak English. Other well-known languages include, as is only to be expected, French, Italian and Spanish.



#### Dobruja – A bridge between East and West

Dobruja, a region situated in the southeast of Romania, bathed by the waters of the Danube and the Black Sea, has represented, in the course of history, *a bridge between East and West, between North and South*. In 1895 the Romanian engineer Anghel Saligny finished the construction of the “King Carol I Bridge”, one of the most elaborate structures of its kind in Europe at that time, thus connecting not only the Romanians on the two banks of the Danube but also two worlds.



At present, Dobruja is *a competitive economic region*. It is the location of the largest wind farms in Central and Eastern Europe, with hundreds of last-generation turbines. With its fertile soil, basking in the warm sunshine, Dobruja is also a granary for the whole country.



However, the key elements that enable this space to win the hearts of those who visit it are its *tourist attractions*, the Danube Delta and the seaside resorts on the Black Sea coast. Dobruja is home to a natural paradise, the Danube Delta, the second largest and best preserved European delta. A UNESCO World Heritage Site since 1991, the Danube Delta is a national park and a biosphere reserve, the perfect habitat for over 300 bird species.



The uniqueness of this region is due not only to its geographical location but, above all, to its people. Irrespective of whether they are Romanians, with their brothers from the Balkan region,

Aromanians and Megleno-Romanians, Ukrainians, Bulgarians, Russian-Lipovans, Turks, Tartars, Greeks, Germans, Italians Armenians, Jews or Romanies, the inhabitants of Dobruja have coexisted peacefully and amicably for centuries. With its ethnic and religious diversity, the respect for traditions and the understanding between people, contemporary Dobruja also represents a **cultural bridge** between the civilizations interacting in this space bordered by the Danube and the Black Sea.



Dobruja is a **unique cultural space**. The inhabitants of these lands were interested in art 4 millennia BCE. The Thinker and his lady friend are regarded as masterpieces of primitive art and part of the UNESCO world heritage. Later on, in the 5<sup>th</sup> and 6<sup>th</sup> century respectively, Dobruja was also the birthplace of Ioan Cassian and Dionysius Exiguus, two theologians representative for the European Early Middle Ages.



### Constanța – the gateway to Europe

Constanța is the oldest attested city in Romania, the first historical records dating back to 657 BCE, when the Greek colony of Tomis was set up. Tomis was also the place where the Roman poet **Ovid**, a major representative of the Latin literary canon, was exiled.



Situated on the Black Sea coast, Constanța has always been **a gateway to Europe**. The Greek merchants of ancient times were followed in the Middle Ages by the Genoese sailors, whose memory is still preserved through the Genoese lighthouse.



Constanța has continuously developed over time and is nowadays the largest city in the region, surrounded by the second largest metropolitan area in the country, only surpassed by the one around the capital. The Port of Constanța is the largest Black Sea harbor and one of the largest in Europe. The city is linked to the capital, Bucharest, by a modern highway, to Europe by the Danube-Black Sea Canal and to the world by an international airport. **Constanța is a flourishing economic metropolis**, with a prosperous oil and petrochemical industry, shipbuilding and construction materials industry, tourism, services and food industry.

Due to its openness, Constanța is one of the most cosmopolitan cities in the country: an ethnic and religious mosaic, **a space of tolerance and mutual understanding**. Located on the seaside, with vast areas intended for sports, cultural events and entertainment, the city is a great attraction for the youth. In the summer it is a favorite holiday destination and for the rest of the year a student metropolis.

At present, the ancient cultural tradition established in Tomis by Ovid is continued by a strong university center. Constanța takes pride in **OVIDIUS** University, the largest institution of higher education in the region.



## 4. Our current international strengths

We are a *public higher education institution* established in 1961. Since 1990 we have become a *comprehensive university*, with top quality study programs in medical and natural sciences, humanities and engineering, social and economic sciences, law and administrative sciences, theology and arts. With over 15,000 students we are the largest university in South-East Romania and the *largest university at the Black Sea in the European Union*.

