

# STRATEGIC INTERNATIONALIZATION PLAN

## 2014-2019

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URV: OPENING DOORS TO THE WORLD AND THE REGION



UNIVERSITAT ROVIRA I VIRGILI

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## **O. COMMITTEE RESPONSIBLE FOR FORMULATION OF THE STRATEGIC INTERNATIONALIZATION PLAN**

### *President*

- ✓ Dr. Francesc Xavier Grau i Vidal (Rector)

### *Steering Group*

- ✓ Dr. Anna Ardévol Grau (Vice-rector for International Relations)
- ✓ Dr. Maria Bargalló Escrivà (Vice-rector for Students and the University Community)
- ✓ Dr. Misericòrdia Carles Lavila (Vice-rector for Transfer and Innovation)
- ✓ Ms. Marina Casals Sala (Head of the International Center; responsible for technical support)
- ✓ Dr. Francesc Díaz González (Director of the Postgraduate and Doctoral School)
- ✓ Dr. Azael Fabregat Llangostera (Director of the Terres de l'Ebre campus)
- ✓ Dr. Xavier Farriol Roigés (Vice-rector for Organization and Resources)
- ✓ Dr. Antoni González Senmartí (General Secretary)
- ✓ Dr. Aurora Ruiz Manrique (Vice-Rector for Postgraduate Studies and Lifelong Learning)
- ✓ Dr. Maria Marquès i Banqué (Vice-Rector for Teaching and EHEA)
- ✓ Sr. Manuel Molina Clavero (URV General Manager)
- ✓ Dr. Josep Pallarès Marzal (Vice-Rector for Teaching and Research Staff)
- ✓ Dr. Inmaculada Pastor Gosalbez (Director of the Gender Equality Observatory and Rector's Delegate for issues relating to the effective equality between men and women)
- ✓ Dr. Àngel Pío González Soto (Rector's Delegate for Lifelong Learning of Teaching Staff and the Institute of Educational Sciences)
- ✓ Dr. Encarnació Ricart Martí (Vice-rector for Society and Institutional Relations)
- ✓ Dr. Josep Manel Ricart Plà (Vice-rector for Academic and Scientific Policy)
- ✓ Dr. Rosa Maria Solà i Alberich (Vice-Rector for Research and Connections with Health Institutions)

### *Advisory Council*

- ✓ Dr. Susanna Borràs Pentinat
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- ✓ Ms. Mar Figueras Moreno
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- ✓ Dr. Gonzalo Guillén Gosalbez
- ✓ Sr. Alexandre Hernández Ossó (student)
- ✓ Dr. Jordi Jaria Manzano
- ✓ Dr. Maria Jiménez Herrera
- ✓ Dr. Albert Mas Barón
- ✓ Sr. Sergi Martín Arbós (student)
- ✓ Dr. Roger Miralles Jori
- ✓ Dr. Domènec Puig Valls
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- ✓ Dr. Anna Ardévol Grau
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- ✓ Ms. Rebeca Tomàs Smith

## **1. INTRODUCTION**

A priority objective for universities today is the development of an international dimension that will enable them to become principal agents in the knowledge society, fundamental to the international competitiveness of their country or region. Internationalization involves not just the university's teaching mission but also its research activity and the transfer of knowledge. In an increasingly globalized world, higher education institutions must be internationalized if they aim to belong to the emerging world knowledge network and provide a valuable service to their societies.

With this vision in mind, in 2009 the Rovira i Virgili University approved its first Strategic Internationalization Plan. Since then, this plan has guided our international activities and we have been responding successfully to the challenges set. The increase in the URV's international dimension has been significant from several perspectives. From the teaching perspective, for example, we have concentrated on promoting the international dimension of our postgraduate, master's and Phd programmes since we believe these programmes exemplify our main objective and are key to consolidating our future research activity and improving its quality and international competitiveness. Our provision of quality teaching at all academic levels is reflected in our high proportion of international students, which has reached 28% at the postgraduate level and is up to 35% for our doctoral programmes. In research, this international dimension is clearly illustrated by the fact that in 2012 for the first time our first source of research finance was the European Union.

