

STRATEGIC INTERNATIONALIZATION PLAN
CONSTANTA MARITIME UNIVERSITY
2024-2029

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INTRODUCTION

The etymological root of the word “university” is the same as that of “universe” and “universal”, which come from the Latin unus and versus, the sole and indivisible point around which everything turns. A university is, by definition, universal. However, it can be no more universal than the people who work and study there. In the era of globalization, the universal character of the university means that it has to be internationalized in all areas because of the international impact of teaching activities, research and knowledge transfer.

Constanta Maritime University (CMU) is a higher education and research institution which bases its activity on the university autonomy, seen as a specific means of self-leadership, according to the legal framework established by the Romanian Constitution and by the Education Law no. 84/1995, reissued in 1999, by other laws as well as by its own regulations. CMU shares the provisions of The Lima Declaration on Academic Freedom and Autonomy of Institution of Higher Education (1988), The Magna Charta of European Universities (Bologna, 1988) and adheres to the Bologna Declaration (1999).

CMU has around 3600 students and two faculties: Faculty of Navigation and Naval Transport and Faculty of Naval Electromechanics with three specializations each.

CMU has a strong and aware leadership that is committed to fully integrating internationalization perspectives into the university’s policies and practices. The institution has recently developed two stand out and successful internationalization projects/initiatives:

CMU is signatory of Erasmus Charter for Higher Education (ECHE) for the period 2021-2027.

Also CMU is a founding father of the Maritime Education and Training Network Network (MET-NET), at the end of the international project SKILLSEA, in May 2023.

CMU together with other Higher Education Institutions (HEI) and Maritime Education and Training (MET) providers, concluded that it was necessary to start the development of a structural form of cooperation: the European Maritime Education and Training Network (MET-NET). It is also important to mention that MET-NET is necessary to achieve a level-playing field with existing European collaborative structures of universities, employers and employees related to maritime transport.

MET-NET aims to enhance the sharing of resources and expertise to improve the education and training provided to maritime professionals. Improved cooperation increases knowledge sharing, builds trust, strengthens the involvement of MET providers and MET content providers with the sector and inspires further developments and progress, thus contributing to increased learning and mobility of current and future seafarers.

MET-NET aims to facilitate, produce, and disseminate reciprocal knowledge crucial to sustain European maritime skills and competencies involving MET providers and provide a platform for supporting knowledge-sharing good MET practices based on cooperation between METs.

The growing importance of internationalization has led many universities to develop their own internationalization strategy, which has led UMC to be in trend with the international academic environment.

With internationalization, education not only develops students’ critical thinking and logical reasoning but they are also well-prepared and well-equipped to engage with other people and businesses from other countries, wherever they may be, and this opens them to more opportunities.

The Strategic Internationalization Plan, then, provides a detailed route map of the international objectives of the Constanta Maritime University and of its strategies for the coming five years.

Gabriel- Mărgărit RAICU,
Rector
Constanta Maritime University

STRATEGIC OBJECTIVES

The strategic objectives are interdependent, although all of them are necessary to guarantee the successful implementation of the SIP.

1. Internationalization of the teaching component

- ✓ Undergraduate studies
 - ARACIS accreditation of undergraduate programmes in English
- ✓ Master's studies:
 - To develop master programmes taking into account those strategic research fields that are not yet covered (autonomous ship operation, intelligent port operation).
 - To design specific internationally recognized master programs of excellence within the key CMU research areas.

2. Internationalization of research

- ✓ To increase the CMU international visibility in all research fields.
- ✓ To optimize teaching cooperation projects.
- ✓ To increase scientific research in international projects HORIZON, ERASMUS+,etc.

3. Institutional internationalization

- ✓ To promote a culture of internationalization (Internationalization at Home).
- ✓ To develop the structures and resources necessary to improve the internationalization of CMU.

4. Internationalization of communication and corporate identity

- ✓ To strengthen corporate identity of CMU at an international level:
 - Use of the label: “Your Maritime Black Sea University”
 - Improve the actual website or create a different website
- ✓ To implement an international communication policy aligned with the international projects to be defined.