Having implemented the Bologna Process since the academic year 2005-2006, our university has become part of the European Higher Education Area, offering *diplomas recognized in the European Union* and beyond. Moreover, the Diploma Supplements are bilingual, issued both in Romanian and in English.

Our main strength resides in *the quality of the education process*, demonstrated by the high degree of satisfaction of our over 1,100 international students. They value both the quality of teaching and the wide access to practical activities. The students of Medicine, for instance, who make the largest proportion of the international students, about 80%, greatly appreciate the direct contact with the patients in hospitals, where they undergo specialized practical training.



Our international students value the *quality of the English language* used by the staff in the teaching process. Even the native speakers, who carry a significant weight in the total number of foreign students, highly value our academics' use of English.

We are proud of the program we have developed in *Romanian as a foreign language*, which is the second largest program of this kind in Romanian universities. Year after year, more than one hundred students go through the preparatory courses at our university due to the quality of teaching, the diverse international experience and extracurricular activities



The experience we have in *international cooperation in research* is substantial. Our academics are involved in joint research projects with groups from all over the world, with particular strengths in materials science and medical sciences. Moreover, our location near the Danube River, the Danube Delta and on the Black Sea coast opens wide opportunities for doing research on wetlands, shore and marine environments.

Our university has constantly encouraged *student and academic staff exchanges*. The ratio of incoming versus outgoing Erasmus visiting students stands at about 60%, much higher than the national average of about 35%.

**OVIDIUS** University of Constanța has developed ties with over 100 partner institutions from all over the world. At **OVIDIUS**, we have well established partnerships with prestigious institutions across the USA and we play a key role in Romania-US exchange activity. We are involved in partnerships with South American universities, particularly in natural sciences.



We are committed to regional and international cooperation through *international higher education associations*. We are founding members of the Black Sea Universities Network and we host its General Secretariat. We are members of various international associations, such as EUA and EURASHE, through which we wish to contribute to our own development as well as to the progress of higher education globally.

Our location is unique. The university is situated in a multicultural metropolis, home to a wide *diversity of ethnic and religious groups*. For instance, the existence of a large Turkish and Tartar community, with mosques as well as ethnic restaurants has turned Constanța into an attractive place for Muslim students. The short distance to Bulgaria and Greece encourages students from these countries to choose our university. The common traditions and the similar cuisine make them feel at home in Constanța. The presence of a large Aromanian and Megleno-Romanian community in the region appeals to students of similar origin from Greece, Bulgaria, Albania and Republic of Macedonia.



Constanța is a low crime city. The high safety standards imposed within the university and the overall atmosphere of hospitality give our students a feeling of security, of being welcome. The presence of numerous general consular and honorary consular offices in Constanța and the strong involvement of the international student associations provide *for our international students the guarantee of security and trust*.



## 5. Our mission. Our vision. Our values.

### Our Mission

OVIDIUS University of Constanța is a comprehensive multicultural public higher education institution with the mission to create, maintain and disseminate knowledge to society through education, scientific research and artistic creation at European standards. The university is actively engaged in the community, but with an impact on the entire Black Sea region, Europe and beyond.

### Our Vision

In the European Union, OVIDIUS University is **the largest comprehensive public university** at the Black Sea. Our vision is to be recognized as the regional leader in higher education and research, to be the first choice in the minds of students from the Black Sea region and beyond.

We are an **Eastern gateway to Europe** and we aspire to attract a higher number of international students and outstanding academic staff and researchers. We strive to offer bachelor's, master's and doctoral study programs at high European quality standards, to train the graduates for the competitive labor markets in Romania, the European Union and worldwide.

We seek to become **a global intellectual hub**. We want to generate state-of-the-art knowledge through scientific research, technological development and innovation in various fields of human endeavor, in partnership with prestigious national and international institutions. To this purpose, we will develop and extend the existing research partnerships, taking advantage of our strengths in materials science, medicine, environmental and marine research.