These two examples are also supported by our recognition in 2010 as the Campus of International Excellence Southern Catalonia. As well as a reflection on the URV's quality and our strategic links with our socioeconomic environment, this recognition provides a constant challenge to the university to continually improve in all its missions. The URV's international position and its strong regional impact have also been recognised by international organisations such as the OECD. One synthetic indicator of our university's increasing international dimension in teaching and research is the fact that this year the URV has been included in the Times Higher Education World University Rankings. This list of the best higher education institutions in the world includes a heavily weighted internationalization component.

The URV's relatively good international position has been achieved by meeting the objectives that were laid out in the first Strategic Internationalization Plan. The updated Plan now proposed by the University Senate should help the university to consolidate the dynamics it has already set in motion and confirm the cultural changes it has introduced. And of course it should also serve to define the new objectives that will help our university take a further leap forward in the development of its international dimension. Once these objectives are met, the URV will possess a solid foundation from which to contribute even more strongly to increasing the international competitiveness of the social, economic and cultural fabric of the region.

Finally, I would like to thank everyone who, from their various areas of responsibility, has helped to prepare this new URV Strategic Internationalization Plan.

Francesc Xavier Grau i Vidal  
Rector of the URV

## 2. CONTEXT

The Rovira i Virgili University aims to be an internationally important university that retains strong links to its region. To achieve this objective, two strategic plans were drawn up. One of these, the first Strategic Internationalization Plan (SIP), was introduced in 2009. Although it was defined as a living document, the Plan was discontinued by the University Senate in May 2013 because, although certain aspects remained uncompleted, it needed to be reconsidered, updated, and adapted to the new economic situation.

The document presented here is an intensive update of the 2009-13 SIP and is based on the proposals and approaches of that plan. The four basic axes are retained but the strategic lines in each axis have been revised and the ability to objectively quantify the challenges identified has been improved. From a methodological perspective, we have also worked to optimise the synchronisation of these challenges by using indicators that are also employed in other URV strategic plans or in those of the Catalan university system.

New aspects concerning the extent and type of internationalization, mainly with regard to quality rather than quantity, have been incorporated. These are largely a response to the economic recession but they are also intended to take into account current trends in internationalization. Until recently, internationalization implied the movement of people but this type of mobility is being increasingly complemented by strategies aimed at achieving *Internationalization at home* (IaH) so that we may be able to produce "global citizens" while attracting a greater number of students and reducing the financial constraints involved in the physical movement of people.

It is envisaged that this document will remain in effect for five years. This is also a living document and the Internationalization Committee that was created for the first SIP of 2009-2013 will therefore be retained. We would like to express our gratitude to every member of the Committee for their work in monitoring the internationalization process. As part of the procedure for updating the SIP, it is also necessary to update this Committee. In fact, all the revision work involved in preparing the 2014-2019 SIP has been conducted with the participation of members who were appointed by this new committee, as well as by substitute members for each area, so as to increase the level of representation. Once the 2014-19 SIP comes into force, the Internationalization Committee will continue to operate with its new members.

Finally, we would like to stress that this 2014-19 Strategic Internationalization Plan is the path we need to take in order to achieve a more successful Internationalization at our university. This is the vision of our university. The world is increasingly global and we need to ensure that we are competitive in this new environment by producing global citizens, ensuring our knowledge creation activities have an impact internationally, and using all the experience we have gained to help our region become integrated in this global world.

### **3. PROGRAMME OF WORK**

This Strategic Internationalization Plan (SIP) has been developed in the following phases:

#### **1) PREPARATORY PHASE:**

The preparatory phase comprised the first few months of 2013. During this time the Drafting Group was set up with the aim of meeting frequently to make progress in drafting a new Plan by adapting the contents of the 2009-13 SIP to current needs and requirements.

