



# Deliverable 5.5

## UNITA Expansion in Europe and beyond implemented



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## Deliverable card

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# Abstract

EN

## Context and Objectives

This document outlines the UNITA Internationalization strategic goals for the period 2025-2027/29. These guidelines aim to provide strategic guidance and outline the practical steps and resources needed for UNITA members to carry out their internationalization strategy.

## Methodology

This work has been carried out by the UNITA participants in the Internationalization task team; a workshop was held in Pamplona to focus on the strategy development; dedicated teams have developed the different strategic objectives, and several interviews have been conducted with Geminae partners. There has been a close cooperation with the task team developing the Impact observatory to define impact, output and outcome indicators.

## Results and Outcomes

The strategy is as an important catalyst for policy discussions and further reform to facilitate university cooperation across borders. The actions to be taken with Geminae partners and other alliances will lead to stronger relationships, increased collaboration, and higher success rates in joint projects. These efforts will improve the visibility of the alliance, enhance resource sharing, and promote sustainable mobility practices, with the aim of lowering the carbon footprint.

## Impact and Applications

UNITA's internationalization initiative aims to strengthen transnational university cooperation, enhancing research, innovation, and sustainable development in higher education. A key focus is on expanding partnerships, including the Geminae network, to boost knowledge transfer, academic excellence, and global competitiveness. The initiative prioritizes the improvement of the student experience, through innovative pedagogical practices, fostering cultural integration, and promoting international collaboration. Additionally, it emphasizes sustainability and social responsibility, preparing students for global challenges while ensuring the long-term impact of UNITA's efforts.

## Next Steps

The strategy consolidates and qualifies the international dimension of UNITA. In the following months, the concrete actions for the upcoming year will be designed. The strategy will be updated yearly, considering the information captured through the indicators and the valuation of the impact attained.

## Keywords

Geminae network, internationalization, co-design, cooperation, mobility, sustainability

## PT

### **Contexto e Objetivos**

Este documento descreve as metas estratégicas de internacionalização da UNITA para o período de 2025-2027/29. Essas diretrizes têm como objetivo fornecer orientações estratégicas e delinear os passos práticos e os recursos necessários para que os membros da UNITA implementem sua estratégia de internacionalização.

### **Metodologia**

Este trabalho foi realizado pelos participantes da UNITA na equipe de trabalho de Internacionalização, com um workshop realizado em Pamplona focado no desenvolvimento da estratégia. Várias equipes desenvolveram diferentes objetivos estratégicos e foram realizadas várias entrevistas com parceiros Geminae. Houve uma estreita cooperação com a equipe de trabalho que desenvolve o Observatório de Impacto para definir indicadores de impacto, resultados e produtos.

### **Resultados e Conclusões**

Esta estratégia é vista como um importante catalisador para discussões políticas e reformas adicionais que facilitem a cooperação universitária transfronteiriça. As ações a serem tomadas com os parceiros Geminae e outras alianças levarão a relações mais fortes, maior colaboração e maiores taxas de sucesso em projetos conjuntos. Esses esforços melhorarão a visibilidade da aliança, aumentarão o compartilhamento de recursos e promoverão práticas de mobilidade sustentável, resultando em uma menor pegada de carbono.

### **Impacto e Aplicações**

A iniciativa de internacionalização da UNITA visa fortalecer a cooperação universitária transnacional, aprimorando a pesquisa, a inovação e o desenvolvimento sustentável no ensino superior. Um foco importante é expandir as parcerias, incluindo a rede Geminae, para impulsionar a transferência de conhecimento, a excelência acadêmica e a competitividade global. A iniciativa prioriza a melhoria da experiência dos estudantes por meio de práticas pedagógicas inovadoras, promovendo a integração cultural e a colaboração internacional. Além disso, enfatiza a sustentabilidade e a responsabilidade social, preparando os estudantes para desafios globais, garantindo ao mesmo tempo o impacto de longo prazo dos esforços da UNITA.

### **Próximos Passos**

Esta estratégia é o ponto de partida da internacionalização da UNITA. Nos próximos meses, as ações concretas para o ano seguinte serão definidas. Anualmente, a estratégia será atualizada considerando as informações capturadas pelos indicadores e a avaliação do impacto alcançado.

### **Palavras-chave**

Rede Geminae, Internacionalização, co-design, cooperação, mobilidade, sustentabilidade.

## ES

### Contexto y Objetivos

Este documento describe los objetivos estratégicos de internacionalización de UNITA para el período 2025-2027/29. Estas directrices tienen como objetivo proporcionar orientación estratégica y delinear los pasos prácticos y los recursos necesarios para que los miembros de UNITA implementen su estrategia de internacionalización.