We intend to build for OVIDIUS University the reputation of **a cultural lighthouse that shows the path for those passionate about knowledge**. We want to profit from the open and diverse ethnic, religious and cultural environment as well as from the resource of knowledge built up in our university and spread the light of freedom, open thought and social justice in the Balkans, the Black Sea region and far beyond.

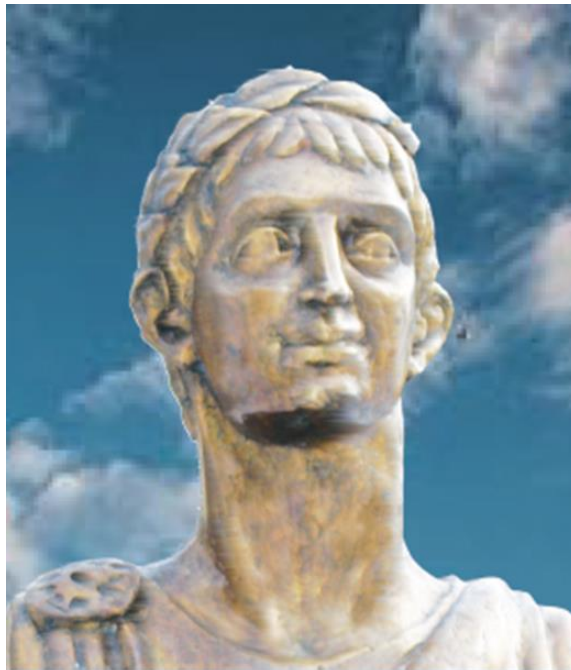
## Our defining values

The letters that form the Romanian acronym of **OVIDIUS** University of Constanta, UOC, have a special meaning for our academics, as they stand for **Unity, Honor and Competence**.

The wide range of domains of study represents one of the major strengths of **OVIDIUS** University. However, Black Sea academics understand that the key to success can only reside in **unity based on respect for diversity**.

The evolution of the university has not been entirely uneventful, yet the university has found within itself the resources needed to overcome problematic moments, promoting honourable people, setting up structures and mechanisms that would provide balance and control. Through its outstanding employees, **OVIDIUS** University has been able to draw a line and start anew, taking the path of **honour, peace and stability**. At **OVIDIUS** University prestige is gained through diligence, respect for the law and a sense of justice. Time and again, the university has chosen the path of honesty.

**OVIDIUS University values and rewards competence.** Promoting creativity and encouraging initiative are the driving force behind achieving progress; combined, they lead to excellence and academic prestige. The problems we face cannot be solved by means of passivity, scepticism and a blasé attitude, but through the active involvement of people willing to surpass themselves, of ambitious, dynamic and persevering professionals.



## 6. Our strategic goals for internationalization

To reach our vision we focus on three strategic objectives, correlated with the key elements of the mission statement of the university – *teaching, research and engagement*. Combined, they offer a powerful and provocative set of overarching goals, meant to inspire the members of our community across the full range of university activities.

### Strategic goal 1 – Internationalization of education

**OVIDIUS** - *the first choice in the minds of international students from the Black Sea region, the Middle East, Northern Africa, Central and South-East Asia.*

Student experience and the teaching-learning process are at the heart of our academic endeavor. At OVIDIUS we have achieved real success in teaching and learning of high quality, as evidenced by external benchmarks, including the assessment of the European University Association (EUA), Romanian Agency for Quality Assurance in Higher Education (ARACIS), TUV Austria. We will continue to improve our teaching and our services to students, to offer an outstanding learning experience and an enjoyable and stimulating student life.

### Strategic goal 2 – Internationalization of scientific research

**OVIDIUS** – *a partner university of top research groups from all over the world.*

At OVIDIUS we strive to undertake high quality research, acknowledged by international standards. An increasingly important dimension of our approach to research lies in collaborations and partnerships with fellow researchers around the world and with a wider community of research funders. Our approach to the internationalization of research envisages three major lines of action. Firstly, we will establish priority research areas and develop collaborations and partnerships in these areas to strengthen research networks and infrastructure. Secondly, our researchers in these areas will address issues of global relevance. Thirdly, our collaborations will integrate our research and educational enterprises.