#### **2) DIAGNOSIS PHASE:**

At the beginning of March the Drafting Group set to work adapting the contents of the 2009-13 SIP to current needs and requirements. At the same time the International Center began working on the termination of the SIP, and the termination report was presented to the University Senate on 23rd May. Also on that day, the renewal of the Internationalization Committee was approved to allow work on the new Strategic Internationalization Plan to progress.

#### **3) ELABORATION PHASE:**

The diagnosis phase was followed by the elaboration phase, which ran from June to September 2013. This phase began with proposals from the Drafting Group to adapt the old SIP to the new one by reorganising the plan along strategic lines and lines of action and incorporating follow-up indicators. This proposal was presented to the new International Committee, which evaluated the base document and provided its own input. Meetings were then held with those responsible for each strategic line in order to determine which lines of action should be followed and establish possible indicators.

After these working meetings, which were attended by all the vice-rectors involved in the process, the final document was drafted and sent for approval by the Internationalization Committee on 17<sup>th</sup> October 2013.

#### **4) PARTICIPATION PHASE:**

As part of the communications strategy and SIP participation phase, on 21st October the document formulated by the Internationalization Committee was delivered to the whole university community to invite opinions, comments and suggestions for amendments over a period of two weeks.

#### **5) APPROVAL PHASE:**

During this phase the document will be sent for approval by the University Senate on 28th November 2013.

#### **6) DISSEMINATION PHASE:**

After the Senate has approved the Plan, the document will be edited and published online on the University's website. It will then be disseminated to the whole university community during the months of January and February 2014.

#### **4. SIP STRUCTURE**

The SIP is structured on the basis of the following 4 objectives:

##### OBJECTIVE 1

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

##### OBJECTIVE 2

- To increase the international impact of the URV's research activities.

##### OBJECTIVE 3

- To internationalize the URV's teaching programmes and make them more competitive.

##### OBJECTIVE 4

- To contribute to the internationalization of the region and increase its international visibility.

Each objective comprises strategic lines that must be followed in order to fulfil that objective. In developing these strategic lines, several actions have been defined. These actions will be measured by follow-up indicators, which have been established in agreement with the administrative units and individuals responsible for managing them. The initial values of these indicators (the starting points for the follow-up process) have also been established. These values represent the most recent data available at the time of writing. Final values for these indicators (the goals that must be reached in order to satisfy the general objectives of the SIP) have also been established in agreement with the units and individuals responsible. These final values are accompanied by a date by which the values are expected to be reached.

Below we present the contents of the 2014-19 SIP:

**OBJECTIVE 1: To internationalize the university and promote a culture of internationalization within the university**

Code	Strategic lines	Code	Lines of action
1.1	To consolidate the URV's international identity both internally and externally.	1.1.1	Provide continuity to the value of the brand name URV.
		1.1.2	Consolidate the brand internally and bolster the sense of belonging to the university.
		1.1.3	Consolidate strategic international alliances that increase the URV's visibility and broaden the range of activities that result from these alliances.
		1.1.4	Ensure that the university's website meets our internationalization requirements.
1.2	To develop a culture of Internationalization at Home (IaH). *  *The internationalization of the curriculum is considered in line 3.1.2	1.2.1	Train the URV's teaching and research staff, administration and service personnel, and students in matters of internationalization.
		1.2.2	Inform the URV's teaching and research staff, administration and service personnel, and students about matters of internationalization.
		1.2.3	Strengthen interaction between the URV community and the URV's international community.



