

Erasmus Policy Statement

Having a strategic position at the border of EU, Stefan cel Mare University of Suceava (USV) is situated at the intersection of important European cultures. Thus, respect for multiculturalism and diversity are the main values of the academic community. Internationalisation transcends administrative borders and leads to the universalization of academic knowledge and practice. The mission of the university is to contribute to the educational, social and economic development of the community, by providing accessible and internationally recognised educational programmes, instilling a civic commitment and a responsible behaviour towards the environment and the society.

Erasmus+ program is the main mechanism that facilitates the mobility of staff and students, preparing the people of tomorrow, trained for an international labour market and for a diverse and demanding society. In an uncertain and constantly changing environment, USV considers the recognition and encouragement of the international experience of staff and students as key assets that are used to modernize the university and the academic community.

Continuous adaptation to modern standards of research, education and training is based on the ambitious objectives of the Erasmus + program and USV is ready to respond actively and proactively to new societal challenges and major trends worldwide. The implementation of Erasmus+ is also supported by all faculties, which in turn provide administrative and academic support, under the supervision of Erasmus+ coordinators. USV shares the vision and objectives of the European Education Area (EEA) and supports the objectives by encouraging the free mobility of students and staff, recognizing qualifications in higher education, encouraging multilingualism, providing equal access to education regardless of the socio-economic status, promotion of European Heritage (through KA2 projects), encouragement and implementation of lifelong learning and digital skills (technological support for students to facilitate their access to digitalisation and online education).

USV wants to contribute to the creation and consolidation of the European Education Area and, in this sense, the objectives of the future Erasmus+ Programme are in line with the objectives mentioned in the USV Charter:

- promote and implement the European qualifications system in higher education;
- facilitate international and trans-European cooperation relations and integration into the European Higher Education system in terms of structural, qualitative and economic efficiency;
- promote pluralism of options, critical and constructive analyses, development of political and civic culture, defend the democratic framework based on respect for fundamental human rights;
- orientation towards the quality of teaching, research and education by: imposing high standards of improvement and promotion of teaching; creating guest teacher positions to attract personalities from the country and abroad in education and research activities; identifying and promoting the best teaching methods;
- attain international exchange of values and assert membership in the European Higher Education Area.
- For the next period, international development will aim to increase the number of incoming and outgoing mobilities, constantly reviewing the academic offer in accordance with the European labour market requirements, to promote scientific research and researchers, to guarantee a quality educational offer and to support academic performance in all fields.

- USV wants to become a major local player in implementing environmental protection, social inclusion, civic spirit and volunteering policies.

Erasmus Policy Statement is in line with the actual strategy for internationalization of USV (<http://www.relint.usv.ro/about-usv/internationalization-strategy/>), as well as with the strategy for the next timeframe (2021-2027) and expresses USV's vision for the future: to become a physical and virtual space of excellence, aiming to support students' access to a modern education system. USV will be connected to EEA through Erasmus+ on-site and online mobilities, based on equality and equability, without discrimination. USV's Strategy of Internationalization-actively promotes the Erasmus+ program, as the main action and opportunity for the development of internationally recognized skills, by connecting to a diverse intercultural environment, within a European educational space. The strategy is structured on key areas and an operational plan is developed for each of them, in a waterfall approach (goals, smart objectives, actions, milestones, resources). The proposed measures are formulated using a bottom-up approach, to meet the needs of as many parties as possible. The USV's internationalization strategy will include concrete measures that will continue the ongoing actions that have had good results, quantitatively and qualitatively.

In addition, the strategy will respond to the new challenges and priorities of the EAA: the shift to Erasmus Without Papers, the digitalization of mobility management, the implementation of ESCI and the preparation of blended mobilities. We will continue and diversify the actions that address the ecological practices in all activities, promoting civic engagement and greater involvement in the Programme of people with limited opportunities. In 2019-2020, more than 20% of USV outgoing students came from disadvantaged backgrounds. Erasmus+ opens doors and opportunities for this category of people as well as for others, such as people with physical disabilities or people with family responsibilities etc.

The implementation of the Program will be coordinated by the Erasmus+ Office of the USV with the support of the Erasmus+ coordinators of the ten faculties, the social services department, former Erasmus+ students and volunteers working as Erasmus+ Buddies and members of ESN. The beneficiaries of the mobility will be considered actors in the modernization process of our institutional teaching and research frameworks. USV's mission is to constantly increase the quality of Erasmus+ mobilities, both incoming and outgoing, in order to provide unconditional and constant support for students and staff. The course of action is established by the internationalization strategy and the operational plan that is reviewed annually. At management level, the activities are implemented under the coordination of the Erasmus+ institutional coordinator, the deans and Erasmus+ representatives of each faculty. In order to maintain orientation and regulate the process, operational meetings are held twice a semester, with staff from the International Relations and European Affairs Department, Erasmus+ coordinators and student representatives.

