UNIVERSITAT ROVIRA I VIRGILI

STRATEGIC INTERNATIONALIZATION PLAN

URV: Opening Doors to the World and the Region

May 2009

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. The internationalization of the university, moreover, is not only fully compatible with its regional impact, it is also one of its principal benefits. Higher education and research are becoming more and more globalized and competitive and, in some regions, they have even become an important part of the gross domestic product. Nowadays, universities have no option but to form part of this global area of higher education and research and to be willing both to collaborate and compete in it.

The URV has committed itself to becoming a more international institution both in research and in teaching by means of the internationalization of its staff and students. That is, the university is seeking to increase its international visibility and impact whilst maintaining an identity that is strongly rooted in its region, convinced that the international nature of its activities also contributes decisively to the development of the region. This strong territorial base provides us with an academic activity that is unique and that reinforces society and the economy, and this in turn means that as a university and as a region we can occupy a prominent position in the global knowledge society.
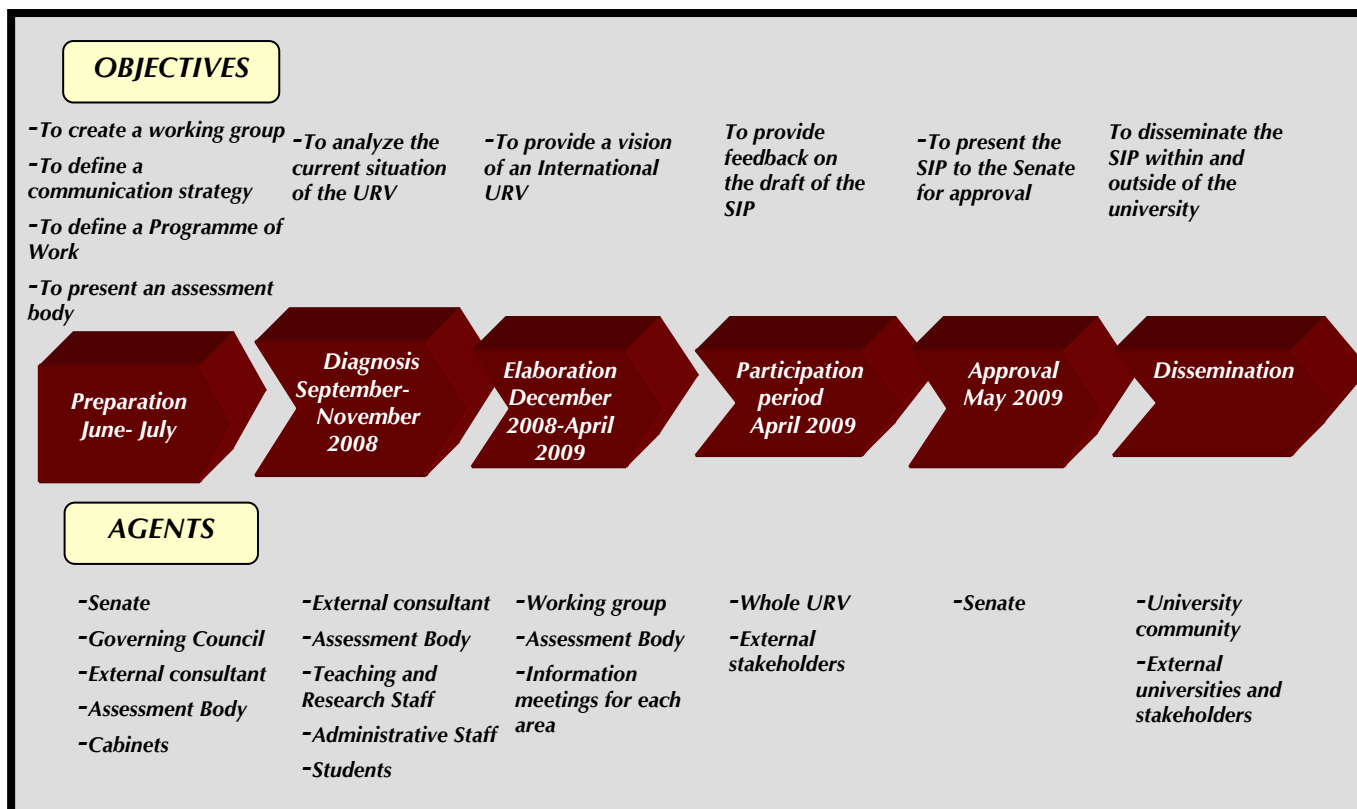
In 2008, the University Senate ordered a SWOT analysis of the university's current situation and its international activities. The Strategic Internationalization Plan which you have in your hands is based on this analysis and on the work of all those who have participated in the open process that is subsequently described. With this Plan, progress is also made in two of the ten objectives that I proposed in the Action Plan that I presented to the university community during the last election for the post of rector. These are: Objective Two - To develop the map of postgraduate studies with the maximum national and international projection and in line with the principles defined in the 2006-07 plan, which are based on aligning training and research and on accrediting research and the different fields of knowledge; and Objective Eight - To internationalize the URV, principally in research and postgraduate programs, through international masters' (joint degrees) that cover all the priority areas. This will require a good proportion of international students and researchers and for our professors to project themselves internationally.

The Strategic Internationalization Plan, then, provides a detailed route map of the international objectives of the university and of its strategies for the coming five years. This document is presented together the Third Mission Strategic Plan. These two plans, together with the existing Strategic Teaching Plan and the Strategic Research Plan, outline the fundamental elements of the vision of the university as it approaches its 25th anniversary. The URV, with 25 years behind it, will begin 2017 fully established in the global areas of higher education and research.