### Metodología

Este trabajo ha sido realizado por los participantes de UNITA en el equipo de trabajo de Internacionalización, con un taller realizado en Pamplona centrado en el desarrollo de la estrategia. Se han formado equipos para desarrollar los diferentes objetivos estratégicos y se han realizado varias entrevistas con los socios de Geminae. Ha habido una estrecha cooperación con el equipo de trabajo que desarrolla el Observatorio de Impacto para definir indicadores de impacto, resultados y productos.

### Resultados y Conclusiones

Esta estrategia se considera un importante catalizador para las discusiones políticas y reformas adicionales para facilitar la cooperación universitaria transfronteriza. Las acciones a llevar a cabo con los socios de Geminae y otras alianzas conducirán a relaciones más sólidas, mayor colaboración y mayores tasas de éxito en proyectos conjuntos. Estos esfuerzos mejorarán la visibilidad de la alianza, aumentarán el intercambio de recursos y promoverán prácticas de movilidad sostenible, lo que resultará en una menor huella de carbono.

### Impacto y Aplicaciones

La iniciativa de internacionalización de UNITA tiene como objetivo fortalecer la cooperación universitaria transnacional, mejorando la investigación, la innovación y el desarrollo sostenible en la educación superior. Un enfoque clave es la expansión de asociaciones, incluida la red Geminae, para impulsar la transferencia de conocimiento, la excelencia académica y la competitividad global. La iniciativa prioriza la mejora de la experiencia estudiantil a través de prácticas pedagógicas innovadoras, promoviendo la integración cultural y la colaboración internacional. Además, enfatiza la sostenibilidad y la responsabilidad social, preparando a los estudiantes para los desafíos globales, garantizando al mismo tiempo el impacto a largo plazo de los esfuerzos de UNITA.

### Próximos Pasos

Esta estrategia es el punto de partida de la internacionalización de UNITA. En los próximos meses, se diseñarán las acciones concretas para el próximo año. Anualmente, la estrategia se actualizará considerando la información capturada por los indicadores y la evaluación del impacto alcanzado.

### Palabras clave

Red Geminae, Internacionalización, co-diseño, cooperación, movilidad, sostenibilidad.

## FR

### Contexte et Objectifs

Ce document décrit les objectifs stratégiques d'internationalisation d'UNITA pour la période 2025-2027/29. Ces lignes directrices visent à fournir une orientation stratégique et à définir les étapes et ressources nécessaires pour la mise en œuvre de cette stratégie.

### Méthodologie

Ce travail a été réalisé par les participants de UNITA dans l'équipe de travail sur l'internationalisation, un atelier a été organisé à Pampelune axé sur le développement de la stratégie. Des équipes ont travaillé sur les différents objectifs stratégiques et plusieurs entretiens ont été menés avec les partenaires de Geminae. Il y a eu une étroite collaboration avec l'équipe de travail développant l'Observatoire d'Impact pour définir des indicateurs d'impact, de résultats et de performances.

### Résultats et Conclusions

Cette stratégie est considérée comme un catalyseur important pour les discussions politiques et les réformes futures afin de faciliter la coopération universitaire transfrontalière. Les actions à entreprendre avec les partenaires de Geminae et d'autres alliances renforceront les relations, augmenteront la collaboration et amélioreront le taux de réussite des projets conjoints. Ces efforts amélioreront la visibilité de l'alliance, renforceront le partage des ressources et encourageront des pratiques de mobilité durable, réduisant ainsi l'empreinte carbone.

### Impact et Applications

L'initiative d'internationalisation de UNITA vise à renforcer la coopération universitaire transnationale, à améliorer la recherche, l'innovation et le développement durable dans l'enseignement supérieur. Un objectif clé est l'expansion des partenariats, y compris le réseau Geminae, pour favoriser le transfert de connaissances, l'excellence académique et la compétitivité mondiale. L'initiative met l'accent sur l'amélioration de l'expérience des étudiants grâce à des pratiques pédagogiques innovantes, favorisant l'intégration culturelle et la collaboration internationale. En outre, elle met en avant la durabilité et la responsabilité sociale, préparant les étudiants aux défis mondiaux tout en assurant l'impact à long terme des efforts de UNITA.

### Prochaines Étapes

Cette stratégie constitue le point de départ de l'internationalisation de UNITA. Dans les mois à venir, les actions concrètes pour l'année prochaine seront définies. Chaque année, la stratégie sera actualisée en fonction des informations recueillies par les indicateurs et de l'évaluation de l'impact obtenu.