By participating in the Erasmus+ Programme, USV will align its strategic goals with the EAA priorities, taking measures to achieve the objectives listed below:

- For the future period, USV will strengthen cooperation with strategic partners, aiming to consolidate the existing collaboration. Cooperation is the result of a shared commitment based on mutual benefits. While maintaining the existing partnerships, we will remain open and we are looking forward to new cooperation that could bring an extra value to USV teaching and research activity, in line with the institutional strategy of USV. Also, we intend to generously share our best practices with our partners.

- Cooperation with the non-EU partner countries has enriched multiculturalism and the educational process. USV will further develop the exchanges with non-EU partner countries, trying to sign agreements with institutions that are our strategic partners in other projects (academic or research projects).
- For the next period, USV will promote and support the mobilities of staff and students in both directions, trying to connect with new energies, cultures and education systems. All incoming and outgoing participants will act as ambassadors by promoting the Erasmus+ program.
- We will make every effort to improve the quality of mobilities, through new digital tools meant to assist the incoming and outgoing mobilities. SRIAE will develop a Code of Practice for the implementation of the Erasmus Without Paper policy and the introduction of digitalization, so that the new practices are adopted by all beneficiaries.
- By digitalisation of the management of mobilities, the efficiency of back-office activities within the Erasmus + program will increase, as well as the services offered in all the 3 stages (before, during and after mobility) for incoming and outgoing mobilities.
- USV has a broad managerial experience obtained by conducting former LLP and Erasmus+ Programs, being active in the program since 1998. As a priority, USV wants to be part of the networks of European Universities within the European Universities project.
- USV will seek opportunities and use resources to develop joint or double degree study programs, especially in the fields related to jobs of the future and smart specializations, as a result of intense staff mobility.
- USV wants to participate in the universal efforts for making our world a better place. In this sense, we will highlight the benefits and instill in students and staff – both incoming and outgoing – the desire to become more aware of the impact and responsibilities we have from an ecological point of view, as well as the importance of becoming more civically engaged. USV already organizes eco-friendly activities with the incoming students as well as civic actions
- During the next time-frame, USV will continue to encourage the participation of students and staff with limited opportunities, by organizing mentoring sessions and through financial and institutional support.
- Erasmus+ programme will facilitate the modernization of the infrastructure, study programs and services offered to incoming and outgoing students. All actions will contribute to the creation of a generation of students and teachers with a flexible vision, open to change, multilingual, tolerant and responsible towards others and the environment.

International experience is extremely valuable for both USV staff and students. In this regard, the university encourages their participation in all three key actions of the Erasmus+ Programme (KA1, KA2 and KA3) and undertakes all activities to further modernise the institution. The objectives listed above are part of the institutional strategy and will be achieved using the combined resources of the Erasmus+ Programme and the USV. The KA2 and KA3 projects strengthen and complement the cooperation between academia /the university community and industry. USV is an active partner of the society, being involved in the implementation of regional development policy. Through participation in Erasmus+ key actions, USV aims to strengthen the joint activities with strategic partners, such as enterprises, professional associations, industry clusters and regional authorities.

As to KA1, it is desired to increase the number of incoming and outgoing mobilities (by at least 10% by 2027) and the quality of the participants' experience. The inter-institutional agreements will be signed according to the internationalization strategy provisions and by analyzing the opportunity and by benchmarking the advantages for both parts involved. New international partnerships will be initiated through visits, exchanges of experience, research projects and Erasmus+ mobilities.

A steering committee will be set up to ensure the internal evaluation of the Erasmus+ program. Based on the results of a permanent self-assessment process, we will make the necessary amendments to ensure the quality of mobility at all stages (preparation, during and after mobility). An internal survey will be conducted with incoming students to improve the Erasmus+ internal practices, and the results will be used for the optimisation plan, which will be implemented starting with the next academic year.

Welcome Erasmus Day will be organised for the new incoming students under to coordination of SRIAE (one each semester) and at least 2 events/ semester under to coordination of USV students' organisations. The pre-arrival support package for incoming students and staff (Erasmus Welcome Kit) will be further developed during the next implementation stage. The Erasmus Welcome Kit will also help the outgoing staff to become amassadors for the USV and will contain a brochure with a presentation of the region, a map of the campus, a description of the main services, a bilingual handbook. All materials will be posted in electronic form on the SRIAE webpage.