### Strategic goal 3 – Internationalization and engagement

**OVIDIUS** - *a university engaged with business partners, the local community and authorities with a view to transforming people's lives and society across the region.*

We are mindful of the important role that the university plays within its own community, in Constanța and the southeast of Romania. We will engage with businesses as well as policy makers and other agents of social and economic change and development. We will strengthen our ties with international organizations, building innovative and interdependent relationships that will stimulate our research and teaching.

## 7. Key initiatives and actions

To achieve our strategic goals we carefully designed a set of key initiatives and actions, specific to each goal.

### Strategic goal 1

**OVIDIUS - the first choice in the minds of international students from the Black Sea region, the Middle East, Northern Africa, Central and South-East Asia**

**1.1 Strengthen internationally successful programs.** We will continue to strengthen the study programs in English, particularly the one in medicine, but also those in computer science and foreign languages and literatures. We will improve the programs in medicine, pharmacy, dentistry, presently taught in Romanian. To reach such goals, efforts will be made to continuously improve the infrastructure, the teaching spaces as well as to support academic staff development and to efficiently promote study programs at national and international level. Proper attention will be given to the program in Romanian as a foreign language.



**1.2 Offer new programs in English.** We will seek to establish new study programs appealing to a significant number of international students. The central administration will work with the faculties to carry out market research and identify competitive programs. A high quality to price ratio should be appealing to students from EU countries but also from the Black Sea area, the Balkans, the Middle East, Asia, and Northern Africa. Faculties will receive support in the process of attaining the authorization to start such new programs. Special attention will be given to e-learning and to joint degree programs, including those at doctoral level. To reach this goal, we will develop the language skills of the teaching and administrative staff to interact in a foreign language with international students, as well as train staff with a view to accrediting study programs in foreign languages. To ensure the success of our study programs we will promote them at international level.





**1.3 Provide services at high standards.** To reach this goal, OVIDIUS University will digitize all activities by implementing a unique integrated information system. We will develop clear and useful web-based materials in English as well as other languages, to cover areas such as admissions, student services, graduation, institutional affiliation, academic engagement, expertise and infrastructure, research databases, etc. We will simplify the regulations for the



admission process and work closely with the authorities to accelerate visa procedures. We will continue to invest in accommodation facilities and services to enable our students to focus on their studies and to maximize their completion rates and achievement. We will offer modular language courses for international students, to increase their ability to respond to challenging training demands as well as to help them more easily adapt to life outside the class.

**1.4 Foster international student life experience.** Special attention will be paid to the integration of our international students into university life, encouraging direct interaction between full degree foreign students, credit seeking international students and Romanian students. To promote student life and create a *true campus feeling* as a multicultural and multilingual environment where everyone feels at home, we will organize Orientation Days, setup a Language Café, celebrate the International Student Day as well as various National Days, etc. We will keep close contact with the student unions, international students associations, embassies, consular offices, foreign cultural institutes, in order to better respond to the needs of our students' needs.



**1.5 Prepare students to succeed in an increasingly interdependent world.** We will align university curricula with corresponding EU programs by closely following the standards of the European Qualifications Framework. Moreover, we will adapt our study programs to the requirements of employers. We will support domestic students in gaining greater international experience through international exchange programs, new ties with international partners, support on careers, including attracting internationally recruiting employers and identifying more



international work placement opportunities. We will internationalize the curricula, in an effort to align our programs to their EU correspondents, in order to prepare our students as global citizens. To this end, we will take all the necessary steps to obtain the ECTS label. Thus, we will introduce courses or modules dealing with foreign languages, overseas culture and civilization, diversity issues taught also by foreign lecturers.