### Mots-clés

Réseau Geminae, Internationalisation, co-conception, coopération, mobilité, durabilité.

## IT

### Contesto e Obiettivi

Il documento delinea gli obiettivi strategici di internazionalizzazione di UNITA per il periodo 2025-2027/29. Queste linee guida mirano a fornire orientamenti strategici e delineare i passaggi pratici e le risorse necessarie affinché i membri di UNITA realizzino la loro strategia di internazionalizzazione.

### Metodologia

Il lavoro è stato condotto dai partecipanti di UNITA nel team di lavoro sull'internazionalizzazione, con un workshop tenutosi a Pamplona incentrato sullo sviluppo della strategia. Sono stati formati gruppi di lavoro per sviluppare i diversi obiettivi strategici e sono state condotte numerose interviste con i partner di Geminae. C'è stata una stretta cooperazione con il team di lavoro che sviluppa l'Osservatorio d'Impatto per definire gli indicatori di impatto, di risultato e di output.

### Risultati e Conclusioni

La strategia è un importante catalizzatore per il dibattito sulla politica e sulle ulteriori riforme volte a facilitare la cooperazione universitaria transfrontaliera. Le azioni da intraprendere con i partner di Geminae e con le altre Alleanze porteranno a relazioni più solide, a una maggiore collaborazione e a tassi di successo più elevati nei progetti congiunti. Questi sforzi miglioreranno la visibilità dell'alleanza, rafforzeranno la condivisione delle risorse e promuoveranno pratiche di mobilità sostenibile, con lo scopo di ridurre l'impronta di carbonio.

### Impatto e Applicazioni

L'iniziativa di internazionalizzazione di UNITA mira a rafforzare la cooperazione universitaria transnazionale, migliorando la ricerca, l'innovazione e lo sviluppo sostenibile nell'istruzione superiore. Un obiettivo chiave è l'espansione delle partnership, inclusa la rete Geminae, per favorire il trasferimento di conoscenze, l'eccellenza accademica e la competitività globale. L'iniziativa dà priorità al miglioramento dell'esperienza degli studenti attraverso pratiche pedagogiche innovative, promuovendo l'integrazione culturale e la collaborazione internazionale. La strategia, inoltre, sottolinea la centralità della sostenibilità e della responsabilità sociale, preparando gli studenti alle sfide globali e garantendo al contempo l'impatto a lungo termine degli sforzi di UNITA.

### Prossimi Passi

La strategia consolida e qualifica la dimensione internazionale di UNITA. Nei mesi successivi saranno progettate le azioni concrete per l'anno successivo. La strategia verrà aggiornata annualmente, tenendo conto delle informazioni ottenute attraverso gli indicatori e della valutazione dell'impatto ottenuto.

### Parole chiave

Geminae network, internazionalizzazione, co-design, cooperazione, mobilità, sostenibilità

## RO

### Context și Obiective

Acest document conturează obiectivele strategice de internaționalizare ale UNITA pentru perioada 2025-2027/29. Aceste linii directoare au ca scop furnizarea de orientări strategice și descrierea pașilor practici și resurselor necesare pentru ca membrii UNITA să își implementeze strategia de internaționalizare.

### Metodologie

Această lucrare a fost realizată de participanții UNITA din echipa de lucru pentru internaționalizare, printr-un atelier desfășurat la Pamplona, concentrat pe dezvoltarea strategiei. Au existat echipe care au dezvoltat diferite obiective strategice și au fost realizate mai multe interviuri cu partenerii Geminae. A existat o cooperare strânsă cu echipa de lucru care dezvoltă Observatorul de Impact pentru a defini indicatorii de impact, rezultate și produse.

### Rezultate și concluzii

Această strategie este văzută ca un catalizator important pentru discuțiile cu privire la politici și pentru reformele ulterioare menite să faciliteze cooperarea universitară transfrontalieră. Acțiunile care vor fi întreprinse cu partenerii Geminae și cu alte alianțe vor duce la relații mai puternice, o mai bună colaborare și o rată de succes mai mare în proiectele comune. Aceste eforturi vor îmbunătăți vizibilitatea alianței, vor spori partajarea resurselor și vor promova practici de mobilitate durabilă, rezultând într-o amprentă de carbon redusă.

### Impact și aplicații

Inițiativa de internaționalizare a UNITA are ca scop consolidarea cooperării universitare transnaționale, îmbunătățind cercetarea, inovația și dezvoltarea durabilă în învățământul superior. Un accent important este pus pe extinderea parteneriatelor, inclusiv a rețelei Geminae, pentru a stimula transferul de cunoștințe, excelența academică și competitivitatea globală. Inițiativa prioritizează îmbunătățirea experienței studenților prin practici pedagogice inovatoare, favorizând integrarea culturală și colaborarea internațională. De asemenea, pune accent pe durabilitate și responsabilitate socială, pregătind studenții pentru provocările globale, asigurând în același timp impactul pe termen lung al eforturilor UNITA.