Francesc Xavier Grau Vidal
Rector of the URV

PROGRAMME OF WORK

To implement the Strategic Internationalization Plan (SIP), the following programme of work has been drawn up:

OBJECTIVES

- To create a working group
- To define a communication strategy
- To define a Programme of Work
- To present an assessment body

- To analyze the current situation of the URV

- To provide a vision of an International URV

To provide feedback on the draft of the SIP

- To present the SIP to the Senate for approval

To disseminate the SIP within and outside of the university

Preparation June- July → **Diagnosis September-November 2008** → **Elaboration December 2008-April 2009** → **Participation period April 2009** → **Approval May 2009** → **Dissemination**

AGENTS

- Senate
- Governing Council
- External consultant
- Assessment Body
- Cabinets

- External consultant
- Assessment Body
- Teaching and Research Staff
- Administrative Staff
- Students

- Working group
- Assessment Body
- Information meetings for each area

- Whole URV
- External stakeholders

- Senate

- University community
- External universities and stakeholders

1) PREPARATORY PHASE:

The preparatory phase was from June to July in 2008. During this period, the Working Group was created with the intention that it should meet frequently and make progress in the writing of the Plan. The programme of work was also defined, as was a communications strategy, both of which would be vital for encouraging broad participation in the process and ensuring the widespread dissemination of the document. This preparatory phase also involved contracting the services of an external consultant who would assess the Working Group and provide it with guidance throughout the process. This consultant was Prof. David Stockley, of the University of La Trobe (Australia), who specializes in processes of strategic planning and international relations in universities, and the URV has benefited from his wide ranging experience during this process.

2) DIAGNOSIS PHASE:

The preparatory phase was followed by the diagnosis phase. This began with Prof. Stockley's first visit in September 2008. It was based on the analysis of internal and external opinions regarding the university, taken from meetings held with the teaching and administrative staff of the URV, together with meetings with other institutions such as the Tarragona Town and County Councils, the Chamber of Commerce, Reus Town Council, the Chemical Businesses Association of Tarragona and the Hostelry and Tourism Association of Tarragona. Various issues were dealt with in these meetings, such as SWOT analysis, the level of English use within the institution, the identification of successful models in other Spanish institutions, the degree of internationalization at the URV,

the analysis of the URV's image within and outside the institution and the measures that could be employed. This allowed us to determine the current situation and perception of the URV, to identify the aspects that could be improved and to suggest recommendations for improved decision making. In total, some 75 members of the URV's teaching and administrative staff and external agents participated in the diagnosis meetings led by Prof. David Stockley.

3) ELABORATION PHASE:

The diagnosis phase was followed by the elaboration phase, which ran from December 2008 to April 2009 and during which proposals were made regarding strategic objectives, which were then approved by the Directors' Group, headed by the Rector. On the basis of these proposals, the Working Group proposed various measures taken from, among others, the initial SWOT analysis, the Rector's programme and the strategic URV plans (teaching, research and third mission) that were being drawn up in parallel. This process provided the basis for the SIP.

4) PARTICIPATORY PHASE:

In February 2009, as part of the communications strategy and the participatory phase of the SIP, the Vice-rector for Postgraduate Studies and International Relations chaired several information sessions at each of the university's campuses. These sessions were open to the students, the teaching staff and the administrative staff and were designed to explain the benefits of internationalization and the SIP, and to involve the whole university community in the process in order to encourage a cultural change within the university towards internationalization.

The second visit by the external consultant was made from the 14 to the 24 of April in order to put the finishing touches to the document, to identify tools that would be used to monitor the Plan and to have the necessary meetings so as to leave everything ready for the approval phase.

5) APPROVAL PHASE:

The approval phase took place after a new open participation phase in which the SIP was made available on the URV's website to the whole university community, who were able to add comments, opinions and suggestions.

During the approval phase, the Directors' Group drafted the final version of the Plan and then put it forward for approval by the University Senate in May 2009.

6) DISSEMINATION PHASE:

After the Senate has approved the Plan, it will be published by the URV's Publications Unit and placed on the URV's website. After this, the plan will be disseminated according to steps 1.1 and 1.2, followed by any further steps that are considered appropriate in both the internal and external ambits.

CONTEXT

GLOBAL HIGHER EDUCATION

a) *Global competition for staff, students and resources is increasing.*
b) *Public expenditure is decreasing.*
c) *Deregulation of higher education is increasing.*
d) *Higher education institutions are becoming increasingly responsive to market forces.*
e) *Global demographics are changing, meaning that the developed nations have a shrinking pool of potential students and the developing nations have an expanding pool of potential students.*
f) *Domestic and international student fees are being introduced.*
g) *Governments are demanding increased accountability and transparency from higher education institutions.*
h) *The student body is more diverse and there is an increase in part-time study, lifelong learning and professional development.*
i) *Government demands for quality are increasing.*
j) *Global ranking systems are becoming increasingly important and are often used as a proxy for quality and by governments for funding decisions.*
k) *Trans-national education has appeared, whereby a university delivers all or part of its programs in another country via electronic or physical means and in collaboration with a local university or a private partner.*
l) *There has been an increase both in private involvement in higher education and in public-private partnerships.*
m) *There has been an increase in strategic alliances and international networks between universities and/or private partners.*
n) *There are significant opportunities in higher education consultancies via bilateral and multilateral funding agencies.*
o) *Global student mobility is forecast to increase significantly over the next 20 years.*

