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Proiect cofinanțat din Fondul Social European prin Programul Operațional Sectorial Dezvoltarea Resurselor Umane 2007 – 2013
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Internationalization Strategy

“Aurel Vlaicu” University of Arad

Arad

2015



ȘCOALA NAȚIONALĂ DE STUDII
POLITICE ȘI ADMINISTRATIVE



IEMU
Internaționalizare Echitate
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University name:
Aurel Vlaicu University of Arad (AVU)
1) Foreword:
<p>Where are we now?</p> <p>The <i>strengths</i> of AVU's current efforts to internationalize are:</p> <ul style="list-style-type: none"> ➤ AVU was successful in employing some Romanian scholars who have studied or worked in institutions outside Romania for extended periods of time. Thus, the university has been able to gain valuable experience in internationalization; ➤ The students and staff show willingness to internationalize, to compare systems, to learn about different cultures, and to improve their language skills; ➤ The students and staff are strongly encouraged to study sustained periods abroad; ➤ The promotion of international mobility of students and staff, through enhanced services for mobility, tools for recognition of studies, better visa procedures for foreign students and emphasis on mobility – into and out of Europe; ➤ The promotion of the policy entitled “internationalization at home” and digital learning, which includes language learning, using ICT, in order to internationalize curricula; ➤ AVU's competitive teaching and research staff is young (the age average is 40 years); ➤ Research in AVU has essentially contributed to the internationalization of the institution; ➤ AVU has on-going collaborations with internationally recognized professors and researchers, from Romania and abroad; ➤ AVU maintains and enhances its quality assurance system; ➤ AVU has numerous international agreements and is consistently concerned in securing new institutional partnerships in order to facilitate student and teacher mobility; ➤ AVU has established agreements with the economic environment to better support the training of its own students as well as to increase student employment and labour market adaptation prospects; ➤ AVU is able to respond promptly to possible demographic challenges, due to its long

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term strategy;

- Internationalization is a strategic objective of the institution;
- The existence of an ALUMNI Department responsible for keeping a close relationship with graduates and potential employers;
- AVU is a founding member of the Association of Universities, Research-Development Institutes and Central University Libraries of Romania “ANELiS PLUS” through which all teaching staff and students have access to specialized international data bases;
- AVU contributes with 60% co-financing in research projects;
- The university has invested recently in modern laboratories and classrooms;
- An efficient, dynamic, flexible and reality adapted management.

The *weaknesses* of AVU’s current efforts to internationalize are:

- Even if the students and staff are willing to internationalize, the actual numbers undertaking, for instance, semester-long exchanges abroad is fairly small, but in conformity with the nationally allocated budget;
- Due to the limited number of courses taught in foreign languages, there are limited opportunities for overseas students to study at AVU;
- Not all teaching staff is fluent in a foreign language;
- Not all degree programmes offer a PhD;
- The number of won research projects could be higher;
- The flexibility of degree programmes and inter-faculty cooperation;
- Limited stakeholder involvement in the university’s governance.

Where do we want to be?

AVU needs *more improvements* in what follows:

- Prioritizing language training for both staff and students would enable them to fully engage with international activities;
- AVU should establish a strategy for delivering quality-assured courses in English and other languages;
- The intention of AVU is that the quality, facilities and procedures for courses taught in

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foreign languages should be the same as for those taught in Romanian. As this is necessarily an expensive activity, AVU should consider those courses for which a foreign language delivery is feasible;

- AVU should involve more administrative staff in international activities in order to enable them to learn from best practices abroad.

How do we get there?

The *opportunities* for deepening the internationalization efforts and for widening the internationalization dimension of AVU are:

- The open access to research and institutional development funds through European programmes;
- The enhancement of the level of competitiveness in the Romanian educational system;
- The availability of the national institutional evaluation organism, namely the ARACIS;
- The possibility of supplementing the income through entrepreneurial initiatives;
- The growth of the number of partnerships with the economic environment;
- The geographical positioning;
- The increase in demand for e-learning programmes;
- The development of innovative strategies for Region 5 West through the Regional Development Agency West;
- The identification of new economic competitiveness factors.

As *threats* in the process of internationalization, we can mention:

- The negative impact of the global economic crisis on employment, state funding and student's financial capabilities that could lead to an increase in drop-out rates;
- The low level of public funding;
- The chance of losing highly trained professionals over financial reasons to other prestigious foreign universities;
- A fierce and, sometimes, unfair rivalry between universities;
- The limitation of the university's autonomy legislation constraints.