### Următorii pași

Această strategie reprezintă punctul de plecare al internaționalizării UNITA. În următoarele luni, vor fi concepute acțiunile concrete pentru anul viitor. Anual, strategia va fi actualizată pe baza informațiilor colectate de de indicatori și a evaluării impactului obținut.

### Cuvinte-cheie

Rețeaua Geminae, internaționalizare, co-design, cooperare, mobilitate, durabilitate.

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## 1. Supporting the impact of UNITA beyond European borders

The objective of UNITA international relation policy is to enhance the international relations that UNITA initiated in the pilot phase. In this way, the focus is on those activities that can have a greater impact and strengthen the collaborations in Europe and beyond, building up on the relations between the GEMINAE partners and the UNITA members and the relationships with other key institutions.

The UNITA Alliance aims at making a substantial leap forward in promoting transnational university cooperation, through several initiative and a long-term vision. The goal for the next years, until 2029, must be to create a strategic system of transnational university cooperation that benefits the entire sector. This is crucial to promote high quality in education and research, and helpful for the potential of European universities in contributing to Europe's international competitiveness. Especially by creating multiple degrees as well as European labels, UNITA can attract students in the perspective of the next coming European Degree (<https://education.ec.europa.eu/document/commission-communication-on-a-european-strategy-for-universities?>).

UNITA is an important catalyst for policy discussions and further reform to facilitate university cooperation across borders. It is also contributing to increasing mobility of technical staff, professors and students. Still UNITA has to make considerable efforts to strengthen cooperation within and beyond its borders, across Europe and internationally.

Transnational cooperation, including through alliances, is a unique feature of the European university landscape. It contributes to Europe's international attractiveness and competitiveness and enhances its resilience and future sustainability (EUA, 2024). Moreover, further facilitating and strengthening transnational cooperation is a prerequisite to achieving Europe's full potential through research, innovation and higher education.

### Period

The implementation period of the plan derived from this strategy will be 2025-2029.

### Terminology:

**Alliance** - strategic partnership of universities across Europe, supported by the European Commission in the framework of the European Universities Initiative.

**Members**- Universities that integrate the European Alliance UNITA (**Universidade da Beira Interior (UBI)** – Portugal; **Universidad de Zaragoza (UNIZAR)** – Spain; **Université de Pau et des Pays de l'Adour (UPPA)** – France; **Université Savoie Mont Blanc (USMB)** – France; **Università degli Studi di Torino (UNITO)** – Italy; **Universitatea de Vest din Timișoara (UVT)** – Romania; **Universitatea de Transilvania din Brasov (UNITBV)** – Romania; **Università degli Studi di Brescia (UNIBS)** – Italy; **Politécnico da Guarda (IPG)** – Portugal; **Universidad Pública de Navarra (UPNA)**- Spain - **HES-SO Haute école spécialisée de Suisse occidentale** - Switzerland; **Chernivtsi National University (YHY)**- Ukraine)

**Associate partner** – Entities or organizations that cooperate with UNITA to achieve its objectives. In the field of internationalization, entities such as OEI, AULP, AUF, Campus Iberus, EUROMONTANA

**GEMINAE partner** – Universities outside the EU that have agreed to cooperate with UNITA in the development of each other objective, that have signed a MOU and that actively cooperate in designing and implementing initiatives.

**Key documents:**

- **UNITA MISSION:** <https://datacloud.univ-unita.eu/index.php/f/1201482>
- **EU values:** [https://european-union.europa.eu/principles-countries-history/principles-and-values/aims-and-values\\_en](https://european-union.europa.eu/principles-countries-history/principles-and-values/aims-and-values_en)
- **European skill agenda-** <https://ec.europa.eu/social/main.jsp?catId=1223&langId=en>
- **2024 European Degree Package** <https://education.ec.europa.eu/news/commission-presents-a-blueprint-for-a-european-degree>:
  - **Communication on a blueprint for a European Degree**
  - **Proposal for a Council Recommendation on a European Quality Assurance and Recognition System in higher education**
  - **Proposal for a Council Recommendation on attractive and sustainable careers in higher education**
- **EUA:** <https://eua.eu/downloads/publications/universities%20without%20walls%20a%20vision%20for%202030.pdf>
- **IAU:** <https://www.iau-aiu.net/Internationalization#:~:text=IAU%E2%80%99s%20vision%20is%20to%20be%20the%20facilitator%20and,internationalization%20that%20incorporates%20a%20global%20outlook%20in%20HEIs>

## 2. Strategic goals

This internationalization strategy aims to strengthen the transformative role of EU Alliances in our countries, in Europe and beyond, building an international network, active and efficient. In the core of this strategy is the Geminae network and our activities with other universities and networks. Seven goals are listed below and briefly described in the following sections.