SPANISH HIGHER EDUCATION

a) *No Spanish university appears in the top 100 in global ranking systems.*
b) *The Spanish 4+1 system clashes with the more common 3+2 system in the rest of Europe. This could be a serious competitive disadvantage.*
c) *The dual system of official and university specific masters' causes confusion internationally.*
d) *The Spanish Government expects Spanish universities to be more visible and more competitive internationally.*
e) *The Spanish Government is urging universities to be more active in international research.*
f) *The International Campus of Excellence programme has been set in motion.*
g) *Spanish universities are responding by trying to be more internationally active, for example, through increased staff and student mobility and participation in European programs.*
h) *Strict immigration policies hinder the easy movement of members of the university community.*
i) *Since 2008, non-EU international students can be charged differential fees.*
j) *There is a general lack of English-language ability in the Spanish higher education system.*
k) *Spanish universities have a competitive advantage in the Southern and Central American higher education markets, as well as in the Mediterranean countries.*

l) *The birth rate is declining and this has led to fewer domestic school leavers applying for higher education.*

m) *There has been limited success in encouraging student mobility.*

n) *Spanish universities are offering more Study Abroad programmes.*

o) *International demand has grown for Study Abroad programmes in Spain (particularly from students from the USA).*

THE URV AND THE CATALAN CONTEXT

a) *Internationalization is a key part of the URV's Strategic Plan.*

b) *The URV has increased its international research visibility.*

c) *The URV has experienced good growth in outward student mobility.*

d) *The URV has experienced slow growth in inward student mobility.*

e) *The URV has seen increased staff mobility.*

f) *The I-Center has been set up.*

g) *The URV has lacked a clear, strongly held university identity.*

h) *The URV lives in the shadow of Barcelona.*

i) *English language competence at the URV is limited.*

j) *The URV has completed a Strategic Research Plan that identifies the priority research areas.*

k) *ACUP (Catalan Association of Public Universities) is drawing up a strategic internationalization plan for the brand "University of Catalonia".*

l) *The Catalan university system abroad is also being promoted by the CIC (Interuniversity Council of Catalonia).*

m) *The Catalan-speaking universities are also being promoted by the network "Institut Joan Lluís Vives", in collaboration with the Ramon Llull Institute.*

n) *The URV is a member of international university networks.*

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 URV in research and establish KPIs to measure the quality of internationalization in the priority axis of research

Objective 3: To internationalize teaching programs, attracting international students and internationalizing the URV's domestic students, administrative staff and teaching staff

Objective 4: To promote the third mission as catalyst for the internationalization of the URV and the region

ACTIONS

- *The actions are not listed in any order of priority.*
- *The present indicators can be found in the annex.*
- *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 4 is linked to the Third Mission Strategic Plan.*

OBJECTIVE 1	To internationalize the university and promote a culture of internationalization within the university			
Action 1.1	*Outcomes and KPIs*	*Timeline*	*Persons Responsible (units involved)*	*Resources needed*
To inform the university community about the Strategic Internationalization Plan (SIP)	The university community feels that it is involved in the SIP.	October 2009	-Rector -Office of the Vice-rector for International Relations	-Funds to publish and disseminate the document
Action 1.2	*Outcomes and KPIs*	*Timeline*	*Persons Responsible (units involved)*	*Resources needed*
To inform external stakeholders about the URV's SIP	The key external stakeholders understand and support the SIP.	December 2009	-Rector -Office of the Vice-rector for International Relations	
Action 1.3	*Outcomes and KPIs*	*Timeline*	*Persons Responsible (units involved)*	*Resources needed*
To demonstrate the value of creating a URV brand	The university community understands the value of creating a URV brand.	September 2009	-Rector -(Communications Bureau)	-External consultants
Action 1.4	*Outcomes and KPIs*	*Timeline*	*Persons Responsible (units involved)*	*Resources needed*
To develop an international brand for the URV	The international brand is approved by the Governing Council	July 2010	-Rector -(Communications Bureau)	-External consultants
Action 1.5	*Outcomes and KPIs*	*Timeline*	*Persons Responsible (units involved)*	*Resources needed*
To communicate the brand internally and externally	The international brand becomes an integral part of the URV's marketing and communication strategy	June 2010	-(Communications Bureau)	

Action 1.6	Outcomes and KPIs	Timeline	Persons Responsible (units involved)	Resources needed
To develop an international marketing strategy based around the brand	An International Marketing Strategy is created. The International Marketing Strategy is approved by the Rector and Governing Council. The relevant staff improve their knowledge of the International Marketing Strategy.	July 2010	-Communications Bureau -(Internationalization Unit)	- Same External Consultants as in Action 1.4 - A member from the Communications Bureau devoted to marketing - A professional development program for relevant staff

Action 1.7	Outcomes and KPIs	Timeline	Persons Responsible (units involved)	Resources needed
To develop a communication strategy to inform external stakeholders (including the Catalan and Spanish Governments) of the international brand and marketing strategy	The local region has a sense of ownership of the URV international brand and market strategy	October 2010	-Office of the Vice-rector for International Relations -(Communications Bureau)	

Action 1.8	Outcomes and KPIs	Timeline	Persons Responsible (units involved)	Resources needed
To establish a forum of key internal stakeholders to report on international activities and make recommendations to the Rector	An international commission chaired by the Office of the Vice-rector for International Relations is created. A timeline of meetings and a reporting schedule are drawn up.	July 2009 October 2009	-Office of the Vice-rector for International Relations	