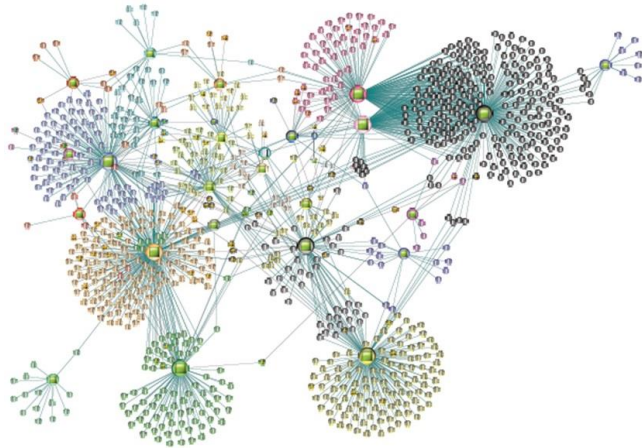
## Strategic goal 2

### ***OVIDIUS - a partner university of top research groups from all over the world***

**2.1 Strengthen our outstanding research teams.** We will support the research teams with internationally recognized accomplishments and with a recent history of successful international collaboration. We will identify and stimulate all the research groups, measuring achievement by international standards. To reach these goals, efforts will be made to improve the research infrastructure, to support academic staff development, and to facilitate international cooperation.

### **2.2 Identifying priority areas for long-term international partnerships in research.**

The strategic position of **OVIDIUS** University of Constanța offers opportunities that should be taken advantage of. We will encourage our researchers to tackle current global issues of interest, making the most of our competitive advantage. Health, energy, and food related research should be pursued in international partnerships, to capitalize on our accomplishments as well as the possibilities opened by the development of the regional industry. Environmental and marine research will be stimulated by participation in the Danube River – Danube Delta – Black Sea initiative of the European Union. Regional and social topics related to economic development and international law, aspects pertaining to arts and cultural exchanges, but also to security, terrorism, and conflict resolution in the Balkans and the Black Sea area will also be central to our effort to establish strategic partnerships.



The map of knowledge in OUC: publications, patents, research projects (Source: UEFISCDI)



**2.3 Provide guidance and support for preparing international grant applications.** The central administration of the university will provide information and assistance to research groups for aligning their efforts with the international research agendas, agencies and funding streams, both at home and abroad. We will make available effective and accessible systems for disseminating information about European and international research projects, networks and funding sources.



**2.4 Increase the visibility and the international recognition of our academics.** The central administration will assist the academic and research units as well as individual research groups in organizing international conferences, workshops, summer schools, and various other scientific or cultural events. A special focus will be on those events that are well aligned with the strategic priorities of the university. Additionally, we will set in place mechanisms to encourage the publication of research articles in world-renowned scientific journals, co-authored with researchers from prestigious institutions.



**2.5 Attract outstanding research staff and talented research-oriented graduate students.** We value innovative thinking and originality among the staff and students and we will make efforts to recruit people enjoying international recognition. We will use staff evaluation and promotion criteria that encourage excellence in research. We will seek to recruit outstanding staff not only from Romania but also from abroad. The quality of the international experience and visibility will be reflected in the recruiting, evaluation and promotion standards. To retain the high

quality human resources we will provide better services to our staff, ranging from the acquisition and maintenance of up-to-date equipment to accounting and financial services, human resource management services, in an efficient and transparent way. We will offer Romanian language courses for international research staff and graduate students, to increase their ability to adapt to life outside the university, as well as English language courses to academic staff interested in career development and research. Moreover, increasing the number of international visiting lecturers and researchers will contribute to the growth in quality of study programs and research activities.

**2.6 Strengthen research in the doctoral school.** The key to the long-term development of the university may reside in the doctoral studies, as a main provider of researchers and lecturers. Internationalization of the doctoral studies will improve the quality of our programs through increased flexibility in the language of teaching, increased mobility of students to universities abroad, joint supervision and joint degree programs with partner universities, etc. Moreover, helping Ph.D. graduates to take up post-doctoral positions at leading international research institutions and, subsequently, providing conditions for their return will pave the way for the sustainable growth of OUC.