- 1. Cooperate towards the consolidation of the European Universities Initiative and contribute to increasing the global competitiveness of European Higher Education and Research Area.**
- 2. Making the Geminae network more active and broader.**
- 3. Establishing a global ecosystem of Romance language universities.**
- 4. Involving the academic community (staff) in internationalization and supporting the recognition of their actions.**
- 5. Defining a model of sustainable and socially responsible internationalization at home applicable at the level of UNITA members, associate partners and collaborators from Europe and abroad.**
- 6. Open UNITA's cooperation paths to an international network of partners sharing the core vision, values and priorities of the alliance (rural, mountain, border).**
- 7. Implementing student-centered international education: building leading-edge international student-centered programs together with all UNITA members, partners (full, associated, GEMINAE) and active collaborators.**

For each of the strategic goal (SG) a short description is included, internal and external stakeholders are identified and a description of the corresponding actions is provided. The following sections combine for all the SG the Stakeholders, actions, risk and mitigations policies and indicator. This presentation allows to see the interconnections.

### **1. Cooperate towards the consolidation of the European Universities Initiative and contribute to increasing the global competitiveness of European Higher Education and Research Area.**

UNITA is a well-known European Alliance (EUAs) supported by the European Commission in the framework of the European Universities Initiative (EUI). Two of UNITA's objectives in this context are: consolidating its role in the FORum of European Universities (FOREU) network of collaborations between EUAs and disseminating our values and principles within this network. Assuming a leading role in the FOREU community of practice (FOREU4all network) will enhance UNITA's institutional capacity and foster opportunities for the transfer of good practices to/from other alliances, as well as outside the EUAs. The consolidation of the EUI requires a common effort from EU Alliances. Based on the task team experience, two main lines of action are proposed. The first one is related to the participation in conferences, both for the HEI network in general and for the EUI initiative in particular. This is especially relevant to give visibility to the UNITA Alliance and to the EUI. The second one is related to our presence and participation in the working groups where challenges, best practices, future initiatives and priorities of EU Alliances are defined.

Participating in different events together with representatives of other European alliances or representatives of universities from outside the EU will raise awareness of their importance for the European and global educational environment. At the same time, the exchange of good practices will facilitate the definition of better solutions and thus better performance of the alliances.

#### **Actors -Stakeholders**

**Internal:** T.T. Expanding UNITA in Europe and beyond; T.T. External dissemination; all UNITA T.T., International offices of UNITA member universities

**External:** FOREU networks and community of practice; Associated Partners (OEI, AULP,...); Other EU Alliances; Other Networks of networks or universities (EUROMED, SDSN,...),

#### **Actions ([seeTable 2](#)):**

SG1 actions play a crucial role in supporting European Universities Alliances by attending to conferences like the Compass conference (Organized by Ulysseus Alliance) and side-events to the EAIE. It is also involved in key sessions with Geminae Partners and other stakeholders at events such as EAIE, NAFSA, or APAIE. SG1 are linked to the FOREU4all network, with the objective of participating in drafting common projects between Alliances, and promotes the EU model at national and regional levels, including within the socio-economic sector. Specific actions are listed in Table 2 of section 4.

## 2. Making the Geminae network more active and broader

The Geminae program is the result of the international cooperation action of UNITA 1 and consists so far in a network of 33 universities in 15 countries on four continents - Latin America, North America, Africa, and Asia - where Romance languages are spoken. Consolidating and enlarging Geminae as an active network of HEI sharing the core vision, values and priorities of UNITA, especially the flagships rural, mountain and border as well as multilingualism, and working efficiently together along its different cooperation paths is a main goal of the strategy. Within this network, there has been Online research seminar, KA 171 Funded mobilities, Best practices awards, Meeting with partners at the EAIE 2022, Geminae Conference 2023, International Partners' Days in UPPA Bayonne 2024, Participation in co-tutorship and grants for PhD funding, Combined training in application for Capacity building and Erasmus Mundus; Virtual mobility,.... During the next years the purpose is consolidating this cooperation in all the working fields of UNITA.