Action 1.9	Outcomes and KPIs	Timeline	Persons Responsible (units involved)	Resources needed
To establish strategic alliances to increase the visibility of the URV and to open up the range of activities resulting from these alliances (university networks, preferential agreements, joint research, training and consultancy opportunities)	An inventory of networks to which the URV belongs is created. URV becomes a member of new networks or strategic groups New opportunities arise in research, teaching and international education. International conferences are organized.	2009 2009-13	-Office of the Vice-rector for International Relations -(Internationalization Unit)	

Action 1.10	*Outcomes and KPIs*	*Timeline*	*Persons Responsible (units involved)*	*Resources needed*
To develop a culture of Internationalization at Home (IaH)	*-Internal communication is improved regarding international activities (from top to bottom and bottom to top).* *-Mechanisms are created for providing information about internationalization (intranet, Newsletters, web, European Documentation Centre...).* *-International good practices are communicated.* *-Benchmarking is implemented.* *-A suggestion box is created.* *There is an increased sense of ownership of internationalization (IaH).* *Communication and feedback are provided regarding the implementation of the SIP.*	*2009-13*	*-Office of the Vice-rector for International Relations* *-(Communications Bureau)*	

OBJECTIVE 2	To increase the international visibility of URV in research and establish KPIs to measure the quality of internationalization in the priority axis of research			
Action 2.1	*Outcomes and KPIs*	*Timeline*	*Persons Responsible (units involved)*	*Resources needed*
To increase international PhD enrolments	*Enrolments increase by 50% International PhDs in social sciences and humanities increase by 40%.*	*2014*	*-Office of the Vice-rector for Postgraduate Studies*	*-Financial resources and facilities*
	PhD programs are marketed internationally.	*2009-13*		*-Marketing strategy and marketing costs*
	The English and Spanish language websites are improved and used as an effective marketing and recruiting tool.	*December 2009*	*-(Communications Bureau)*	*- External consultants - Web development costs - Financial resources*
	The website is adapted to the International Brand.	*December 2010*		
	There is a review of international processes and systems for recruitment and enrolment.	*January 2010*	*-General Manager's Office*	*- External consultants - Financial resources*
	PhD enrolments increase through close cooperation with the External Research Centres.	*2009-13*	*-Office of the Vice-rector for Transfer and Innovation*	
Action 2.2	*Outcomes and KPIs*	*Timeline*	*Persons Responsible (units involved)*	
To improve PhD completions by international students	*KPI to be decided on the basis of experience in 2009-2010, due to the lack of earlier valid comparative data.*		*-Office of the Vice-rector for Postgraduate Studies*	*-Financial resources and facilities*
Action 2.3	*Outcomes and KPIs*	*Timeline*	*Persons Responsible (units involved)*	*Resources needed*
To increase the number of students doing a European Doctorate	*Number of students doing a European Doctorate increases by 50%*	*2014*	*-Office of the Vice-rector for Postgraduate Studies*	*-Financial resources*
Action 2.4	*Outcomes and KPIs*	*Timeline*	*Persons Responsible (units involved)*	*Resources needed*
To increase international research funding	*15% from 6FP (FP=Framework Programme)*	*2012*	*-Office of the Vice-rector for Research*	*-Strengthened support for the administration of programmes in the university and in the "Tarragona Office, Region of Knowledge"*
	10% from 6FP *(6FP averaged funding is the reference for the set of KPIs of this 7FP)*	*2013*		

Action 2.5	Outcomes and KPIs	Timeline	Persons Responsible (units involved)	Resources needed
To increase the number of international refereed publications by URV researchers and postgraduate students	Paper/researcher: 0.50	2012	-Office of the Vice-rector for Research	-Resources to increase English language capacity of URV researchers -Improved support for researchers -Increased time available for professors to devote to research and PhD supervision (working hours agreement- Pacte de Dedicació)
	Paper/researcher: 0.55	2014		

Action 2.6	Outcomes and KPIs	Timeline	Persons Responsible (units involved)	Resources needed
To increase the visibility of URV researchers in international citation indices	HCP/civil service teaching and research staff: 7.41	2012	-Office of the Vice-rector for Research	- Resources to increase English language capacity for URV researchers -Improved support for researchers
	HCP/ civil service teaching and research staff: 11.64 [HCP: Highly Cited Paper]	2014		

Action 2.7	Outcomes and KPIs	Timeline	Persons Responsible (units involved)	Resources needed
To increase the number of international Post-Doctoral researchers, by retaining and rehiring talented individuals	40 positions (+40%)	2012	-Office of the Vice-rector for Research	-Financial resources and facilities
	50 positions (+70%)	2014		

Action 2.8	Outcomes and KPIs	Timeline	Persons Responsible (units involved)	Resources needed
To increase the number of international visiting scholars	8 on sabbatical 24 visiting	2012	-Office of the Vice-rector for Research	-Financial resources and facilities
	10 on sabbatical 28 visiting	2014		

Action 2.9	Outcomes and KPIs	Timeline	Persons Responsible (units involved)	Resources needed
To define areas of innovative interdisciplinary research with the potential for international joint research and attracting staff, students and post-doctoral researchers (refer to Action 3.7 and Action 3.8)	A document is created identifying these areas.	December 2009	-Office of the Vice-rector for Research	
Action 2.10	**Outcomes and KPIs**	**Timeline**	**Persons Responsible (units involved)**	**Resources needed**
To develop existing international research collaboration with agreed international partners, especially in the US	-A research programme is established. - A selection committee is established. -Funding is agreed. - Other international research objectives are reinforced. The URV's presence in the citation index is improved. - The URV participates in the 7FP and other EU programs	Strategy set by December 2009	-Office of the Vice-rector for Research	-Financial and technical support