For better on-site assistance, the abilities of Erasmus+ Buddies volunteers will be consolidated during a training/semester and we will develop a Virtual Erasmus+ Buddy (visual podcast for orientation on campus and basic information). Better promotion of USV programs and facilities to partners will be organized as part of International Erasmus Month, which will take place from 2022. We organize intensive courses of Romanian language and continue to do so for better academic and social inclusion of foreign students.

In order to increase the number of outgoing students, we intend to organize in addition to the Erasmus+ Open Doors event, 1 meeting/year with Erasmus Alumni students and ESN representatives, starting with 2021. The events will be followed by meetings with Alumni-Erasmus (intercultural training) peer-to-peer assistance delivered by Erasmus+ faculty coordinators and preparation for the activities abroad, including blended mobilities.

To increase the number of KA2 and KA3 projects in which USV is partner or coordinator, one project management training will be held on yearly basis in which the success stories from already implemented projects will be presented

USV will develop an operational plan for the introduction of **blended mobilities**, which will establish: a specific infrastructure for virtual mobility; teacher training for online education; automatic recognition of the results obtained from blended mobility.

USV will create the framework for the development of at least one joint/double degree, in the field of future professions or intelligent specializations. In order to improve the level of knowledge of foreign languages, courses in foreign languages will be organized after which the teaching staff will obtain certificates according to the Common European Framework for Foreign Languages (CEFR), with the help of USV's Department of Foreign Languages and the Center for Foreign Languages Synergia Linguarum.

The internationalization and attractiveness of USV as a study destination will be strengthened by the introduction of at least 1 new study program and / or 2 modules in English, until 2027. In addition, a meeting will be organized at the level of each faculty on the topic of internationalization of the curriculum. Dissemination events, The World @USV, organised by each faculty, will

continue to be held (at least 1 / year), with the support of the incoming Erasmus+ Staff (presentation of educational methods, best practices in digitalisation).

For better social inclusion and civic engagement, USV student organizations will be responsible for coordinating, in turn, each year, the welcoming and assistance of incoming students, with the support of ESN and Erasmus+ Office. In addition, a monthly calendar of all events concerning environmental protection and civic engagement, organized by/at USV, will be put together and promoted on the website and via social media. We will continue the activities related to the protection of the environment and in addition we will organize a course on Sustainable and Responsible Behaviour, addressed to outgoing and incoming students, so that they become aware of the impact that each of our behaviors has on the environment.

In terms of the participation in the Program of people with limited possibilities, USV analyzes each category and takes measures to support them (as part of the institutional strategy). USV is located in the North-East of Romania, considered one of the least developed regions compared to the rest of the country, and the share of students from disadvantaged backgrounds is high. Last academic year, 20% of outgoing students received an additional Erasmus grant. USV provides an additional subsidy to all disadvantaged participants. We will submit applications to participate in nationally funded projects in order to access additional funds to support those with limited opportunities.

At USV, the Erasmus+ Program is implemented through the Erasmus+ office with the help of the network of Erasmus+ coordinators at faculty level, coordinated by the director of SRIAE, benefiting from the logistical support provided by the Erasmus+ Office. The office operates within the Office of International Relations and European Affairs (SRIAE). The position of Erasmus + institutional coordinator is held by the vice-rector in charge of international relations. The Erasmus+ Office works in collaboration with Erasmus+ coordinators at the faculty level. The proper implementation of the program is supervised by various reports, both at the faculty and university level (the annual report of the rector on the state of the university, report of the Quality Assurance Commission), as well as by the Internal Audit Office of the USV.

The above mentioned objectives and actions will be mentioned/gathered in the operational plan for internationalization and responsibilities will be established for each one. The indicators will facilitate a better monitoring of the planned activities and corrections.

Targets / qualitative and quantitative indicators / indicative timeline:

- Increased number of staff and students participating in outgoing and incoming mobility, with 10%, by 2027;
- 10% increase in the number of active inter-institutional agreements, until 2027;
- Better welcome and assistance services for incoming students, by setting up a solid team of Erasmus+ Buddy volunteers, at least 10 volunteers each year, 1 Erasmus+ Buddies training course, until 2022, and the creation of a virtual Erasmus+ Virtual Buddy, by 2023;
- Adjusted infokit, by improving the existing Erasmus Welcome Kit developed (printed and online) for a better promotion of USV, with Suceava brochure, campus map, description of main services, bilingual handbook. The content will be developed through consultation with incoming students and made available until 2021;
- Facilitate social inclusion by organizing intensive courses of Romanian language, organized each semester, for the foreign students;