The *challenges* of the internationalization of education are:

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- The social and political framework, which does not encourage very much students from abroad to study in Romania;
- It seems that only students with financial means can afford to study abroad.

In order *to encourage the internationalization of education* at institutional level, AVU seeks to act decisively according to a specific and coherent action plan that includes:

- Free English courses for all employees offered by the Department of Modern Languages;
- The support and motivation of students and staff to chose to participate in academic mobility programmes abroad;
- The development of new international undergraduate, master and PhD programmes in English;
- The *Department of Projects and Programmes* should intensify its activity in order to develop research projects and motivate the teaching staff to actively participate in national and international competitions;
- The launch of new continuous development programmes;
- The development of coherent scientific research stimulation policies.

The *implications* of the findings from the self-study for AVU's strategic priorities for:

- *The next year*

- AVU should disseminate best practices inside the institution for encouraging students to study abroad;
- AVU should develop more programmes in English;
- The members of the academic and of the administrative staff should be better informed and trained regarding the challenges raised by the internationalization process.

- *The next three to five years*

- The strengthening of strategic collaborations, partnerships and capacity building with universities from abroad, with emphasis on joint and double degrees;
- The development of more cross-border strategies, such as cross-border education provision, especially with Hungary and Serbia, as they are our closest neighbours and

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important communities of Romanians live there;

- More partnerships with the economic environment, due to the fact that in Arad county many international companies have established and developed businesses and branches.

The *changes* that should be considered at national level to encourage the internationalization of higher education refer, to:

- *on short-term*

- Identifying targets and benchmarks for strategic priorities of the internationalization process;
- Defining a national strategy with clear priorities for internationalization. These priorities should be achievable and a concerted action plan should be drafted to chart the way for achieving those;
- Strengthening the participation of the constituents of the entire community of Romanian universities in the implementation of the national strategy for internationalization;
- Obtaining feedback from the constituents of the entire academic community in implementing the national strategy for internationalization;
- Modifying the legislation to sustain the issue of joint degree diploma
- Financial support for the projects' overhead costs
- Support from the Romanian agencies for the projects' approval (joint research programs)
- Financial assistance for the internationalization process

- *on long-term*

- Allocating more structural funds for the internationalization process;
- Relaxing the legislative restraints and current regulations;
- Allowing a better communication between the national authorities and the universities;
- Enhancing the appeal of the Romanian education system to academics and students from abroad, but maintaining and emphasizing its good parts and specificity.

Determining *factors* that influence the internationalization strategy:

- In developing new partnerships, AVU will take into account the new demographic

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geography of the world, seeking to find new collaborations in China and Brazil

- Think quality! – the accent should be on the quality assurance
- Deepening the cross-border collaborations
- Cross-border education
- The importance of knowledge as a critical factor for the economic success
- Diversification of the financing sources
- Access, equity and inclusion
- New education providers through new technologies: the Moodle platform, MOOC
- Transnational recognition of qualifications
- HE as a diplomatic instrument – soft power
- Formalised relations through international networks and strategic partnerships
- The quality of the educational process, centred on the student
- High quality student services

Expected outcomes

- A significant increase of AVU's competitiveness;
- An important rise of the quality and relevance of the educational process and research;
- Multiplying the experiences;
- The growth of the students' number and, implicitly, of the financing;
- A substantial increase of AVU's visibility and prestige;
- The development and strengthening of partnerships.

2) Introduction and strategic vision for internationalization

AVU's general objectives regarding the internationalization process are: a significant increase in AVU's international visibility, the development and strengthening of EU and international programme participation; the consolidation of the educational, research-development-innovation capacity and its elevation to international standards through a modern, human resources oriented management.

The proposed objectives are consistent with the University's Strategic Plan, the Teaching Staff



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Statute, the National Education Law and the University Charter. The present project is also in agreement with EU standards and the national legislation.