OBJECTIVE 3	To internationalize teaching programs, attracting international students and internationalizing the URV's domestic students, administrative staff and teaching staff			
Action 3.1	*Outcomes and KPIs*	*Timeline*	*Persons Responsible (units involved)*	*Resources needed*
To develop more Study Abroad programs in English and/or Spanish (one or two semesters of study providing credits recognized at the home institution)	*A new programme is developed.*	*June 2010 (development phase), programme to start by January 2011*	*-Office of the Vice-rector for International Relations - (Internationalization Unit)*	*-Appointment of a Study Abroad Coordinator (I-Center)*
	A second new programme is developed.	*June 2011*		
	A student support package is developed based on international good practice.	*June 2010*	*-(I-Center)*	
	Student satisfaction is evaluated and the package is revised as necessary.	*June 2011*		
	Study Abroad Program/s are marketed abroad.	*June 2010 onwards*	*-(Communications Bureau)*	*-Marketing strategy and resources*
	The English and Spanish language websites are improved and used as an effective marketing and recruiting tool.	*December 2009*		*-External consultants -Web development costs*
	The international brand is applied to the website.	*December 2010*		*-Financial resources*
	The international processes and systems for recruitment and enrolment are reviewed.	*January 2010*	*-General Manager's Office -(I-Center)*	*-External consultants -Financial Resources*

Action 3.2	Outcomes and KPIs	Timeline	Persons Responsible (units involved)	Resources needed
To develop more Summer Programs in English and/or Spanish	3 Summer Programs are implemented.	2010	-Office of the Vice-rector for External Relations -(Internationalization Unit)	-Appointment of a Summer Program coordinator (I-Center)
	1 new summer program is created.	2011		
	A student support package is developed based on international good practices.	June 2010	-(I-Center)	
	Student satisfaction is evaluated and the package is revised as necessary.	July 2010		
	Summer Program/s are marketed.	2009-13	-(Communications Bureau)	-Marketing strategy and resources -Academic Solutions (agent appointed by URV)
	The English and Spanish language websites are improved and used as an effective marketing and recruiting tool	December 2009		-External consultants -Web development costs -Financial resources
	The international brand is applied to the website.	December 2010		
	The international processes and systems for recruitment and enrolment are reviewed.	January 2010	-General Manager's Office -(I-Center)	-External consultants -Financial Resources

Action 3.3	Outcomes and KPIs	Timeline	Persons Responsible (units involved)	Resources needed
To increase inward mobility of student exchange	*Inward student mobility increases by 7% annually.*	*2010-11 onwards*	*-Office of the Vice-rector for International Relations* *-(I-Center)* *-(Internationalization Unit)*	
	A student support package is developed based on international good practices.	*June 2010*		
	Student satisfaction is evaluated and the package is revised as necessary.	*June 2010*		
	Student support services are improved on each campus.	*June 2011*	*-General Manager's Office*	
	Administrative support for non-European students is improved.	*June 2010*		
	Staff are better able to offer support to international students.	*2009-13*		*-Professional development of relevant staff (EAIE)*
	Accommodation support improves.	*June 2010*		*-Strengthened housing service able to provide support for increased number of international students*
	The Ambassadors Program is created for outward mobility students.	*Start of academic year 2010-11*	*-(I-Center)*	
	The preferred destinations of outward mobility students are identified, and marketing is conducted to attract inward mobility students from those universities.	*2011*	*-(Communications Bureau)*	*-Marketing strategy and resources*
	The English and Spanish language websites are used as an effective marketing and recruiting tool.	*December 2009*		*-External consultants* *-Web development costs* *-Financial resources*
	The international brand is applied to the website.	*December 2010*		
	The internationalisation of URV students increases (IaH).	*2009-13*		

Action 3.4	Outcomes and KPIs	Timeline	Persons Responsible (units involved)	Resources needed
To increase outward mobility of student exchange	Student mobility increases by 15% annually. Departments and faculties establish international contacts.	2010-11 onwards	-Office of the Vice-rector for International Relations -(I-Center) -(Departments)	-Financial resources

Action 3.5	Outcomes and KPIs	Timeline	Persons Responsible (units involved)	Resources needed
To increase staff mobility	There is a 10% increase in inward staff mobility and a 10% increase in outward staff mobility. Information seminars are provided for the administrative staff and teaching staff regarding mobility opportunities. Departments and faculties establish international contacts.	2010-11 onwards	-Office of the Vice-rector for International Relations -(I-Center) -(Departments)	-Financial resources

Action 3.6	Outcomes and KPIs	Timeline	Persons Responsible (units involved)	Resources needed
To increase the offer of programs and subjects in English and Spanish, principally in masters' courses	Market research is conducted to identify English and Spanish target markets and suitable URV programs.	July 2010	-Office of the Vice-rector for Academic and Research Policy -Office of the Vice-rector for Postgraduate Studies - (Internationalization Unit)	-Same External Consultants as Actions 1.4 and 1.6 -Market research -Resources to improve English language capacity of staff
	Visiting teaching staff are employed to teach in English.			-Resources to bolster the standing of visiting teachers -Teaching staff and facilities
	The English and Spanish language websites are improved and used as an effective marketing and recruiting tool.	December 2009	-(Communications Bureau)	-External consultants -Web development costs
	The international brand is applied to the website.	December 2010		-Financial resources
	The internationalisation of URV students increases (IaH).	2009-13		-External consultants -Financial Resources
	Master's enrolments increase through close cooperation with the External Research Centres.	January 2010		