- Better promotion of the Erasmus+ Mobility program to USV students, through Erasmus Open Doors events, 2 meetings/year with Erasmus Alumni students and ESN representatives, from 2021;
- Better dissemination of the Erasmus + advantages among those interested in USV by organizing each semester a meeting on the internationalization of the curriculum, in each faculty. We will continue to organize The World @ USV events, organized by each faculty (at least 2 / year) with the support of incoming staff (presentation of teaching methods, good practices in digitalization);
- Increased quality of the mobility procedures, through the establishment of a support committee, to ensure-internal evaluation and an adjustment of the processes; yearly reports and improvement proposals (minimum 6 analytical reports and 1 strategic proposal for the 2021-2027 period);
- Promote USV as an academic and research destination by organizing the *Erasmus+International Month*, yearly from 2022;
- Better collaboration with industry stakeholders, labour market, with other HEIs, through at least 5 projects successfully implemented under KA2 and KA3 actions, until 2027;
- Increase, by 5%, the success rate of applications submitted on KA2 and KA3 projects, with the support of annual training in Erasmus+ project management;
- Connection of USV to the European HEIs networks, through participation in the European Universities Call: at least 2 application proposals, with at least 1 successful financed project, until 2023;
- Establishment of the steps necessary for the digitalization and implementation of ESCI according to the deadlines set (see 2.1);
- Implementation of at least one joint study program / double diploma, by 2027;
- Increase awareness and information on environmental protection and civic engagement, by establishing a calendar of events related to the above areas and by organizing a course on *Sustainable and Responsible Behavior* for outgoing and incoming students; 1 calendar / year, at least 2 events / semester, 1 course in Sustainable and Responsible Behavior / semester;
- Consolidation of measures to increase access to the program for people from disadvantaged backgrounds by financial and logistic support delivered by Erasmus+ and USV, on continuous basis.

Versiunea in limba Romana

Avand o pozitie strategica la granitele UE, Universitatea Stefan cel Mare din Suceava (USV) este situata la confluenta unor importante culturi europene, având ca principale valori respectul pentru multiculturalism si diversitate. Internationalizarea depaseste granitele administrative si contribuie la universalizarea cunoasterii si practicii academice. Misiunea universitatii este de a contribui la dezvoltarea educationala, sociala si economica a comunitatii, prin furnizarea de programe educationale accesibile si recunoscute la nivel international, prin insuflarea unui angajament civic si al unui comportament responsabil fata de mediul inconjurator si fata de societate.

Programul Erasmus+ este principalul mecanism care faciliteaza mobilitatea personalului si a studentilor, pregatind oamenii de maine, formati pentru o piata internationala a muncii si pentru o societatea diversa si exigenta. Intr-un mediu incert, aflat in continua schimbare, USV considera recunoasterea si incurajarea experientei internationale a personalului si a studentilor ca puncte esentiale care servesc la modernizarea universitatii si a comunitati academice.

Adaptarea continua la standardele moderne in domeniile cercetarii, educatiei si formarii se bazeaza pe obiectivele ambitioase ale programului Erasmus+ si USV este pregatita sa raspunda in mod activ si proactiv noilor provocari societale si megatrendurilor mondiale. Implementarea programului Erasmus+ este de asemenea sustinuta de toate facultatile, care la randul lor ofera sprijin la nivel administrativ si academic, sub supravegherea coordonatorilor Erasmus+. USV impartaseste viziunea EEA (European Education Area) si sprijina obiectivele prin incurajarea liberei mobilitati a studentilor si personalului, prin recunoasterea calificarilor in invatamantul superior, prin incurajarea multilingvismului, prin accesul egal la educatie indiferent de statutul socio-economic, promovarea Patrimoniului European (prin proiecte KA2), incurajarea si implementarea invatamantului pe toata durata vietii si a abilitatilor digitale (suport tehnologic pentru studenti pentru a facilita accesul lor la digitalizare si invatamant online).

USV doreste sa contribuie la crearea si consolidarea European Education Area si in acest sens obiectivele pentru viitorul program Erasmus+ sunt in concordanta cu obiectivele mentionate in Carta USV :

- Promovarea si implementarea sistemului european de calificari in invatamantul superior;
- Facilitarea relatiilor de cooperare internationale, intra si transeuropene si integrarea in sistemul de invatamant superior european din punct de vedere structural, calitativ si al eficientei economice;
- Promovarea pluralismului optiunilor, analizei critice si constructive, dezvoltarea culturii politice si civice, apararea cadrului democratic bazat pe respectarea drepturilor fundamentale ale omului;
- Orientarea catre calitatea predarii, a cercetarii si educatiei prin : impunerea unor standarde inalte de perfectionare si promovare a predarii, crearea pozitiiilor de profesor invitat pentru a atrage personalitati din tara si strainatate, identificarea si promovarea celor mai bune metode de predare;
- Realizarea schimbului internațional de valori și afirmarea afilierii la Spatiul European al Educatiei.
- Pentru perioada urmatoare, dezvoltarea internationala va urmari cresterea numarului mobilitatilor incoming si outgoing, revizuirea constantă a ofertei academice în concordanță cu cerintele pietei europene a muncii, promovarea cercetarii stiintifice și a cercetatorilor, asigurarea unei oferte educative de calitate si sprijinirea performantelor academice în toate domeniile.
- USV doreste sa devina un actor local principal in implementarea politicilor de protectie a mediului, incluziune sociala, spirit civic si voluntariat.