**Strategic line 1.1. To consolidate the URV's international identity both internally and externally.**

Office of the Vice-Rector for Organization and Resources, Office of the Vice-Rector for International Relations, (Communication and External Relations Office, International Center, Computer and ICT Service)

Code	Lines of action	Code	Desired trend in follow-up indicator	Initial value YEAR 2012 / COURSE 12-13	Final value	Timeline
1.1.1	Provide continuity to the value of the brand name URV.	1.1.1.1	Increase the number of international papers, presentations and events.	16	18	2016
		1.1.1.2	Increase the number of conferences attended by URV teaching and research	77	100	2018
		1.1.1.3	Increase the presence of the URV in international rankings.	4	5	2016
1.1.2	Consolidate the brand internally and bolster the sense of belonging to the university.	1.1.2.1	Provide templates for generating documents with the international brand for actions involving the URV community.	No	Yes	2015
		1.1.2.2	Standardise the use of the URV logo.	No	Yes	2014
1.1.3	Consolidate strategic international alliances that increase the URV's visibility and broaden the range of activities that result from these alliances.	1.1.3.1	Tailor the number of international or internationalization networks and/or associations of which the URV is a member.	25	20	2019
		1.1.3.2	Increase the number of active projects within these networks.	7	10	2017
		1.1.3.3	Increase the number of activities involving these international or internationalization associations or networks that are hosted by the URV.	14	18	2019
		1.1.3.4	Increase the number of URV delegations abroad.	1	4	2019
		1.1.3.5	Increase the number of URV administrative positions in international or internationalization associations or networks.	11	12	2019
		1.1.3.6	Increase the number of international conferences organised by the URV.	3	6	2017
1.1.4	Ensure that the university's website meets our internationalization requirements.	1.1.4.1	Tailor the URV's published material to the international audience.	No	Yes	2019

**Strategic line 1.2. To develop a culture of Internationalization at Home (IaH)**

Office of the Vice-Rector for International Relations, Office of the Vice-Rector for Teaching and Research Staff, Office of the Vice-Rector for Students and University Community, General Manager's Office, Postgraduate and Doctoral School, Institute of Educational Sciences, Extra Mural Management Service, Student Help Centre, International Center)

Code	Lines of action	Code	Desired trend in follow-up indicator	Initial value YEAR 2012 / COURSE 12-13	Final value	Timeline
1.2.1	Train the URV's teaching and research staff, administration and service personnel, and students in matters of internationalization.	1.2.1.1	Increase the number of participants on internationalization training courses.	65	100	2017
		1.2.1.2	Increase the number of language courses in accordance with the objectives of third-language learning.	41	45	2017
1.2.2	Inform the URV's teaching and research staff, administration and service personnel, and students about matters of internationalization.	1.2.2.1	Design and implement a communication plan for international good practices.	No	Yes	2016
1.2.3	Strengthen interaction between the URV community and the URV's international community.	1.2.3.1	Optimise URV activities for welcoming and integrating students.	Yes	Yes	2019
		1.2.3.2	Ensure that activities involving students take into account the international community.	No	Yes	2016
		1.2.3.3	Adapt administrative processes to ensure they take into account the international community.	Yes	Yes	2019
		1.2.3.4	Promote a greater knowledge of third languages on the part of administration	Yes	Yes	2019

**OBJECTIVE 2: To increase the international impact of the URV's research activities**

<b>Code</b>	<b>Strategic lines</b>	<b>Code</b>	<b>Lines of action</b>
2.1	To promote and consolidate the internationalization of doctoral studies.	2.1.1	Promote the internationalization of URV doctorate programmes.
		2.1.2	Increase international enrolments on URV doctorate programmes.
2.2	To obtain international resources for research.	2.2.1	Increase international research funding.
		2.2.2	Increase the recognition and recruitment of international talent (CEICS).
2.3	To boost the visibility of and international recognition for the URV's R&D&I activities.	2.3.1	Increase the number of international indexed publications by URV researchers and postgraduate students.
		2.3.2	Increase the transfer of knowledge and technology from the URV.
		2.3.3	Increase the URV's participation in decision-making bodies for R&D&I.