Our university's *rationales for developing international partnerships* are:

- Promoting of scientific research programmes, of technological development, and educational innovation, financed out of university funds or by means of national and international cooperation projects;
- Taking part in international educational programmes based on bilateral agreements concluded with prestigious European and international universities;
- Developing and supporting internal and international cooperation activities;
- Proposing new curricula and establish syllabuses in accordance with national and international standards;
- Conceiving, organizing, carrying out and improving the teaching process in accordance with national and international standards;
- Establishing new didactic methodologies in accordance with the interests of the national and international education community;
- Attending educational, scientific and technological programs, national or international;
- Participating in the activities of national and international scientific organizations;
- Participating in research programs of the European Union and other international systems of scientific cooperation;
- Participating in cultural manifestations organized by local, national or international communities;
- Participating in scientific and educational conferences, reunions, panels
- Permanent assertion of the international cultural and scientific prestige of the university by means of some strategic objectives:
 - Elaboration of a strategy through which AVU should gain international visibility by taking part in EU or other international research projects;
 - Setting up of a research database comprising a large community of researchers in order to contribute to the development of knowledge within the framework of applied research

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ethos focused on practice;

- Integration of the university in consortia including prestigious universities and research institutes;
- Support for an active, insightful research leading to outstanding outcomes by means of encouraging innovation and enhancement of students' experience;
- Setting up partnerships with prestigious universities outside Romania, with multi-national companies, with governmental and non-governmental organizations;
- Development of research infrastructure so as to allow the university compete for funding and recognition at national and international level;
- Turning the university into a centre of excellence recognized for graduate and post graduate training,

and also some specific objectives:

- Increase of international visibility of AVU;
- Improving the research material base of AVU;
- Promoting excellence in research and innovation;
- Developing sustainable high quality infrastructures, facilities and services.

Our *university's rationales for participating in international cooperation projects for innovation and good practice* are clearly stated both in the University Charter and in the Internationalization Strategy, such as:

- Participating in programs of the European Union and other international systems of scientific cooperation;
- Promoting of scientific programmes, of technological development, and educational innovation, financed out of university funds or by means of national and international cooperation projects;
- Taking part in international educational programmes based on bilateral agreements;
- Developing and supporting internal and international cooperation activities.

2.a) Key areas to be addressed

- Area 1: **Internationalization of the educational process**

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- Area 2: **Enhancement of the scientific research through international relations and partnerships**
- Area 3: **International mobilities**
- Area 4: **Internationalization at home**
- Area 5: **External collaborations**

3) Strategic Goals / targets / objectives

AREA 1:

Internationalization of the educational process

Overall Goal: AVU's general objective regarding the educational process is to elevate the pedagogical act to a level comparable to the average European level. Moreover, as it was shown on numerous occasions, it is of utmost importance to identify a working formula that would allow AVU to become competitive inside the European educational space based on the premises of the Bologna Declaration.

Objective 1) Internationalization of the study programs: Offering up to 5 new Bachelor and Master programmes taught in international languages (in order of importance: English, German, French), until 2020, corroborated with the needs of a globalised labour market. However, undergraduate level diversification in this direction is also considered.

Activity A). Conducting a market analysis in order to determine the most internationalisable areas for offering study programmes

- Short, medium, long term milestones: Gathering information while attending international fairs
- Responsible person/group/office: Vice-Rector for Academic Transparency and International Relationships
- Financial resources: own funds

Activity B). Attracting international scientific personalities for know-how transfer

- Short, medium, long term milestones: At least two specialists for each new study

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programme in a foreign language

- Responsible person/group/office: The deans of the faculties
- Financial resources: own funds

Activity C). Attracting foreign students

- Short, medium, long term milestones: Developing a preparatory year for the study of the Romanian language as a good way for foreign students to overcome the language barriers, to better integrate in the academic community;
- Responsible person/group/office: The Department of Modern Languages
- Financial resources: own funds

Objective 2): Starting international MA programmes based on the model of consortiums agreements

Activity A). Partnerships with universities from abroad

- Short, medium, long term milestones: Strengthening the existing partnerships
- Responsible person/group/office: The Department for International Partnerships
- Financial resources: own funds

Objective 3): Signing Double Diploma and Joint Degree agreements

Activity A). Joint programs with Portuguese partners

- Short, medium, long term milestones: Corroborating minimal requirements for obtaining a bachelor's degree within the partner institutions; Having at least 3 joint graduate students by 2020; gradually developing them into double degree or joint degree programmes
- Responsible person/group/office: The Vice-Rector for Education and Quality Assessment and the Department for International Partnerships
- Financial resources: own funds

Activity B). Joint programs with partners from Hungary and Serbia

- Short, medium, long term milestones: Corroborating minimal requirements for obtaining