EPS este in acord cu strategia de internationalizare actuala a USV <http://www.relint.usv.ro/about-usv/internationalization-strategy/>, precum si cu strategia pentru urmatorul interval (2021-2027) si exprima viziunea de viitor a USV: sa devina un spatiu de excelenta fizic si virtual, isi propune sa sprijine accesul studentilor la un sistem de educatie modern. USV va fi conectata la EEA prin mobilitatile Erasmus+ on-site si online bazate pe egalitate si egalibilitate exclusand discriminarea. Strategia de internationalizare a USV promoveaza activ programul Erasmus+, ca principala actiune si oportunitate pentru dezvoltarea abilitatilor recunoscute international, prin conectarea la un mediu intercultural, in cadrul unui spatiu european de educatie. Strategia este structurata pe puncte cheie si un plan operational este elaborat pentru fiecare dintre ele, intr-o abordare in cascada (obiective, obiective inteligente, actiuni, termene, resurse). Masurile propuse sunt formulate printr-o abordare de jos in sus pentru a rezolva nevoile cat mai multor parti implicate. Strategia de

internationalizare a USV va cuprinde masuri concrete care vor continua actiunile in derulare care au avut rezultate bune cantitativ si calitativ.

In plus, strategia va raspunde noilor provocari si prioritati ale EEA : trecerea la EWP, digitalizarea managementului mobilitatilor, implementarea ESCI si pregatirea mobilitatilor combinate. Vom continua si vom diversifica actiunile care abordeaza practicile ecologice in toate activitatile, promovarea implicarii civice si o mai mare implicare in program a persoanelor care au posibilitati reduse. In 2019-2020, peste 20% dintre studentii outgoing USV proveneau din medii dezavantajate. Erasmus+ deschide usi si sanse pentru aceasta categorie de persoane, dar si pentru altele asemenea, cum ar fi persoanele cu dizabilitati fizice sau persoanele care au responsabilitati familiale, etc.

Implementarea programului va fi coordonata de catre Biroul Erasmus+ al USV cu sprijinul coordonatorilor Erasmus+ din cele 10 facultati, al serviciilor sociale, a studentilor Erasmus+ alumni si a voluntarilor care activeaza ca Erasmus+ Buddies sau membri ai ESN. Beneficiarii mobilităților vor fi tratați drept actori ai procesului de modernizare institutionala a cadrului educational si de cercetare. Misiunea USV este de a creste constant calitatea mobilitatilor Erasmus+ incoming si outgoing, de a oferi sprijin neconditionat si constant studentilor si personalului. Directia de actiune este data de strategia de internationalizare si de planul operational care este revizuit anual. Din punct de vedere managerial, activitatile sunt implementate sub supervizarea coordonatorului institutional Erasmus+, a decanilor si a reprezentantilor Erasmus+ ai fiecarei facultati. In vederea monitorizarii si reglării procesului, au loc intalniri operationale de doua ori pe semestru, cu personalul Serviciului de Relatii Internationale si Afaceri Europene, coordonatorii Erasmus+ si reprezentanti ai studentilor.

Prin participarea la programul Erasmus+, USV va armoniza obiectivele strategice ale sale cu prioritatile EEA, luand masuri pentru indeplinirea obiectivelor mentionate mai jos. Strategia va pune in practica obiectivele cheie ale programului Erasmus+ pentru urmatoarea perioada.

Pentru perioada urmatoare, USV va promova si sprijini mobilitatile personalului si ale studentilor in ambele directii, incercand sa se conecteze la noi energii, culturi si sisteme de educatie. Toti participantii incoming si outgoing vor actiona ca ambasadori, prin promovarea programului Erasmus+.

Vom depune toate eforturile pentru imbunatatirea calitatii mobilitatilor, prin instrumente digitale menite sa sprijine mobilitatile incoming si outgoing. SRIAE va elabora un Cod de Practica pentru implementarea politicii EWP si introducerea digitalizarii, astfel ca noile practici sa fie adoptate de toti beneficiarii.

Prin digitalizarea managementului mobilitatilor, eficienta activitatilor de backoffice in cadrul programului Erasmus+ va creste, precum si serviciile oferite in toate cele 3 etape (inainte, in timpul si post mobilitate) pentru mobilitatile incoming si outgoing.