### Strategic line 2.1. To promote and consolidate the internationalization of doctoral studies.

Postgraduate and Doctoral School, International Center

Code	Lines of action	Code	Desired trend in follow-up indicator	Initial value	Final value	Timeline
2.1.1	Promote the internationalization of URV doctorate programmes.	2.1.1.1	Increase the number of theses submitted with joint supervision.	59	70	2019
		2.1.1.2	Increase the number of agreements for double and joint qualifications.	10	17	2019
		2.1.1.3	Increase the number of international doctorate networks.	2	8	2019
2.1.2	Increase international enrolments on URV doctorate programmes.	2.1.2.1	Increase the number of incoming international doctorate students.	383	415	2019
		2.1.2.2	Increase the number of outgoing international doctorate students.	53	95	2019

### Strategic line 2.2. To obtain international resources for research.

Office of the Vice-Rector for Research and Connections with Health Institutions

Code	Lines of action	Code	Desired trend in follow-up indicator	Initial value	Final value	Timeline
2.2.1	Increase international research funding.	2.2.1.1	Increase the number of European and large-scale projects in which a member of department participates.	9	12	2017
		2.2.1.2	Increase the number of European and large-scale projects coordinated and/or directed by a member of department.	2	4	2016
2.2.2	Increase the recognition and recruitment of international talent (CEICS).	2.2.2.1	Increase the number of teaching and research staff members with grants from the European Research Council (ERC) and equivalent bodies.	0	1	2106

### Strategic line 2.3. To boost the visibility of and international recognition for the URV's R&D&I activities.

Office of the Vice-Rector for Research and Connections with Health Institutions, Office of the Vice-Rector for Transfer and Innovation

Code	Lines of action	Code	Desired trend in follow-up indicator	Initial value	Final value	Timeline
2.3.1	Increase the number of international indexed publications by URV researchers and postgraduate students.	2.3.1.1	Increase the number of international ISI indexed publications authored by teaching and research staff.	0.59	0.62	2017
2.3.2	Increase the transfer of knowledge and technology from the URV.	2.3.2.1	Establish an incentives programme among URV researchers to increase the number of patents requested.	No	Yes	2014
		2.3.2.2	Increase the number of international PCT (Patent Cooperation Treaty) patents.	11	20	2019
		2.3.2.3	Set up an office for coordinating R&D&I fundraising.	No	Yes	2014
		2.3.2.4	Increase the volume of international R&D&I resources.	4.865.000 €	6.000.000 €	2019
		2.3.2.5	Increase the number of agents participating in the project to raise R&D&I funds.	8	15	2019
2.3.3	Increase the URV's participation in decision-making bodies for R&D&I.	2.3.2.6	Increase the number of companies and institutions that participate in calls for R&D&I.	10	30	2019
		2.3.3.1	Devise a programme of activities for participating in the most important international organisations.	No	Yes	2014
		2.3.3.2	Increase the number of actions carried out in international organisations.	0	5	2019
		2.3.3.3	Increase the number of participants involved in participatory activities with international organisations.	0	20	2019

**OBJECTIVE 3: To internationalize the URV's teaching programmes and make them more competitive.**

Code	Strategic lines	Code	Lines of action
3.1	To adapt the URV's teaching programmes for the international audience.	3.1.1	Develop the range of programmes available to international students, e.g. <i>Study Abroad, Free Mover</i> .
		3.1.2	Review and internationalize URV qualifications.
		3.1.3	Identify and develop qualifications in collaboration with foreign universities.
3.2	To increase mobility.	3.2.1	Increase incoming student mobility.
		3.2.2	Increase outgoing student mobility.
		3.2.3	Increase the mobility of URV teaching and research staff.
		3.2.4	Increase the mobility of URV administration and service personnel.