### **Actors -Stakeholders:**

**Internal:** T.T. Expanding UNITA in Europe and beyond; T.T. External dissemination; all UNITA T.T., International offices of UNITA member universities

**External:** Geminae partners, Associated Partners (OEI, AULP,...), existing Univ networks (EUROMED, SDSN, etc.).

### **Actions ([see Table 2](#)):**

SG2 is responsible for GEMINAE network management, organizing the Best Practice Award, GEMINAE conference, agreements, and monitoring criteria, while also working to strengthen collaboration through various mobility programs, including Rural Mobility Programs, COIL, BIP, and Virtual Mobilities. SG2 also leads efforts on staff and student mobility between UNITA members and GEMINAE partners and ensures access to quality teaching and research resources. Specific actions are listed in Table 2 of section 4.

### 3. Establishing a global ecosystem of Romance language universities

A global ecosystem of Romance language universities that share best practices and support each other in developing the knowledge of each other language is a long-term strategic goal. Far from ignoring the importance of English as a common exchange language in the research and education environment, rediscovering the role of Romance languages could be very important, as cultures hide under languages.

#### Actors -Stakeholders

**Internal:** T.T. Expanding UNITA in Europe and beyond; T.T. External dissemination; T.T. Romance languages learning and intercomprehension

**External:** AULP, AUF, Intituto Cervantès, Instituto Camões, Alliance Française

#### Actions ([see Table 2](#)):

SG3 is tasked with promoting intercomprehension courses for students and personnel, Romance language courses, and exchanging multilingualism practices with other alliances. Design and implementation of incomprehension programs focus on enhancing Romance language skills and fostering multilingualism. For students, courses are introduced to improve communication in Romance languages, while university staff receive specialized training to boost collaboration and operational efficiency. Accredited Romance language courses are offered to students and staff, promoting cultural heritage, facilitating the integration in local respective ecosystems and enhancing global employability. Collaborative research and cultural initiatives include partnerships for research on Romance languages and cultural exchange programs. Resource sharing involves digital repositories and physical resource exchange between institutions. Joint degree programs and micro-credentials in Romance languages are developed, alongside collaborations with cultural institutions and public outreach events to promote the global relevance of Romance languages. Specific actions are listed in Table 2 of section 4.

#### **4. Involving the academic community in internationalization and supporting the recognition of their actions**

Internationalization as major institutional objective should play an important role for the development of all the academic community members – academic staff, researchers, administrative staff, students. The role of staff is often underestimated. Nevertheless, there is no reform project that can be realized without the contribution of the entire community. The internationalization strategy must therefore aim at intelligible and relevant targets at the personal level. UNITA involvement of staff is crucial and dedicated programs and renewed responsibilities are at the core of the success of the Alliance. Thus, in order to succeed, internationalization must be based on the cultivation of awareness, by the members of the academic community, of its importance. The participation to international activities could be important criteria for evaluation and /or promotion.

##### **Actors -Stakeholders**

**Internal:** T.T. Expanding UNITA in Europe and beyond; T.T. External dissemination, WP Developing UNITA Communities; UNITA universities Staff

**External:** Geminae partners, Universities outside UNITA participating in projects or activities

##### **Actions ([see Table 2](#)):**

SG4 is responsible for facilitating teaching and non-teaching staff mobilities, implementing the UNITA recognition policy for mobility, organizing matching events, and collaborating on drafting projects between GEMINA E and UNITA partners. Specific actions are listed in Table 2 of section 4.

## 5. Defining a model of sustainable and socially responsible internationalization at home applicable at the level of UNITA members, associate partners and collaborators from Europe and abroad

A sustainable and socially responsible model of internationalization should ensure that all academic, administrative and technical staff, researchers, and students, regardless their social, economic and professional characteristics, will benefit from international activities organized in their universities. Internationalization through mobility is resource demanding, while internationalization at home makes possible to expose the whole academic community to an international environment through various international activities. On-line connections are easy to run but not fully carbon neutral and the presence on site of international collaborators can ensure stronger relationships, personal connections, will enhance engagement, being, in sum, a highly recommended fundament for a solid collaboration. Thus, a balance should be found between mobilities and online collaboration. Another important issue is the social responsibility, it could be worked on through Service-Learning projects teaching and learning focus on providing a service to the community in the curricula in order to enhance learning outcomes and to deepen civic engagement, which is achieved by combination of classroom and practical work. The expected results would be the improvement of the environmental and social sustainability of the mobility programs and actions, both in-house and abroad, through the awareness of the environmental burdens and mitigation measures of everyone involved, then promoting a more environmentally conscious behavior.