Pentru perioada urmatoare, USV va intari cooperarea cu partenerii strategici pentru consolidarea colaborarii existente. Cooperarea este rezultatul unui angajament comun bazat pe beneficii mutuale. In timp ce dorim pastrarea parteneriatelor existente vom ramane deschisi si ne dorim noi cooperari care ar putea aduce un plus activitatilor de predare si cercetare ale USV, in linie cu strategia institutionala a USV. De asemenea, vom urmări să împărtășim cu generozitate partenerilor our best practices.

Cooperarea cu tari partenere non-UE a imbogatit multiculturalismul si procesul de educatie. USV doreste continuarea schimburilor cu tari non-UE si vom incerca sa incheiem acorduri cu acele universitati care ne sunt partenere si in alte proiecte.

USV are o experienta manageriala bogata obtinuta prin derularea fostelor programme LLP si Erasmus+, fiind in program din 1998. Ca prioritate, USV doreste sa fie parte a retelelor Universitatilor Europene in cadrul proiectului European Universities.

USV va cauta oportunitati si va folosi resursele pentru a dezvolta programe de studiu joint sau double degree, în special în domeniile meseriilor viitorului și a specializărilor inteligente, ca un rezultat al mobilitatilor intense ale personalului.

USV doreste sa ia parte la eforturile universale de a face lumea noastra un loc mai bun. In acest sens, vom evidientia beneficiile si vom insufla studentilor si personalului incoming si outgoing dorinta de a deveni mai constienti de impactul si responsabilitatile pe care le avem din punct de vedere ecologic precum si importanta de a deveni mai implicat din punct de vedere civic.

In perioada urmatoare, USV va continua sa stimuleze mobilitatile studentilor si personalului cu posibilitati reduse, prin organizarea unor sesiuni de mentorat si prin sprijin financiar si institutional.

Programul Erasmus+ va facilita modernizarea infrastructurii, a programelor de studiu, a serviciilor oferite studentilor incoming si outgoing. Toate actiunile vor contribui la crearea unei generatii de studenti si profesori cu o viziune flexibila, deschisa spre schimbare, multilingvi, toleranti si responsabili fata de ceilalti si fata de mediul inconjurator.

Experienta internationala este extrem de valoroasa atat pentru personalul cat si pentru studentii USV. In acest sens, universitatea va participa la toate cele 3 actiuni cheie ale programului Erasmus+ (KA1, KA2,KA3) si va implementa activitati dedicate modernizarii viitoare a institutiei. Obiectivele mentionate mai sus sunt parte a strategiei institutionale si vor fi implementate prin folosirea resurselor programului Erasmus+ si ale USV. Proiectele KA2 si KA3 vor consolida cooperarea cu comunitatea si mediul economic. USV este un partener activ in societate, fiind implicate in implementarea politicii de dezvoltare regionala. Rin participarea la actiunile cheie Erasmus+ USV urmareste dezvoltarea de activitati comune cu parteneri strategici, cu intreprinderi private, asociatii profesionale, clustere si autoritati regionale. USV is an active partner of the society, being involved in the implementation of regional development policy.

In ceea ce priveste KA1, se doreste cresterea numarului mobilitatilor incoming si outgoing (cu cel putin 10% pana in 2027) si calitatea experientei participantilor. Acordurile inter-institutionale vor fi semnate in conformitate cu prevederile strategiei de internationalizare si prin analiza oportunitatilor si prin evaluarea comparativa a avantajelor pentru ambele parti implicate. Noi parteneriate internationale vor fi initiate prin vizite, schimburi de experienta, proiecte de cercetare si mobilitati Erasmus+.

Un comitet director va fi infiintat pentru a asigura evaluarea interna a programului Erasmus+. In baza rezultatelor, vom face modificarile necesare pentru asigurarea calitatii mobilitatilor in toate etapele (pregatirea mobilitatii, in timpul mobilitatii si post mobilitate). Un chestionar intern va fi completat de catre studentii incoming pentru imbunatatirea practicilor interne si rezultatele vor fi folosite pentru planul de optimizare care va fi implementat incepand cu urmatorul an academic.

Vor fi organizate evenimentele Erasmus Welcome Day sub coordonarea SRIAE (cel putin o intalnire pe semestru) si cel putin doua evenimente pe semestru la initiativa organizatiilor studentesti din USV. Pachetul de servicii de asistenta in etapa de dinaintea sosirii pentru studenti si personal incoming (Erasmus Welcome Kit) va fi realizat si in perioada urmatoare de implementare. Erasmus Welcome Kit va fi utilizat si de catre personalul outgoing si ii va ajuta sa promoveze universitatea, in calitatea lor de ambasadori ai USV. Kitul va cuprinde o brosură cu prezentarea ujniversitatii, harta campusului, descrierea principalelor servicii, ghid bilingv. Toate informatiile vor fi prezentate si in format online pe siteul SRIAE.