Action 3.7	Outcomes and KPIs	Timeline	Persons Responsible (units involved)	Resources needed
To develop a postgraduate teaching offer aligned with the new transversal areas defined in Action 2.9 or other subjects with a potential to attract international students	The new programs and subjects are implemented.	January 2011	-Office of the Vice-rector for Academic and Research Policy -Office of the Vice-rector for Postgraduate Studies -(Internationalization Unit)	-Same External Consultants as Actions 1.4 and 1.6 -Market research -Resources to improve English language capacity of staff -Teaching staff and facilities
	The number of international master students increases: -25% of master students are international -30% of master students are international	September 2011 September 2014		
	A marketing strategy is created specifically for interdisciplinary areas as part of the international marketing strategy (Action 1.6.).	June 2010	-(Communications Bureau)	
	The English and Spanish language websites are improved and used as an effective marketing and recruiting tool.	December 2009		-External consultants -Web development costs -Financial resources
	The international brand is applied to the website.	December 2010		
	Review of international processes and systems for recruitment and enrolment.	January 2010	-General Manager's Office -(I-Center)	-External consultants -Financial resources
	Master's enrolments increase through close cooperation with External Research Centres.	2009-13	-Office of the Vice-rector for Transfer and Innovation	
Action 3.8	Outcomes and KPIs	Timeline	Persons Responsible (units involved)	Resources needed
To identify and develop more joint masters programs with foreign universities (Refer to Action 2.9)	One new joint master program is created.	To be developed by June 2010 and implemented in 2011	-Office of the Vice-rector for Postgraduate Studies -(Postgraduate School)	-Teaching staff and facilities - Funds to develop new programmes
	The non-selected Erasmus Mundus programmes are converted into joint international master's programmes.	2009-13		
	The strategies suggested in the report "alignment of URV European projects and masters" are implemented, leading to the creation of more international master programs.	Starts December 2009		-Financial resources for establishing international contacts
	The internationalisation of URV students increases (IaH).	2009-13		

Action 3.9	Outcomes and KPIs	Timeline	Persons Responsible (units involved)	Resources needed
To develop internships abroad via participation in the Erasmus internship programme	A Career Development Centre is created and placed in charge of promoting and coordinating internships and job offers at national and international level.	June 2010	- Office of the Vice-rector for the University Community -General Manager's Office -(CAE)	- Financial and Human Resources -Professional development of relevant staff (EAIE)
	Staff capacity to provide career advice and support to students increases.			
	Internationalisation of URV students increases.			

OBJECTIVE 4	To promote the third mission as catalyst for the internationalization of the URV and the region			
Action 4.1	*Outcomes and KPIs*	*Timeline*	*Persons Responsible (units involved)*	*Resources needed*
To create an alumni office with an international alumni coordinator	*An alumni office is created.*	*June 2010*	*-Office of the Vice-rector for International Relations (in collaboration with the Office of the Vice-rector for External Relations)*	*-Creation of the programme*
	An international alumni database is created.	*October 2010*		*-Financial resources and facilities*
	Contact is established and maintained with the International Alumni ("URV Ambassadors" loyalty scheme).	*December 2010*		*-Marketing strategy and resources*
	A resource is created that is of potential marketing and strategic value to URV.			*- Professional development of relevant staff (EAIE)*
	Staff capacity to support alumni and to develop alumni relationships is increased.			
Action 4.2	*Outcomes and KPIs*	*Timeline*	*Persons Responsible (units involved)*	*Resources needed*
To create a sense of brand loyalty through merchandising	*Merchandising and promotion are improved.*	*December 2010*	*-(Protocol Unit) -(Communications Bureau)*	*- Financial and Human Resources*
	URV products become available and visible at every campus and at the I-Centre.			
Action 4.3	*Outcomes and KPIs*	*Timeline*	*Persons Responsible (units involved)*	*Resources needed*
To augment the URV's Strategic International Objectives by using the relevant international activities of the URV Solidària's Center for Development Co-operation.	*A database of URV Solidària's activities is created.*	*October 2009*	*-Office of the Vice-rector for External Relations -(URV Solidària's Center for Development Co-operation)*	
	The internationalization of the URV's staff and students is increased, leading to the possibility of more international consultancies and applied research.			
Action 4.4	*Outcomes and KPIs*	*Timeline*	*Persons Responsible (units involved)*	*Resources needed*
To create a cooperation programme to assist in the official master's training of financially disadvantaged students from developing countries	*The programme is designed and implemented.*	*February 2011*	*-Office of the Vice-rector for External Relations -(URV Solidària's Center for Development Co-operation)*	*-Financial resources*

Action 4.5	Outcomes and KPIs	Timeline	Persons Responsible (units involved)	Resources needed
To promote the development of strategic regional facilities (research institutes, technological centres, Region of Knowledge)	There is an increase in the international cooperation and visibility of the URV and the region. International cooperation projects are developed.	2009-13	- Office of the Vice-rector for Transfer and Innovation	Human and financial resources IT project
	Specific or framework collaboration agreements are established with research institutes and technology parks.	2009		
Action 4.6	**Outcomes and KPIs**	**Timeline**	**Persons Responsible (units involved)**	**Resources needed**
To increase international transfer of knowledge involving local business and industry in cooperation with URV	A database is created of existing collaboration between the URV and local business and industry on international projects. A register is created of potential clients in local business and industry.	December 2009	-Office of the Vice-rector for External Relations - Office of the Vice-rector for Transfer and Innovation -General Manager's Office -(FURV -URV Foundation)	Human and financial resources IT project
	An annual, systematic report is compiled that briefs local business and industry and society in general on the international activities being conducted by URV and how these benefit the region	Annually	-Rector	
Action 4.7	**Outcomes and KPIs**	**Timeline**	**Persons Responsible (units involved)**	**Resources needed**
To establish coordination and cooperation structures for international activity with public and private institutions in the region	Collaboration agreements are made with other institutions.	2009	-Office of the Vice-rector for External Relations -Office of the Vice-rector for International Relations	

REVIEW PROCESS

This document is a five year strategic plan which must be implemented in the form of annual operational plans. The Strategic Plan is a living document which should be reviewed regularly and adapted in accordance with national and international changes and according to the progress made in implementing the plan within the university. Feedback and recommendations will be provided by the Internationalization Committee named by the Board of Governors.