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a bachelor's degree within the partner institutions; Having at least 5 joint graduate students by 2020; gradually developing them into double degree or joint degree programmes

- Responsible person/group/office: The Vice-Rector for Education and Quality Assessment and the Department for International Partnerships
- Financial resources: own funds

Objective 4): Covering vacant positions by international experts (“visiting professors”)

Activity A). *Nominations to cover vacant positions that imply teaching in a foreign language*

- Short, medium, long term milestones: Attracting leading foreign researchers and/or teaching personnel
- Responsible person/group/office: The Department for International Partnerships and the deans of the faculties
- Financial resources: own funds

Objective 5): Developing new, internationalised PhD programmes

Activity A). *Signing PhD joint supervision agreements between AVU and foreign IOSUDs*

- Short, medium, long term milestones: Corroborating minimal requirements for obtaining a PhD degree within the partner institutions; Having at least 5 jointly supervised PhD students by 2020
- Responsible person/group/office: The Department for International Partnerships and the PhD supervisors
- Financial resources: own funds

Activity B). *Developing new PhD schools in areas in which AVU excels*

- Short, medium, long term milestones: New PhD schools in Food Engineering, Environmental Engineering, Sports
- Responsible person/group/office: The Rector
- Financial resources: own funds

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AREA 2:

Enhancement of the scientific research through international relations and partnerships

Overall Goal: In evaluating a university, the scientific research process is as important as the teaching activity. The quality of the scientific research conducted by AVU's teaching personnel is directly reflected in their didactic performance. AVU's research activity is quantifiable by two directly measurable parameters:

- (I) research projects
- (II) papers/articles/patents and the resulted products/scientific/technological platforms.

A sound research system requires a coherent international cooperation scheme capable of inducing *know-how* transfer from developed countries towards lesser-developed ones.

Objective 1): Development of research facilities

Activity A). *Developing the Institute of Research in Biotechnology, Food Safety and Intelligent Textiles; The European Institute certified by the European Parliament; AVU's Business and Technology Incubator*

- Short, medium, long term milestones: Enhancing human resources
- Responsible person/group/office: AVU's Research Institutes
- Financial resources: own funds

Activity B). *Modernizing the existing laboratories and building new ones according to EU standards*

- Short, medium, long term milestones: 4 highly efficient and effectively functional laboratories, funded through Structural Projects
- Responsible person/group/office: AVU's Research Institutes
- Financial resources: own funds

Objective 2): A continuous effort in attracting prestigious foreign academic and research staff and in forming a critical human resources mass of experts, specialized in priority

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areas for AVU as well as in project management

Activity A). *Attracting foreign academic and research staff to be involved in the university's scientific activity*

- Short, medium, long term milestones: Providing information on international research tendencies, launched programmes, topics, conditions and advantages related to these; organizing a scientific information session with the aim of disseminating the latest ideas in international research
- Responsible person/group/office: The Department for International Partnerships, The Department of Projects and Programs
- Financial resources: own funds

Activity B). *Involving experts in the development of research and laboratories and in project management*

- Short, medium, long term milestones: Elaborating and conducting international projects
- Responsible person/group/office: The Department for International Partnerships, The Department of Projects and Programs
- Financial resources: own funds

Activity C). *Developing a mechanism that could help AVU in constantly improving its services for international staff*

- Short, medium, long term milestones: Developing a feedback questionnaire to be completed by the international teaching and research staff
- Responsible person/group/office: The Department for International Partnerships
- Financial resources: own funds

Objective 3): Accessing international programmes and promoting integration into the structures and organizations that endorse them

Activity A). *Encouraging of the submission of PHARE, NATO, COST, and JEAN MONET project proposals with an emphasis on FP7 Specific targeted research projects and Specific*



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support actions.