### Strategic goal 3

***OVIDIUS - a university engaged with business partners, the local community and authorities with a view to transforming people's lives and society across the region***

**3.1 Lead the debate.** We will include on our agenda debates on regional issues of special relevance for the local and regional communities. We will engage with partner universities, local policymakers and other agents of social change to promote freedom, open thought and social justice in the Black Sea region and far beyond. We will organize debates on issues of particular relevance to international activities, in order to raise awareness of regional and global issues within the academic and wider community. We want to profit from the open and diverse ethnic and religious environment as well as from the resource of knowledge we have already built up to address issues related to security, terrorism, and conflict resolution in the Balkans and the Black Sea area.





Through the Black Sea Universities Network, through our cultural centers such as the American Corner, the Confucius Class, and the Centre for Euro-Asian Studies we will attempt to build bridges of cooperation in Europe, in the Black Sea region and the world.



**3.2 Establish OVIDIUS University as a source of expertise.** By working in partnership with businesses, industry and NGOs, we will offer our expertise with a view to developing shared solutions to global problems. We will support wider engagement of our academic staff in consultancy services, and ensure that such activities are closely in line with our research strengths.

We will increase the number and complexity of the partnerships with the local business and organizations to ensure a high level of professional training for our students. In turn, the highly-skilled graduates will make a substantial contribution to the economic growth and prosperity of our city and region.



**3.3 Communicate and engage with communities.** We will develop a community of alumni that will act as our ambassadors in key countries and regions as well as help us in designing and implementing our future strategies. Regular interaction with the local community and well-crafted media coverage of our accomplishments within the regional community will enhance the impact and reputation of OVIDIUS University in the region. Using a wide range of communication and marketing vehicles (e.g. web-based materials such as the International Student Guide; social media pages, presentations at high impact international events) we will raise our profile in the international community.

**3.4 Communicate and engage within the international higher education sector.** We will strengthen our ties with international organizations, building innovative and interdependent relationships that will stimulate our research and teaching. We will support the Black Sea Universities Network activities and strengthen the activity of its General Secretariat. We will increase our involvement in international associations, particularly EUA and EURASHE, through which we wish to contribute to our own development as well as to the progress of higher education globally.





## 8. Implementation and key measures of success

### Implementing the strategy

The internationalization strategy of the university will be implemented within a time horizon of five years, between 2015 and 2019. In order to achieve the established strategic goals, operational plans will be developed annually by the Vice-Rector for International Relations in collaboration with the deans of the faculties and the heads of the departments. The operational plans will detail the activities to be undertaken, indicating the financial resources to be allocated. The plans will be approved by the Administrative Board and the University Senate. The Administrative Board will monitor quarterly the progress of the activities while the Senate will analyze issues related to the internationalization process on an annual basis.

Internationalization is a complex process involving all academic units and the entire teaching staff. That is why strong cooperation among all five vice-rectors and the departments they oversee is crucial for the successful execution of the strategy. The annual budget allocated to implement the internationalization strategy will be established along with the action plan and will have as resources the university's centralized budget, faculties' own budget and the decentralized budgets of the departments.

The central administration units directly involved in the execution of the strategic plan of internationalization are: the Department for International Relations, the Department for International Students, the Image and Communication Department, Quality Assurance Department, Research Department, IT Department, etc. They will actively discuss international issues with the teams designated by faculties and with student associations.

### Budget

The budget allocated to internationalization is made up of the following broad categories of expenditure:

- Amounts allocated for activities under the Erasmus + Program (~ 220,000 euro / year)
- Subscription to international organizations and associations (6,000 euro / year)
- Teacher training expenditures (~ EUR 10,000 / year)
- Research expenditures with international mobility of top researchers (8,000 euro / year)
- Expenditure on visits to partners and of partners from abroad (~ 8,000 Euro / year)
- Subscription to international databases through ANELIS + (~ 60,000 euro / year)
- Support for organizing conferences (spaces and accommodation - ~ 15,000 euro / year)

## Key measures of success

The evaluation of the degree of implementation of the present internationalization strategy will rely on several key measures of success, grouped into three categories that correspond to the main classes of activities in which the university is involved: education, research and engagement with/service to the community.