**Strategic line 3.1. To adapt the URV's teaching programmes for the international audience.**

Office of the Vice-Rector for Academic and Scientific Policy, Postgraduate and Doctoral School, Office of the Vice-Rector for International Relations, Office of the Vice-Rector for Teaching and Research Staff, Office of the Vice-Rector for Teaching and EHEA, Office of the Vice-Rector for Transfer and Innovation, (URV Foundation (FURV), International Center, Educational Resources Service, Postgraduate and Doctoral School, Faculties and Schools)

Code	Lines of action	Code	Desired trend in follow-up indicator	Initial value	Final value	Timeline
3.1.1	Develop the range of programmes available to international students, e.g. <i>Study Abroad, Free Mover</i> .	3.1.1.1	Increase the number of summer courses for international students.	2	4	2019
		3.1.1.2	Increase the number of Study Abroad programmes.	6	12	2019
		3.1.1.3	Increase the number of international students participating in company practicums.	14	20	2017
		3.1.1.4	Activate the International Service Learning programme.	No	Yes	2015
3.1.2	Review and internationalize URV qualifications.	3.1.2.1	Increase the number of subjects wholly taught in a foreign language.	329	362	2015
		3.1.2.2	Increase the number of international accreditations for degrees and master's degrees.	0	4	2015
		3.1.2.3	Obtain qualifications accredited by AQU (University System of Catalonia Quality Assurance Agency) with an internationalization sign of distinction.	0	6	2019
		3.1.2.4	Increase the number of qualifications wholly taught in English.	12	15	2019
3.1.3	Identify and develop qualifications in collaboration with foreign universities.	3.1.3.1	Increase the number of requests for joint projects for international qualifications.	1	4	2015
		3.1.3.2	Increase the number of joint-qualification agreements.	2	4	2015
		3.1.3.3	Increase the number of students obtaining joint qualifications.	27	50	2015
		3.1.3.4	Increase the number of official recognitions for collaborations.	1	3	2015
		3.1.3.5	Draw up a management framework for supporting the development of double or shared international qualifications.	No	Yes	2014

**Strategic line 3.2. To increase mobility.**

Office of the Vice-Rector for International Relations, Office of the Vice-Rector for Students and University Community, Office of the Vice-Rector for Teaching and Research Staff, General Manager's Office, (Faculties and Schools, Student Help Centre, Human Resources, Departments, International Center)

Code	Lines of action	Code	Desired trend in follow-up indicator	Initial value	Final value	Timeline
3.2.1	Increase incoming student mobility.	3.2.1.1	Activate the student ambassador programme for outgoing mobility students.	No	Yes	2015
		3.2.1.2	Increase the number of international students enrolled on official master's programmes.	217	230	2019
		3.2.1.3	Increase the number of incoming mobility students.	474	500	2017
3.2.2	Increase outgoing student mobility.	3.2.2.1	Develop systems for offering international practicums and coordinating their procedures.	No	Yes	2016
		3.2.2.2	Increase the number of outgoing mobility students.	511	550	2017
		3.2.2.3	Increase the number of students who have completed a minimum of twelve weeks on an international practicum.	19	50	2019
		3.2.2.4	Increase the number of international mobility agreements signed by the URV.	165 ERASMUS 14 MOU	170 ERASMUS 20 MOU	2017
3.2.3	Increase the mobility of URV teaching and research staff.	3.2.3.1	Increase the number of international stays and sabbaticals with a duration of more than three months.	13	20	2017
		3.2.3.2	Increase the number of foreign visitors on international stays at the URV.	105	150	2019
		3.2.3.3	Make the agreements and contracts currently in force available to the university community.	No	Yes	2015
		3.2.3.4	Systematise registration procedures for incoming and outgoing mobility.	No	Yes	2017
3.2.4	Increase the mobility of URV administration and service personnel.	3.2.4.1	Make the agreements and contracts currently in force on the mobility of administration and service personnel available to the public.	No	Yes	2015
		3.2.4.2	Increase the number of administration and service personnel participating in IaH activities.	30	75	2019
		3.2.4.3	Promote international visits by administration and service personnel in order to improve the quality of the services they provide.	No	Yes	2015