### Actors -Stakeholders

**Internal:** T.T. Expanding UNITA in Europe and beyond; International office of UNITA members; T.T. Green sustainability and the corresponding Green OFFICES at UNITA universities

**External:** GEMINAE students and academic staff

### Actions ([see Table 2](#)):

SG5 actions focus on integrating environmental indicators into mobility program evaluations, creating guides for mobility and events, promoting academic cooperation with universities in low-income countries, and developing Service-Learning joint programs. Specific actions are listed in Table 2 of section 4.

**6. Open UNITA's cooperation paths to an international network of partners sharing the core vision, value and priorities of the alliance (rural, mountain, border)**

Internationalization as a process cannot be exhaustive (in the sense of continuous multiplying the partners); it would not be realistic from the perspective of human, financial or time resources. Thus, strategic planning is needed in order to ensure the rational investment of resources and the achievement of targets in real time. This involves prioritizing of potential partners and their cooperation in direct correlation with the strategic variables of the UNITA mission. The international network of partners could be consolidated through a permanent sharing with existing University networks (for example, EUROMED, SDSN, etc.). Clear evidence of the values of UNITA Alliance should be shared with those networks.

**Actors -Stakeholders**

**Internal:** T.T. Expanding UNITA in Europe and beyond; T.T. External dissemination; all UNITA T.T. Vice-rector in charge of internationalization and international office

**External:** Geminae Partners Universities and networks other than UNITA and Geminae

**Actions ([see Table 2](#)):**

SG6 actions focus on the development of UNITA's internationalisation in line with the value developed in the mission statement. The development of the network of partnerships with GEMINAE is a shared strategic objective. At the heart of strategic objective 6 is the link between UNITA's actions and those of our partners outside GEMINAE. A screening of the network close to UNITA and GEMINAE partners will be a tool to analyse where to invest resources. In other words, SG6 aims to identify high affinity and complementary alliances in order to focus actions with specific networks; to create a "forum" to communicate with university networks about UNITA; to present the UNITA governance and follow-up strategy to GEMINAE partners. Specific actions are listed in Table 2 of section 4.

**7. Implementing student centered international education: building leading-edge international student-centered programs together with all UNITA members, partners (full, associated, GEMINAE) and active collaborators.**

UNITA universities and their partners have a remarkable academic potential, are among the most dynamic and modern universities, already applying up-to-date teaching strategies, well adapted to the learning strategies of the actual generation and to the social-economic needs. Common degrees/courses/micro credentials and other forms of education, defined at the level of UNITA and its partner networks will valorize the prestige of its members and will continue to improve the attractiveness of the alliance.

The role of international education must be discussed and developed together with the students' associations, namely the UNITA student network. A student-centered education will profit from the different needs and cultures expressed by those who constitute the greatest majority of our Universities communities.

The involvement of the Student community is evidently a success key of all UNITA initiatives.

**Actors -Stakeholders**

**Internal:** T.T. Expanding UNITA in Europe and beyond; T.T. External dissemination; all UNITA T.T., International offices of UNITA member and UNITA students

**External:**Geminae students; future university students

**Actions ([see Table 2](#)):**

SG7 actions take charge of enhancing communication and relations with UNITA SA, ensuring quality teaching resources, and organizing dissemination actions within UNITA and GEMINAE partners. In this objective, several activities are planned to be implemented: firstly, centered on the UNITA Student Assembly, actions of communication, promotion but also satisfactory and impact measurement will be jointly developed. Secondly, these actions will be disseminated to a wider scale, among the whole of the UNITA members student and later on, to the GEMINAE students' communities. On this topic, CONNECT UNITA, part of the constellation projects, may constitute a powerful support tool. Specific actions are listed in Table 2 of section 4.

### 3. Stakeholders

To carry out a strategy it is important to answer to the question “Who are the stakeholders benefiting of the task’s actions?” The following table summarizes the stakeholders that have been identified for each of the strategic goals presented in section 1.

**Table 1:** Stakeholders involved in the internationalization strategy.

Stakeholders	SG1	SG2	SG3	SG4	SG5	SG6	SG7
INTERNAL							
T.T Expanding UNITA in Europe and beyond	X	X	X	X	X	X	X
T.T External dissemination	X	X	X	X		X	
T.T. Green sustainability					X		
T.T Task Financial sustainability	X	X	X	X	X	X	X
T.T Romance languages learning and intercomprehension			X				
All UNITA T.T.	X	X				X	X
VR of Internationalization	X	X	X	X	X	X	X
International offices of UNITA member universities	X					X	X
WP Developing UNITA Communities				X			
Green Offices at UNITA universities					X		
UNITA students							X
UNITA universities staff				X			
EXTERNAL							
GEMINAE partners (students and staff)		X	X		X	X	X
FOREU networks and community of practice	X					X	