The main indicators and aims in the field of **education** are:

No.	Indicator	Target by 2019
1	Successful application for the „ECTS label” Certificate	Criteria fulfilled
2	Student degree of satisfaction as regards instructional effectiveness	>70%.
3	Number of programs in English	Minimum 3 new programs of study
4	International student enrollment	Minimum 1300 students enrolled/year
5	Number of Erasmus+ exchange students from OUC	Minimum 75
6	Number of Erasmus+ staff mobility recipients from OUC	Minimum 30
7	Number of active international student exchange partnerships	Minimum 10



The success indicators in the **research** area are as follows:

No.	Indicator	Target by 2019
1	Number of research articles published in internationally recognized journals co-authored with foreign researchers	Minimum 30
2	Number of patents submitted in collaboration with foreign researchers	Minimum 5
3	Number of international agreements of cooperation involving on-going activities in the research area	Minimum 10
4	Income generated by international projects	Minimum 100,000 euro
5	Number of visiting researchers from abroad	Minimum 10
6	Number of researchers and PhD students recruited from abroad	Minimum 10

## Engagement

No.	Indicator	Target by 2019
1	Number of international events organized by the university	Minimum 40
2	Number of national and local events on international topics	Minimum 25
3	Number of reports, studies, analyses presented in BSUN, EUA, EURASHE, IAU meetings	Minimum 5

## 9. Further developments

### **Towards a new Strategic Plan**

The IEMU project, which has triggered the development of the present internationalization, strategy comes at the proper time, as the managerial team has initiated the process of drafting the new strategic plan of **OVIDIUS** University of Constanța, for the 2016-2020 period.

The aspiration and reach of the present internationalization strategy are ambitious, as internationalization touches on a wide range of activities. The future strategic plan will be significantly wider, including and expanding upon the current international strategy. We intend to go through an extensive consultation process and cover in more detail all the major areas of activity of our university, addressing education, research and community engagement.

As Vice-Rector in charge of strategy and the relation with the business community and local authorities, I will be deeply involved in the effort to develop the new strategic plan. We will start from the fact that **OVIDIUS** University is a public higher education institution playing a prominent role in the South-East of Romania, but with an impact on South-East Europe, the Black Sea region and well beyond. By joining forces with the municipality and the county of Constanța, the private and the public sectors, we will succeed in holding a leading role in the economic, societal, cultural and infrastructural development of the region.

A strategic plan is not something that can be set in stone. It should evolve in light of what we learn while implementing it and also it should take into account the inevitably fast-changing context we live in. But, more importantly, a strategic plan can be implemented successfully only if it can focus the energy, goodwill and outward-looking attitude of our colleagues throughout the University. With that support and engagement, building on our existing international strengths and partnerships, we will be well on our way to deliver on our aspiration towards internationalization, and to establish ourselves as The European University at the Black Sea.

Professor Diane Corina Paula VANCEA, PH.D.  
Vice-Rector for Strategy

## Measures for implementing the internationalization strategy

Measures		2015	2016	2017	2018	2019
<b>1</b>	<b>OVIDIUS – the first choice in the minds of international students from Europe, Black Sea and Middle East Regions</b>					
<b>1.1</b>	<b>Strengthen internationally successful programs</b>					
	Improving educational facilities to meet the students' needs at European standards. In this regard since 2015 the OUC investment program will include the expansion and renovation of educational facilities					
	Improving teacher training. OUC will provide intensive English language courses for its full-time teaching staff to enhance their ability to teach in English.					
	Promoting study programs taught in English and the English language preparatory year					
<b>1.2</b>	<b>Offer new programs in English</b>					
	Identifying the study programs to be taught in foreign languages. To this end, OUC will conduct market research on specific geographic areas and research based on enrolled at OUC international students' opinions.					
	Training the teaching and auxiliary staff involved in the authorization process of new study programs taught in foreign languages					
	Taking measures and preparing the documents required for the authorization of at least one study program taught in a foreign language					
	Providing the necessary language training to the personnel who will be involved in the operation of study programs taught in foreign languages					
<b>1.3</b>	<b>Provide services at high standards</b>					
	Updating the website in English and completing the English version of the institutional web page for admission in OUC of international students					
	Updating the regulations on the admission of foreign students and starting collaboration with authorities for speeding up visa procedures					
	Improving accommodation facilities to meet students' needs at European standards. In this regard, starting 2015, the OUC investment program will include the expansion and renovation of accommodation facilities					
<b>1.4</b>	<b>Foster international student life</b>					
	Organizing orientation days at the beginning of each academic year for foreign students and incoming Erasmus students					
	Organizing events to celebrate the international student's day and other various countries' national days of the foreign students enrolled in UOC. Organizing thematic trips for international students					
	Creating a system for assessing foreign student degree of satisfaction (procedures, questionnaire, individuals and functional structures involved)					
	Annual assessment of foreign student degree of satisfaction					
<b>1.5</b>	<b>Prepare students to succeed in an increasingly interdependent world</b>					
	Enhancing the promotion of student mobility through Erasmus +					
	Intensifying steps to increase inter-institutional agreements of Erasmus + student mobility					
	ECTS label criteria fulfilment					
	Providing quality services for foreign lecturers					
	Facilitating the participation of foreign students enrolled at OUC in career fairs					