SWOT ANALYSIS

INTERNAL FACTORS	
WEAKNESSES	STRENGTHS
CORPORATE IDENTITY AND COMMUNICATION	
<ol style="list-style-type: none"> 1. There is no clear and uniform understanding of internationalization in the university community. 2. The design of the website is not appropriate for internationalization student's needs. The content is old and does not provide information necessary to international students. 3. Some courses don't comply with the market requirements. 4. The brand of the university is not very strong. 	<ol style="list-style-type: none"> 1. There is a critical mass devoted to internationalization. 2. The CMU corporate identity is characterized by dynamism, capacity for change, youth and innovation. 3. Ongoing communication with national and international stakeholders / alumni. 4. Good network (membership in various associations). 5. Good relation with the national authorities. 6. State-of-the-art equipment. 7. Graduates are employed on the international market.
ORGANIZATION AND MANAGEMENT	
<ol style="list-style-type: none"> 1. Lack of resources and lack of cost estimates for internationalization. 2. There are shortcomings in the integration of international students. 	<ol style="list-style-type: none"> 1. The staff is capable of adapting to improve and develop the internationalization. 2. The teaching staff is in favour of improvements in internationalization.
EDUCATION	
<ol style="list-style-type: none"> 1. The CMU could have a more international approach to lectures. 2. Not enough staff has a sufficient command of English to provide quality teaching in this language. 3. The university did not work on multilingualism by providing foreign language courses (French Italian and German). 	<ol style="list-style-type: none"> 1. The CMU has developed a virtual campus and has promoted the use of IT. 2. The CMU participates in the European programme Erasmus. 3. The wide range of maritime specializations in English enables CMU to penetrate the global market. 4. The courses provided by CMU cover important branches of knowledge in technical domains. 5. CMU has a system for evaluating the quality of courses.
RESEARCH	
<ol style="list-style-type: none"> 1. The CMU has found it more difficult to increase its visibility in some technical domains. 2. The CMU scientific production has not very good international visibility according to international reference data (Thomson Institute). 	<ol style="list-style-type: none"> 1. The CMU has identified its strategic research fields of excellence (chemistry, marine engineering).

EXTERNAL FACTORS	
THREATS	OPPORTUNITIES
GENERAL ENVIRONMENT	
<ol style="list-style-type: none"> 1. The national law is not appropriate and does not offer incentives. 2. Strict immigration policies hinder entrance to the country and prevent the easy movement of members of the university community from Middle East, Asia and Africa. 3. Insufficient funds and competition for grants compromise how the university functions and hinder student, PDI and PAS mobility (CEEPUS) 	<ol style="list-style-type: none"> 1. The Ministry of Education considers the level of mobility and internationalization to be important indicators of quality. 2. The geographic location of the CMU is conducive to study and work in the Eastern part of EU 3. The University has no direct competitors in the region
ORGANIZATION AND MANAGEMENT	
There is a poor understanding of internationalization.	CMU can develop technological management tools on the market that can improve processes at international level.
EDUCATION	
<ol style="list-style-type: none"> 1. The education market at the international level is saturated. 2. Big risk of the brain-drain because of the bad economic situation in the country. 3. Very slow procedures for employment of young staff which 4. is the most interested in internationalization 	<ol style="list-style-type: none"> 1. Local businesses can supply work placement opportunities for students 2. E-learning increases the capacity to penetrate different markets 3. Additional funds for ERASMUS programs (other than EU) 4. Ability to give tailored internationally recognized specialty courses. 5. We have procedures and criteria used in the evaluation and recognition of qualifications are regulated by internal act of the institution. 6. - Elements for recognition of all parts of education process are established and recognized by commission for education.
RESEARCH	
Low level of research when compared to technical universities.	<ol style="list-style-type: none"> 1. The CMU has the opportunity to set up collaborations with strategic partners in its international research from IAMU members. 2. ERASMUS + 3. The CMU benefits from the existence of research institutes near Dobrogea region. 4. The CMU benefits from the existence of a national strategic plan for research and innovation developed by ANCS.

OBJECTIVES

Objective 1

To internationalize the university and promote a culture of internationalization within the university

Objective 2

To increase the international visibility of the CMU in research

Objective 3

To internationalize more teaching programs, attracting international students and internationalizing the CMU domestic students, administrative staff and teaching staff

ACTIONS

The actions are not listed in any order of priority.

- ✓ The calendar may be modified according to annual operational plans, because these take into account the international and national contexts.
- ✓ The resources needed will be evaluated and specified in detail in the annual operational plans.

OBJECTIVE 1	To internationalize the university and promote a culture of internationalization within the university			
<i>Action 1.1</i>	<i>Outcomes</i>	<i>Timeline</i>	<i>Persons Responsible (units involved)</i>	<i>Resources needed</i>
<i>To inform the university community about the Strategic Internationalization Plan (SIP)</i>	<i>The university community feels that it is involved in the SIP.</i>	<i>October 2024</i>	<i>- Rector - Office of the Vice-rector for International Relations</i>	<i>- Funds to publish and disseminate the document</i>
<i>Action 2.1</i>	<i>Outcomes</i>	<i>Timeline</i>	<i>Persons Responsible (units involved)</i>	<i>Resources needed</i>
<i>To inform external stakeholders about the university SIP</i>	<i>The key external stakeholders understand and support the SIP.</i>	<i>December 2024</i>	<i>- Rector - Office of the Vice-rector for International Relations -International Relations Department</i>	
<i>Action 3.1</i>	<i>Outcomes</i>	<i>Timeline</i>	<i>Persons Responsible (units involved)</i>	<i>Resources needed</i>
<i>To demonstrate the value of creating a CMU brand</i>	<i>The university community understands the value of creating a CMU brand.</i>	<i>October 2024</i>	<i>- Rector - Office of the Vice-rector for International Relations</i>	