Pentru o mai buna asistenta on-site, abilitatile voluntarilor Erasmus+ Buddies vor fi consolidate in cadrul unei sesiuni de training si vom crea un Erasmus+ Buddy Virtual (Podcast pentru orientarea in campus). Pentru o mai buna promovare in randul partenerilor internationali a programelor si facilitatilor USV va fi organizat evenimentul Erasmus International Month care va avea loc incepand cu 2022. Organizam cursuri intense de limba romana si vom continua sa o facem pentru o mai buna incluziune academica si sociala a studentilor straini.

Pentru a creste numarul de studenti outgoing, intentionam sa organizam, pe langa evenimentul Erasmus+ Open Doors, 1 intalnir/an cu studentii Erasmus Alumni si reprezentati ai ESN, incepand cu anul 2021. Seminariilor vor fi urmate de intrevederi cu Erasmus-Alumni (training intercultural) asistenta si pregatire peer-to-peer oferita de coordonatorii Erasmus+ la nivel de facultati, pentru pregatirea stagiilor, ce vor fi realizate, inclusive pentru mobilitati combinate.

Pentru a creste numarul de proiecte KA2 si KA3 in care USV este partener sau coordonator, vom organiza anual un training de managementul proiectelor in cadrul caruia se vor prezenta experientele de succes ale proiectelor deja implementate.

USV va elabora un plan operational pentru introducerea mobilitatilor combinate care va avea in vedere : dezvoltarea infrastructurii specifice pentru mobilitati virtuale, perfectionarea personului didactic pentru invatamantul online si digitalizarea formarii, crearea cadrului institutional pentru recunoasterea automata a rezultatelor obtinute in urma mobilitatilor combinate.

USV va crea cadrul de dezvoltare a cel putin un program de studiu joint/double degree in domeniile de studiu ale USV, in domeniul meseriilor viitorului sau al specializărilor inteligente. Pentru imbunatatirea nivelului de cunostinte a limbilor straine, se vor organiza cursuri de limbi straini in urma carora cadrele didactice vor obtine certificate conform CEFR, cu ajutorul Departamentului de Limbi Straine al USV si al Centrului de Limbi Straine Synergia Linguarum. Internationalizarea programelor de studiu si atractivitatea USV ca spatiu modern al invatamantului superior va fi consolidata prin introducerea a cel putin unui nou program de studiu si/sau a cel putin doua module in limba engleza, pana in anul 2027. Ca masura aditionala, se va organiza, la nivelul fiecarei facultati, o intalnire pe tema internationalizarii curriculei. Se vor organiza in continuare evenimentele de diseminare The World @USV organizate de fiecare facultate (cel putin 1/an), cu sprijinul personalului Erasmus+ incoming (prezentari ale metodelor pedagogice, bune practici in digitalizare).

Pentru o mai buna incluziune sociala si implicare civica, organizatiile studentesti din USV vor fi desemnate sa coordoneze, pe rand, anual, primirea si asistenta oferita studentilor incoming, cu sprijinul ESN-ului si al biroului Erasmus+. Mai mult, va fi stabilit un calendar lunar al evenimentelor USV cu tematica ecologica si implicare civica si va fi promovat pe pagina web si prin canalele social media. Vom continua activitatile legate de protectia mediului si in plus vom organiza un curs de Comportament Sustenabil si Responsabil, adresat studentilor outgoing si incoming pentru ca ei sa constientizeze impactul pe care comportamentului fiecaruia dintre noi il are asupra mediului.

In ceea ce priveste participarea in program a persoanelor cu posibilitati limitate, USV analizeaza fiecare categorie in parte si ia masuri de sprijinire a fiecaruia (ca parte a strategiei institutionale). USV se afla in regiunea Nord-Est a Romaniei, considerate a fi una dintre cel mai putin dezvoltate regiuni in comparatie cu restul tarii, si numarul de studenti proveniti din medii dezavantajate este ridicat. Anul academic trecut, 20% din studentii outgoing au primit un grant Erasmus suplimentar. USV da grant suplimentar tuturor participantilor dezavantajati. Vom trimite aplicatii pentru a participa in proiecte finantate la nivel national pentru a putea accesa fonduri aditionale care sa sprijine pe cei cu posibilitati reduce.