## Measures for implementing the internationalization strategy

Measures		2015	2016	2017	2018	2019
<b>2.</b>	<b><i>OVIDIUS University – a partner of top research teams around the world</i></b>					
<b>2.1</b>	<b><i>Support the outstanding research groups in OUC</i></b>					
	Establishing a set of criteria to assess research activities according to international standards and identifying performant research teams within the university					
	Supporting research teams of <i>OUC</i> in order to strengthen the research capacity: foreign language courses, courses in academic authorship					
<b>2.2</b>	<b><i>Identify priority areas for long-term international partnerships in research</i></b>					
	Identifying research topics of international interest					
	Building international partnerships for research on selected topics					
<b>2.3</b>	<b><i>Provide guidance and support for preparing international grant applications</i></b>					
	Training researchers in designing research grant proposals					
	Organizing training seminars in research grant proposals for international competitions and providing guidance to the teams preparing such applications					
<b>2.4</b>	<b><i>Increase the visibility and international recognition of our academics</i></b>					
	Increasing the number of international conferences and summer schools with international participation, organized by OUC					
<b>2.5</b>	<b><i>Attract outstanding research staff and talented research-oriented graduate students</i></b>					
	Romanian language intensive courses offered to foreign post-doctoral researchers who will conduct research at <i>OUC</i>					
	Offering quality services to foreign post-doctoral researchers who will carry out activities at the university					
<b>2.6</b>	<b><i>Strengthen research in the doctoral school</i></b>					
	Identifying topics of interest for the development of joint degree programs and doctoral partnerships					
	Conducting joint supervision of joint research activities					



## Measures for implementing the internationalization strategy

Measures		2015	2016	2017	2018	2019
3.	<b>OYIDIUS – A university engaged with business partners, the local community and authorities with a view to transforming people's lives and society across the region</b>					
3.1	<b>Lead the debate</b>					
	Organizing debates on topics of interest, such as: security, terrorism, conflicts					
3.2	<b>Establish OUC as a source of expertise</b>					
	Organizing Business Forums with international participation or with multinational corporations					
	Involvement in partnerships with businesses companies in order to implement cross-border and inter-regional projects					
3.3	<b>Communicate and engage with the community</b>					
	Creating an alumni database/directory for foreign language programs					
	Setting up a club for alumni who attended programs in foreign languages					
	Promoting programs in foreign languages through activities organized by the Alumni Club					
3.4	<b>Communicate and engage within the international higher education sector</b>					
	University's participation in BSUN activities					
	Increasing involvement of OUC in activities developed by international academic associations, such as EUA, EURACHE, IAU, etc.					

The Strategy of Internationalization of the OVIDIUS University of Constanța was approved by the Administrative Board (decision no. 323 of 31.03.2015) and by the Senate (decision no. 299 of 02.04.2015).



MINISTERUL EDUCAȚIEI ȘI CERCETĂRII ȘTIINȚIFICE

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