- Short, medium, long term milestones: Assistance in establishing and conducting partnerships for FP7 and FP8 applications through: searching and suggesting possible partnerships; gathering information on the partnership; creating promotional materials as posters, flyers, booklets, CD/DVDs; support in establishing contact with possible partners through hosting meetings; facilitating the communication process by organizing video and teleconferences in addition to regular meetings
- Responsible person/group/office: The Department for International Partnerships, The Department of Projects and Programs
- Financial resources: own funds

Activity B). Stimulation, guidance, assistance and consultancy measures taken in order to achieve new partnerships between AVU and other research universities/institutes

- Short, medium, long term milestones: Project submissions made individually, in partnership or coordinated by AVU in those research areas where the university has proven; Establishing new partnerships between AVU and European countries eligible for EU and NATO projects, USA, Canada, Middle East countries (Israel, Arab Emirates, Iraq) and Far East countries (China, Japan)
- Responsible person/group/office: The Department for International Partnerships, The Department of Projects and Programs
- Financial resources: own funds

Activity C). Backing research project proposals with a practical applicability that can be further capitalized upon through economic entities and prestigious foreign companies

- Short, medium, long term milestones: Establishing a framework for contracting partnerships between the university and foreign companies; The submission of promotional projects with international funding agencies
- Responsible person/group/office: The Department for International Partnerships, The Department of Projects and Programs

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- Financial resources: own funds

Activity D). Focusing priorities for all the available laboratories and research groups on the European Research Area objectives and specific activities

- Short, medium, long term milestones: Focusing on Horizon 2020 objectives for domains in which AVU has already proven research excellence; Creating a database to include effective and measurable results
- Responsible person/group/office: The Department for International Partnerships, The Department of Projects and Programs
- Financial resources: own funds

Objective 4): Involving undergraduate and graduate students in the research-development process for Horizon 2020 relevant domains

Activity A). Encouraging young researchers to submit grant applications on the international market

- Short, medium, long term milestones: Submission of at least one grant application per year per study domain
- Responsible person/group/office: The Department for International Partnerships, The Department of Projects and Programs
- Financial resources: own funds

Activity B). Extending the research areas to complementary and interdisciplinary domains

- Short, medium, long term milestones: Increasing with at least 25% of the current projects in interdisciplinary domains
- Responsible person/group/office: The Department for International Partnerships, The Department of Projects and Programs
- Financial resources: own funds

Objective 5): Encouraging the publishing of the research results and the participation in international scientific events

Activity A). Publishing of the results related to the research-development-innovation process in

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prestigious, field related foreign journals

- Short, medium, long term milestones: Each member of the academic staff will publish at least 4 articles per year in prestigious journals
- Responsible person/group/office: The Vice-Rector for Scientific Research
- Financial resources: own funds

Activity B). *Stimulating an active participation through oral presentations, electronic communication and posters that reflect AVU`s scientific activity internationally*

- Short, medium, long term milestones: Increasing by 50% the attendance at international conferences
- Responsible person/group/office: The Vice-Rector for Scientific Research
- Financial resources: own funds

AREA 3: International mobilities

Overall Goal: Increasing international mobilities for the students, the teaching staff and the administrative staff.

Objective 1): Raising by 30% the academic mobility process for the students until 2020

Activity A). Developing a marketing and communication strategy to promote international mobility, using students with international experience as well as international students

- Short, medium, long term milestones: Promoting AVU`s mobility schemes in highschool and to families; developing a financial support system to complement the ERASMUS+ grant
- Responsible person/group/office: The Department for International Partnerships, The Bureau for Communitarian Programme
- Financial resources: own funds

Activity B). *More opportunities for outgoing and incoming work placement options for students under ERASMUS+*

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- Short, medium, long term milestones: Continuing the good relations with international companies in developing work-placements for students and in research projects: OMV, Huawei
- Responsible person/group/office: The Bureau for Communitarian Programmes
- Financial resources: own funds

Activity C). Increasing student presence abroad

- Short, medium, long term milestones: Course participation, internships, diploma work, know-how transfer
- Responsible person/group/office: The Bureau for Communitarian Programmes
- Financial resources: own funds

Activity D). Developing a mechanism that could help AVU in constantly improving its services for international students

- Short, medium, long term milestones: Developing a feedback questionnaire to be completed by the international students
- Responsible person/group/office: The Bureau for Communitarian Programmes, AVU's Students' League
- Financial resources: own funds

Activity E). Developing a strategy on marketing and promotion of the educational offer, for recruiting foreign degree seeking students

- Short, medium, long term milestones: Offering courses in foreign languages (English, French or German) on a structural basis
- Responsible person/group/office: The Bureau for Communitarian Programmes, The Department of Modern Languages
- Financial resources: own funds

Activity F). Extending the national festival organized by AVU's Students' League

- Short, medium, long term milestones: Organizing special events for international

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students

- Responsible person/group/office: AVU's Students' League
- Financial resources: own funds