**OBJECTIVE 4. To contribute to the internationalization of the region and increase its international visibility**

Code	Strategic lines	Code	Lines of action
4.1	To boost the capacity of third mission activities to promote internationalization.	4.1.1	Create an alumni office with a specific programme for international alumni.
		4.1.2	Create a sense of brand loyalty through merchandising.
		4.1.3	Exploit international visits by students and teachers to promote the URV and the region.
		4.1.4	Exploit existing connections between the URV and the region, such as classes for the elderly, Campus Extension (Knowledge Antennas), and URV international antennas.
4.2	To make use of the activities of the URV's Centre for Development Cooperation URV Solidària, Volunteer Office and Learning Service programme to promote internationalization.	4.2.1	Ensure the URV's cooperation, voluntary, and learning service activities are known among the URV international community.
		4.2.2	Participate with the region's public and private institutions on structures for coordinating and cooperating with international activities.
		4.2.3	Promote training and awareness activities in the field of international cooperation.
		4.2.4	Promote learning-service training activities.
4.3	To internationalize the transfer of knowledge and technology.	4.3.1	Combine the efforts of the university with those of the companies and public bodies in the region to promote the region internationally.

**Strategic line 4.1. To boost the capacity of third mission activities to promote internationalization.**

Office of the Vice-Rector for Society and Institutional Relations (in collaboration with the Office of the Vice-Rector for International Relations), Office of the Vice-Rector for Students and University Community, (Office for Institutional Relations and Protocol, Communication and External Relations Office, International Center, Rector's Office, Extra Mural Management Service).

Code	Lines of action	Code	Desired trend in follow-up indicator	Initial value	Final value	Timeline
4.1.1	Create an alumni office with a specific programme for international alumni.	4.1.1.1	Create an alumni programme.	No	Yes	2014
		4.1.1.2	Incorporate former international students into the alumni programme.	No	Yes	2015
		4.1.1.3	Increase the number of international students registered in the alumni programme.	0	15	2017
4.1.2	Create a sense of brand loyalty through merchandising.	4.1.2.1	Increase the range of products in the URV online shop that designate the region.	1	3	2019
		4.1.2.2	Increase the number of showcases and display stands presenting URV products at URV facilities.	0	5	2019
4.1.3	Exploit international visits by students and teachers to promote the URV and the region.	4.1.3.1	Increase the number of 'international information packs' distributed.	16	30	2019
4.1.4	Exploit existing connections between the URV and the region, such as classes for the elderly, Campus Extension (Knowledge Antennas), and URV international antennas.	4.1.4.1	Increase the number of activities conducted to disseminate the task of internationalization.	0	12	2019
		4.1.4.2	Increase the number of activities conducted in the URV's region of influence by the International Chairs of Excellence.	0	4	2017



**Strategic line 4.2. To make use of the activities of the URV's Centre for Development Cooperation URV Solidària, Volunteer Office and Learning Service programme to promote internationalization.**

Office of the Vice-Rector for Society and Institutional Relations, Extra Mural Management Service-Centre for Development Cooperation URV Solidària)

Code	Lines of action	Code	Desired trend in follow-up indicator	Initial value	Final value	Timeline
4.2.1	Ensure the URV's cooperation, voluntary, and learning service activities are known among the URV international community.	4.2.1.1	Increase the number of documents in English reporting the activities of the URV's Centre for Development Cooperation URV Solidària and Learning Service programme.	3	6	2017
		4.2.1.2	Increase the number of actions conducted to recognise the participation of the university community in cooperation projects as part of their university activities.	6	8	2019
		4.2.1.3	Increase the number of international cooperation projects in which the URV participates.	9	12	2017
		4.2.1.4	Increase the number of projects financed by the Centre for Development Cooperation URV Solidària.	19	29	2019
4.2.2	Participate with the region's public and private institutions on structures for coordinating and cooperating with international activities.	4.2.2.1	Increase the number of national and international networks and organisations for cooperation and development and learning service in which the URV participates.	12	18	2019
		4.2.2.2	Increase the number of presentations, communications and publications regarding the activities of the Centre for Development Cooperation URV Solidària and the Learning Service programme.	26	56	2019
		4.2.2.3	Increase the number of actions aimed at fundraising.	4	17	2019
		4.2.2.4	Increase the funds raised by these actions.	53.914,0 €	250.000,0 €	2019
4.2.3	Promote training and awareness activities in the field of international cooperation.	4.2.3.1	Increase the number of training activities for international cooperation.	6	9	2019
		4.2.3.2	Increase the number of participants on these training activities.	281	300	2017
4.2.4	Promote learning-service training activities.	4.2.4.1	Increase the number of experiences validated as part of the Learning Service programme.	62	110	2019