APPENDIX

Documents approved by the Directors' Group of the SIP (13 January 2009)

Strategic Objectives

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

➢ *Internationalization of the teaching component*
  o *Undergraduate studies:*
  - *To favour inward international students via customized programs (Study Abroad)*

  o *Postgraduate studies:*
  - *To develop postgraduate programmes taking into account those strategic research fields that are not yet covered.*
  - *To internationalize existing postgraduate studies in order to put them in prime position.*
  - *To design specific internationally recognized postgraduate programs of excellence within the key URV research areas.*

➢ *Internationalization of research*
  o *To increase the URV's international visibility in all research fields.*
  o *To optimize teaching cooperation projects in order to establish research projects and vice versa.*
  o *To project regional scientific research internationally.*

➢ *Internationalization of the Third Mission*
  o *To position the URV as an agent to enhance local/regional internationalization.*
  o *To strengthen cooperation with developing countries and voluntary work as means of serving society on a global scale.*
  o *To position the URV qualitatively in international networks.*

➢ *Institutional internationalization*
  o *To promote a culture of internationalization within all the URV's areas of activity (Internationalization at Home)*
  o *To develop the structures and resources necessary to internationalize the URV.*

➢ *Internationalization of communication and corporate identity*
  o *To strengthen corporate identity at an international level.*
    ▪ *"Rovira i Virgili University" – Use of "Tarragona", "Barcelona", "Catalonia", "Spain", "Europe" depending on the potential market.*
    ▪ *Use of the label: "Your Mediterranean University"*
    ▪ *Creation of a different website*
  o *To implement an international communication policy aligned with the international projects to be defined.*

SWOT ANANLYSIS

INTERNAL FACTORS	
WEAKNESSES	**STRENGTHS**
CORPORATE IDENTITY AND COMMUNICATION	
1. The name of the university communicates an image of a private university and does not identify us appropriately with the region. 2. People lack a sense of belonging to the URV. 3. The university lacks a communicative strategy regarding its potential. 4. The brand name URV is neither communicated effectively nor readily identified. 5. The student profile desired by the URV still needs to be defined. 6. Suitable courses need to be defined and communicated to potential markets. 7. The culture of internationalization is not widespread among the university community. 8. The design of the website is not appropriate for student needs	1. The URV has identified priority geographical markets: Pacific Asia, America and the Mediterranean Arc 2. The university is committed to internationalization 3. The URV's corporate identity is characterized by dynamism, capacity for change, youth and innovation.
COURSES	
1. Not enough staff have a sufficient command of English to provide quality teaching in the language. 2. Few courses are provided in languages other than Catalan and Spanish. 3. The URV could have a more active presence in the filed of international education.	1. Mastery of English and multilingualism have been included among the URV's core competencies 2. The URV participates in the European programme Erasmus Mundus 3. The wide range of courses in Spanish enables the URV to penetrate the Latin American market. 4. A system has been implemented for evaluating the quality of courses. 5. The URV has developed a virtual campus and has promoted the use of IT. 6. The URV has experience of working with Chinese universities 7. The university is working on multilingualism by providing foreign language courses (English, Italian, Chinese, German and French). 8. The courses provided by the URV cover all branches of knowledge.
RESEARCH	
1. The URV has found it more difficult to increase its visibility in some areas (social sciences and humanities) than in others. 2. Research and internationalization measures are not coordinated.	1. The URV has identified its strategic research fields of excellence (oenology, tourism, chemistry, chemical engineering, nutrition and archaeology) 2. The URV's scientific production has good international visibility according to international reference data (Thomson Institute)
THIRD MISSION (knowledge transfer)	
1. There is a lack of loyalty among former students 2. There is no defined policy regarding relations with other higher education institutions and research centres 3. There is no strategy for recruiting clients (administration, companies, etc.) 4. There is no a portfolio of international clients	1. The URV has a presence at forums and educational symposia 2. The URV generates scientific and academic activities with an international impact. 3. The diversification of academic and scientific fields allows the URV to better adapt to the evolution of the market.
ORGANIZATION, HUMAN RESOURCES AND MANAGEMENT	
1. There is little transparency in the organizational structure that deals with the international area. 2. There is a lack of flexibility in the management procedures and structures that affect internationalization. 3. Insufficient resources are provided for internationalization. 4. There are shortcomings in the way international students are received (no introductory guide, insufficient staff, little URV-managed accommodation and information for international students is dispersed all over the URV website) 5. The mobility of PDI and PAS workers is hindered by their workloads.	1. The staff are young and capable of adapting to change and taking on new roles. 2. The teaching staff are in favour of improvements in internationalization.