			-International Relations Department	
Action 4.1	Outcomes	Timeline	Persons Responsible (units involved)	Resources needed
To develop an international marketing strategy based around the brand	An International Marketing Strategy is created.	December 2024	- Rector - Office of the Vice-rector for International Relations -International Relations Department	- Same External Consultants - A member from the Communications Bureau devoted to marketing - A professional development program for relevant staff
Action 5.1	Outcomes	Timeline	Persons Responsible (units involved)	Resources needed
To develop a culture of Internationalization at Home	Improve the internal communication about the international activities	2024 - 2029	- Office of the Vice-rector for International Relations -International Relations Department	
	Inform the community regarding the international good practices			
	Communication and feedback are provided regarding the implementation of the SIP			
OBJECTIVE 2	To increase the international visibility of CMU in research			
Action 2.1	Outcomes	Timeline	Persons Responsible (units involved)	Resources needed
To increase international research funding	10% from HORIZON, ERASMUS+, NATO, EUREKAEEA & Norway Financial Mechanismes	2024 - 2029	- Office of the Vice-rector for Research	- Strengthened support for the administration of European research programs in the university
Action 2.2	Outcomes	Timeline	Persons Responsible (units involved)	Resources needed
To increase the number of international refereed publications by CMU researchers, master students and Ph. D. students	Paper/researcher: 0.5	2024 - 2029	- Office of the Vice-rector for Research	Increased time available for professors to devote to research and PhD supervision Improved support for researchers
Action 2.3	Outcomes	Timeline	Persons Responsible	Resources needed

			(units involved)	
<i>To increase the number of international visiting professors</i>	<i>2 - 5 visitors per academic year</i>	<i>2024 - 2029</i>	<i>- Office of the Vice-rector for Research</i>	<i>Financial resources and facilities</i>
Action 2.4	Outcomes	Timeline	Persons Responsible (units involved)	Resources needed
<i>To bring international PH.D. students doing a European Doctorate in CMU</i>	<i>Number of students doing a European Doctorate</i>	<i>2025-2029</i>	<i>Office of the Vice-rector for Academic activity</i>	<i>Financial resources</i>
Action 2.5	Outcomes	Timeline	Persons Responsible (units involved)	Resources needed
<i>To develop existing international research collaboration with agreed international partners from IAMU, and especially in the EU</i>	<i>The CMU participates in the IAMU project competition and other EU programs Other international research objectives are reinforced.</i>	<i>Strategy set by June 2024</i>	<i>Office of the Vice-rector for Research</i>	<i>Financial and technical support</i>
Action 2.6	Outcomes	Timeline	Persons Responsible (units involved)	Resources needed
<i>To define areas of innovative interdisciplinary research with the potential for international joint research and attracting staff, students and post-doctoral researchers</i>	<i>A document is created identifying these areas</i>	<i>October 2024</i>	<i>Office of the Vice-rector for Research</i>	
OBJECTIVE 3	To internationalize teaching programs, attracting international students and internationalizing the CMU domestic students, administrative staff and teaching staff			
Action 3.1	Outcomes	Timeline	Persons Responsible (units involved)	Resources needed
<i>To increase the offer of programs and subjects in English</i>	<i>Market research is conducted to identify English target markets and suitable CMU programs The internationalization of CMU students increases</i>	<i>June 2025 2025 - 2029</i>	<i>Office of the Vice-rector for Academic activity</i>	<i>Market research Teaching staff and facilities</i>
Action 3.2	Outcomes	Timeline	Persons Responsible (units involved)	Resources needed

<i>To identify and develop more joint masters programs with foreign universities</i>	<i>One new joint master program will be created. The internationalization of CMU students increases</i>	<i>To be developed by January 2025 and implemented in academic year 2025/2026</i> <i>2024 - 2029</i>	<i>Office of the Vice-rector for Academic activity</i>	<i>- Teaching staff and facilities - Funds to develop new programmes</i>
Action 3.3	Outcomes	Timeline	Persons Responsible (units involved)	Resources needed
<i>To develop internships abroad via participation in the Erasmus internship programme</i>	<i>A Career Development Centre will be created and placed in charge of promoting and coordinating internships and job offers at national and international level.</i> <i>Staff capacity to provide career advice and support to students increases.</i>	<i>June 2025</i>	<i>Office of the Vice-rector for Academic activity</i>	<i>- Financial and Human Resources -Professional development of relevant staff</i>
Action 3.4	Outcomes	Timeline	Persons Responsible (units involved)	Resources needed
<i>To increase staff mobility</i>	<i>Departments and faculties establish international contacts.</i> <i>10% increase in inward staff mobility and a 10% increase in outward staff mobility.</i>	<i>2024 - 2029</i>	<i>Office of the Vice-rector for International Relations</i>	<i>- Financial Resources</i>
Action 3.5	Outcomes	Timeline	Persons Responsible (units involved)	Resources needed
<i>To increase outward mobility of student exchange</i>	<i>Student mobility increases by 15% annually.</i>	<i>2024 - 2029</i>	<i>Office of the Vice-rector for International Relations</i>	<i>- Financial Resources</i>