**Strategic line 4.3. To internationalize the transfer of knowledge and technology.**

Office of the Vice-Rector for Society and Institutional Relations (in collaboration with the Office of the Vice-Rector for International Relations), Office of the Vice-Rector for Transfer and Innovation (Office for Institutional Relations and Protocol, Communication and External Relations Office, Technology and Innovation Transfer Centre of the URV Foundation)

Code	Lines of action	Code	Desired trend in follow-up indicator	Initial value	Final value	Timeline
4.3.1	Combine the efforts of the university with those of the companies and public bodies in the region to promote the region internationally.	4.3.1.1	Create a database of active international projects in which the URV and the companies and institutions of the region participate.	No	Yes	2014
		4.3.1.2	Draw up a systematic annual plan of visits and meetings to inform local companies and industries as well as the public at large about the international activities conducted by the URV and how these benefit the region.	No	Yes	2014
		4.3.1.3	Increase the number of annual visits made to inform local companies and industries as well as the public at large about the international activities conducted by the URV and how these benefit the region.	0	1	2014
		4.3.1.4	Increase the number of annual meetings held to transfer information and present opportunities for collaboration within the framework of the Territorial System of Innovation (CEICS).	0	3	2014
		4.3.1.5	Increase the number of agents participating at meetings to transfer information and present opportunities for collaboration within the framework of the Territorial System of Innovation (CEICS).	0	15	2015
		4.3.1.6	Increase the number of coordinated actions resulting from these activities.	0	10	2015

## **5. SIP FOLLOW-UP**

Follow-up will be conducted and feedback and recommendations will be provided by the Internationalization Committee appointed by the Board of Governors.

To determine the current status of the indicators, each year during the months of November and December the URV International Center will produce a SIP follow-up report in accordance with the directions of the Internationalization Committee.

The follow-up process is intended to monitor the progress being made to implement the plan's objectives. If any event occurs that might prevent the objectives from being met, the process will allow corrective measures to be taken.

## ANNEX 1. Members of the Internationalization Committee

### Members of the Internationalization Committee

The Internationalization Committee is chaired by the Vice-rector for International Relations.

- Vice-rectors:
  - Dr. Anna Ardévol Grau, Vice-rector for International Relations
  - Dr. Rosa Solà Alberich, Vice-rector for Research and Connections with Health Institutions
  - Dr. Josep Manel Ricart Plà, Vice-rector for Academic and Scientific Policy
- Executive Secretary: Marina Casals Sala, Head of the International Center
- Head of the Postgraduate and Doctoral School: Mar Figueras Moreno
- One teaching and research staff member per branch of knowledge (proposed by the deans and directors of each branch):

Branch of knowledge	Representative	Substitute
<b>Sciences</b>	Rosa Caballol Lorenzo	Albert Mas Barón
<b>Health Sciences</b>	Josep Ribalta Vives	María Jiménez Herrera <i>2<sup>nd</sup> Substitute:</i> Montse Guardiola Guionnet
<b>Social and Legal Sciences</b>	Jordi Jaria Manzano	Susanna Borràs Pentinat
<b>Arts and Humanities</b>	Joaquin Romero Gallego	Joan Casanovas Codina
<b>Architecture and Engineering</b>	Domènec Puig Valls	Roger Miralles Jori <i>2<sup>nd</sup> Substitute:</i> Gonzalo Guillén Gosálbez

- Two students (one undergraduate and one postgraduate)

### Representative

Sergi Martín Arbós

### Substitutes

Co-presidents of the Student Council:

Sara Reigada Sanclemente  
Alexandre Hernández Ossó