EXTERNAL FACTORS

THREATS	OPPORTUNITIES
GENERAL ENVIRONMENT	
1. The legal framework regarding universities' international policies is unclear.	1. The educational system converges with systems throughout the EU.
2. The university is affected by a changing environment and the increasing demands placed on it by society.	2. The ACUP (Catalan Association of Public Universities) wants to draw up a strategic internationalization plan for the university system in Catalonia
3. The universities are subject to excessive legislation.	3. The Ministry has called for the creation of the International Campus of Excellence programme in an attempt to provide an academic, scientific, entrepreneurial and innovative environment and to attain international visibility
4. Strict immigration policies hinder entrance to the country and prevent the easy movement of members of the university community	4. The government considers the level of mobility and internationalization to be important indicators of quality.
5. The university can be affected by the market's confidence in the rankings.	5. The geographic location of the URV is conducive to study and work (near to Barcelona, mild climate and good communications).
6. Insufficient funds and competition for grants compromise how the university functions and hinder student, PDI and PAS mobility	6. Society is increasingly more open to and tolerant of other cultures.
7. Peripheral to powerful media	7. A council has been set up to internationally promote the Camp de Tarragona
8. The university is affected by the global and local economic crisis.	8. The University has no direct competitors in the region.
9. The URV could be diluted in the University of Catalonia system.	
COURSES	
1. The courses provided by the URV are diluted by an excess of official masters degrees and information. 2. The URV can be constrained by language legislation.	1. IT increases the capacity to penetrate different markets
	2. There are stronger policies for grants and funds for studies and student, PDI and PAS mobility programmes
3.The education market at the international level is saturated, although there is room to implement study programmes adapted to the needs of the labour market	3. Spanish is expanding internationally
	4. There is a Study Abroad programme
	5. Local businesses can supply work placement opportunities for students
RESEARCH	
1. Research is not a political priority in the URV's environment.	1. The URV has the opportunity to set up collaborations with strategic partners in its international research.
	2. The URV benefits from the existence of research institutes (ICE, ICAC, ICIQ, IPHES, IISPV). 3. The URV benefits from the existence of the ICREA programme, among others. 4. The URV benefits from the existence of a national strategic plan for research and innovation.
THIRD MISSION (knowledge transfer)	
1. Other universities that are trying to internationalize may block the URV's growth in other markets	1. Universities are predisposed towards setting up networks and cooperation programmes.
	2. The university benefits from collaboration with a powerful business network that has a strong corporate responsibility.
	3. The URV has social, cultural, economic and political links with Latin America
ORGANIZATION AND MANAGEMENT	
1. The URV requires a better working culture if it is to internationalize successfully.	1. There are technological management tools on the market that can improve processes at international level.

TIMES HIGHER EDUCATION SUPPLEMENT 2008 GLOBAL RANKINGS

Spain has no universities ranked in the THES Top 100, and only the University of Barcelona appears in the Top 200. In contrast The Netherlands has four universities in the top 100, Switzerland and Germany have three each, and France and Sweden each have two. Although criticisms can be levelled at the THES ranking system, it nevertheless indicates that Spanish universities have a problem regarding international visibility.

SELECTED URV INTERNATIONAL DATA

Inward student mobility (Erasmus Programme)

Year	Number of students
2007-2008	146
2008-2009	143

Outward student mobility (Erasmus Programme)

Year	Number of students
2007-2008	155
2008-2009	206
2009-2010	264 estimated

Inward student mobility (other programs)

Year	Number of students
2007-2008	55
2008-2009	54

Outward student mobility (other programs)

Year	Number of students
2007-2008	44
2008-2009	51
2009-2010	47

Inward staff mobility (Erasmus Programme and other programs)

Year	Number of administrative staff	Number of teaching staff and researchers
2007-2008	0	46
2008-2009	21	30 estimated

Outward staff mobility (Erasmus Programme and others programs)

Year	Number of administrative staff	Number of teaching staff and researchers
2007-2008	9	63
2008-2009	10	39

International Master Students

Year	Number of students	Percentage of the total number of students
2006-2007	136	22.3%
2007-2008	148	18.3%
2008-2009	178	21.3%

Doctorate students

Year	Number of students
2004-2005	14
2005-2006	22
2006-2007	23
2007-2008	28
2008-2009	10 *

* This number may increase depending on whether or not enrolled students decide to do a European Doctorate

International PhD students

2008-2009: 111 international PhD students, that is 38,7% of the total number of PhD students. (Earlier data has not been used because a change in systems makes comparison invalid).

International PhD students by field of study

Field of study	Number of students
Experimental sciences	25
Health sciences	3
Social sciences and Law	18
Technical Studies	48
Humanities	17
Total	111

International PhD theses submitted

Year	Thesis submitted by international students
2005-2006	22
2006-2007	19
2007-2008	31

Percentage of URV PhD theses submitted by International students

Year	% foreign students
2003-2004	18,3 %
2004-2005	17,7 %
2005-2006	31,4 %
2006-2007	27,9 %
2007-2008	38 %

International Post-Doc students

Year	Number of Post-Doc students
2005	19
2006	28
2007	25

International Visiting scholars

2004-2008:   *- 6 scholars (on sabbatical)*
                     - 20 visiting scholars

International Research Funding

6 FRAMEWORK PROGRAMME (FP) 2002-2006
Total achieved: 11.763.867€

7 FRAMEWORK PROGRAMME (FP) 2007-2013
Total achieved till now: 4.297.610€/year

International refereed publications by URV researchers and postgraduate students

Year 2008: 587 papers in ISI review:
- *40% (4 out of 10) in collaboration with other international universities or centres*
- *26% in collaboration with Spanish universities or centres*
- *34% only URV research*

Paper/researcher at URV: 0.48 (Maximum in Spain: 0.68 paper/researcher)

Visibility of URV researchers in international citation indices

1998-2008:   *- URV HCP/civil servant researcher: 6.98*
                      - Maximum HCP/civil servant researcher in Spain: 19.66

[HCP: Highly Cited Paper]