Activity G). *Developing welcoming and intercultural activities for international students*

- Short, medium, long term milestones: Developing an Erasmus Student Network department into the students league
- Responsible person/group/office: AVU's Students' League
- Financial resources: own funds

Activity H). *Developing an international section in the AVU's Alumni database*

- Short, medium, long term milestones: Extending AVU's Alumni database with a list of international students that came either to the university for a degree or for a credit-type mobility; inviting them to share their learning and work experiences in different events
- Responsible person/group/office: AVU's Students' League
- Financial resources: own funds

Objective 2): Raising by 30% the academic mobility process for the teaching staff until 2020

Activity A). *Participating in ERASMUS Plus programmes; Marie Curie fellowships*

- Short, medium, long term milestones: Individual scholarships as well as Intra-European Scholarships, International *Incoming* Scholarships, International *Outgoing* scholarships
- Responsible person/group/office: The Bureau for Communitarian Programmes
- Financial resources: own funds

Activity B). *Facilitating travel abroad for an increased number of the teaching staff*

- Short, medium, long term milestones: Travel abroad for research or didactic purposes, scientific exchanges or forum participation and short training sessions (scientific field or project management related) for young employees; aiding career consolidation and advancement prospects

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- Responsible person/group/office: The Bureau for Communitarian Programmes
- Financial resources: own funds

Objective 3): Raising by 10% the academic mobility process for the administrative staff until 2020

Activity A). Disseminate best practices inside the institution

- Short, medium, long term milestones: Emphasizing the need to acquire international experience
- Responsible person/group/office: The Bureau for Communitarian Programmes
- Financial resources: own funds

AREA 4:

Internationalization at home

Overall Goal: Enhancing the outcome of international mobilities.

Objective 1): Developing the communication abilities in English of academic staff and students

Activity A). Organizing of English courses for the academic and administrative staff

- Short, medium, long term milestones: Stimulating the improvement of the disciplines taught in English and the involvement of teachers in building such programmes. Hence 80% of the academic and administrative staff will achieve a C1 level in English
- Responsible person/group/office: The Department of Modern Languages
- Financial resources: own funds

Activity B). Upgrading the standard for foreign languages for students from the current B2 level to C1 or C2 level

- Short, medium, long term milestones: 25% of the students to be able achieve C2 level in English
- Responsible person/group/office: The Department of Modern Languages

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- Financial resources: own funds

Objective 2): Exploring the students' suggestions in order for the university to become more internationally focused

Activity A). *Exploring the responses from the student questionnaire and those gathered from the students during the SPM*

- Short, medium, long term milestones: Implementing the “buddy system”, organizing more meetings with international students and more informal meetings to share their international experiences
- Responsible person/group/office: AVU's Students' League, The Commission for Social Dialogue
- Financial resources: own funds

Objective 3): Developing work placements at home for students who have participated into a mobility opportunity

Activity A). *Giving the students the change to further their work experience in an international environment, as part of their learning experience*

- Short, medium, long term milestones: Doubling the contacts with economical actors in research and development
- Responsible person/group/office: The Department of Forward-looking Management of Employment Applications
- Financial resources: own funds

AREA 5:

External collaborations

Overall Goal: Strengthening AVU's position in the Euro-region.

Objective 1): Establishing AVU as an important regional player

Activity A). *Strengthening the existing partnerships and developing new ones at cross-border level*

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- Short, medium, long term milestones: Developing more cross-border strategies, such as cross-border education provision, especially with Hungary and Serbia
- Responsible person/group/office: The Department for International Partnerships
- Financial resources: own funds

Activity B). *Developing a functioning cooperation with the economic environment*

- Short, medium, long term milestones: Developing more partnerships with the international companies that have established and developed businesses and branches in Arad county
- Responsible person/group/office: The Department of Forward-looking Management of Employment Applications
- Financial resources: own funds

Activity C). *Continuous monitoring of the labour market*

- Short, medium, long term milestones: Adapting curricula accordingly to the labour market
- Responsible person/group/office: The Department of Forward-looking Management of Employment Applications
- Financial resources: own funds

Activity D). *Increase the number of work placements for students*

- Short, medium, long term milestones: Using the Alumni organization to access the local industry
- Responsible person/group/office: Department of Career Counseling and Vocational Guidance, The Department of Forward-looking Management of Employment Applications
- Financial resources: own funds