In USV, programul Erasmus+ se deruleaza prin Biroul Erasmus+ cu ajutorul rețelei de cooronatori Erasmus de la nivelul facultatilor, coordonata de Directorul SRIAE, beneficiind de suportul logistic asigurat by the USV Erasmus+ Office. Biroul opereaza in cadrul Serviciului de Relatii Internationale si Afaceri Europene (SRIAE).

Funcția de Erasmus+ institutional coordinator este deținută de prorectorul responsabil cu relațiile internaționale

Biroul Erasmus+ lucreaza impreuna cu coordonatorii Erasmus+ de la nivelul facultatilor.

Implementarea corespunzatoare a programului este supervizata prin rapoarte diverse atat la nivelul facultatilor cat si la nivelul universitatii (raportul anual al rectorului, raportul Comisiei de Asigurare a Calitatii) precum si de catre Biroul de Audit Intern al USV.

Obiectivele si actiunile mentionate mai sus vor fi prezentate in planul operational al internationalizarii si se vor stabili responsabilitatile pentru fiecare. Indicatorii vor facilita monitorizarea planului de activitati si a corectiilor.

Tinte/indicatori calitativi si cantitativi/ termene

- Cresterea numarului mobilitatilor de personal si studenti incoming si outgoing, cu 10%, pana in 2027 ;
- Cresterea numarului de acorduri inter-institutionale active cu 10%, pana in 2027 ;
- Servicii de primire si asistenta mai bune pentru studentii incoming, prin constituirea unei echipe puternice de voluntari Erasmus Buddy, cel putin 10 voluntari/an, 1 training de formare pentru Erasmus Buddies, pana in 2022 si crearea unui Erasmus+ Buddy Virtual pana in 2023 ;
- Cresterea calitatii Erasmus Welcome Kit prin imbunatatirea actualului Erasmus Welcome Kit pentru o mai buna promovare a USV cu brosură de prezentare a Sucevei, harta campusului, descrierea principalelor servicii, handbook bilingv. Continutul va fi dezvoltat in urma consultarilor cu studentii incoming si va fi gata pana in 2021.
- Facilitarea incluziunii sociale prin organizarea., in fiecare semestru, a cursurilor intensive de limba romana pentru studentii incoming ;
- O mai buna promovare a programului Erasmus+ Mobilitati in randul studentilor USV, prin Erasmus Open Doors, doua intalniri/ an cu studentii Erasmus Alumni si reprezentantii ESN, din 2021.
- O mai buna diseminare a beneficiilor oferite de programul Erasmus+ in randul celor interesati din interiorul USV prin organizarea, in fiecare semestru, a unei intalniri cu tema *internationalizarea curriculei*, la nivelul fiecarei facultati. Vom continua organizarea evenimentelor *The World@USV* organizate de fiecare facultate (cel putin 2/an) cu sprijinul personalului incoming (prezentarea metodelor pedagogice, bunele practici in digitalizare);
- Cresterea calitatii procedurilor privind mobilitatile, prin intermediul unei comisii care va fi infiintata, pentru a asigura evaluarea interna si ajustarea procesului; rapoarte anuale si propuneri de imbunatatire (minim 6 rapoarte analitice si o propunere strategica in perioada 2021-2027);
- Promovarea USV ca destinatie academica si de cercetare prin organizarea *Erasmus+ International Month*, annual, incepand cu 2022 ;
- O mai buna colaborare cu partile interesate din industrie, piata muncii, cu alte institutii de invatamant superior, prin cel putin 5 proiecte derulate cu succes in cadrul actiunilor KA2 si KA3, pana in 2027;

- Cresterea cu 5% a ratei de succes la aplicatiile depuse pe proiectele KA2 si KA3, cu sprijinul unui training anual de management al proiectelor Erasmus+ ;
- Conectarea USV la retelele HEIs prin participarea la apelurile proiectului European Universities; cel putin doua aplicatii din care cel putin una acceptata, pana in 2023;
- Stabilirea etapelor necesare digitalizarii si implementarea ESCI conform dead-line-urilor stabilite (vezi 2.1);
- Infiintarea a cel putin unui program de studiu joint/double degree, pana in 2027;
- Cresterea gradului de constientizare si informare cu privire la protectia mediului si la implicarea civica, prin realizarea unui calendar al evenimentelor care au legatura cu domeniile mentionate mai sus si prin organizarea unui curs de *Comportament Sustenabil si Responsabil* adresat studentilor outgoing si incoming; 1 calendar /an, cel putin 2 evenimente / semestru, 1 curs de Comportament Sustenabil si Responsabil/ semestru ;
- Consolidarea masurilor pentru cresterea accesului in program al persoanelor care provin din medii dezavantajate, prin sprijin financiar si suport logistic din partea Erasmus+ si USV.