Stakeholders	SG1	SG2	SG3	SG4	SG5	SG6	SG7
Associated Partners (OEI, AULP,...)	X	X	X				
Other EU Alliances	X						
Other Networks of networks or universi- ties (EUROMED, SDSN,...)	X	X				X	
Universities other than GEMINAE						X	
Instituto Cervantes, Instituto Camões, Al- liance Française			X				
Future University stu- dents							X

Source: Own elaboration

## 4. Actions

To achieve the above-mentioned strategic objectives, several actions are proposed to be carried out. As can be seen in Table 2 some of these actions help to the achievement of more than one strategic objective.

**Table 2:** Actions to perform as part of the Internationalization strategy

Actions	SG involved	UNITA Budget (Yes/no)
1 Attendance to conferences oriented towards supporting European Universities Alliances (eg. Compass conference, side-events to the EAIE)	SG1, SG6	N
2 EAIE, NAFSA or APAIE session with Geminae Partners and other possible stakeholders	SG1, SG6	N
3.FOR4allEU networks and community of practice (such as EAIE groups).	SG1	N
4. Application for inter-alliances projects	SG1	N
5. Promoting the EU model at national/ regional level, as well as to the socio-economic sector	SG1	N
6.1 GEMINAE network management: Best Practice Award	SG2,	Y
6.2 GEMINAE network management: GEMINAE conference	SG2, SG1, SG6	Y
6.3 GEMINAE network management: agreements, monitoring criteria....	SG2,	N
6.4. GEMINAE network management: involve GEMINAE partners in the Rural Mobility Programs, collaborative Online International Learning (COIL), Blended Intensive Programmes (BIP) and Virtual Mobilities to GEMINAE partners	SG2. SG5, SG7	N
7. Common Projects between UNITA members and GEMINAE partners (drafting of common projects Geminae and UNITA)	SG2, SG4	N
8. Staff Mobility between UNITA members and GEMINAE partners	SG2	N
9. Student Mobility between UNITA members and GEMINAE partners	SG2, SG6	N
10. Intercomprehension courses for students	SG3	Y
11. Intercomprehension courses for personnel	SG3	Y
12. Training courses of Intercomprehension	SG3	Y
13. Romance language courses for students and personnel	SG3	N
14. Exchange multilingualism practices with other alliances	SG3, SG1	N

Actions	SG involved	UNITA Budget (Yes/no)
15. Teaching staff mobilities (Visiting lecturers, Visiting researchers, Invited speakers, Guest lecturers)	SG4, SG6	N
16. Non-teaching staff mobilities	SG4, SG6	N
17. Implementing the UNITA promotion/recognition policy for mobility in the GEMINAE actions (staff performance in UNITA internationalization actions)	SG4	N
18. Matching events (inviting Geminae Partners to UNITA Matching Events)	SG4	Y
19. Include (some) environmental indicators in the evaluation of the performance of the mobility programs	SG5	N
20. Elaborate a “Do’s and Dont’s Guide” for events and mobility to be disseminated between students and academic staff.	SG5	N
21. Promote participation in academic and research development cooperation projects with universities from low-income countries	SG5, SG6	N
21. Implementing Service-Learning (S-L) joint programs <sup>1</sup> , to help students sharing the EU values, such as solidarity and inclusion	SG5	N
22. Developing the communication and working relations with the UNITA SA to engage their members as representatives/ambassadors of UNITA actions to the students community.	SG7	N
23. Conceiving and implementing dissemination actions to the students’ communities within UNITA and GEMINAE partners	SG7	N
24. Ensuring UNITA and GEMINAE students access to quality teaching resources, including libraries and IT facilities	SG7, SG2	N
25. Create an “international board” Involving Geminae partners in UNITA actions design	All SG	N

Source: Own-elaboration

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<sup>1</sup> See European Observatory of Service-Learning in Higher Education: <https://www.eoslhe.eu/> and and example of interuniversity S-L project: Example of interuniversity S-L project: <https://service-learning-m.eu/project/>

## 5. Risk and mitigation actions

**Table 3:** Risk and their mitigation actions

Risk	SG affected	Mitigation Actions
1 Lack of Budget and long-term sustainability of the strategy	SG1 to SG7	<p>Limiting the number of UNITA participants in events</p> <p>Use EU developed tools to ensure the sustainability of the alliance KA 220 (cooperation partnership), KA 131/KA 171 (mobility), <u>European Education and Culture Executive Agency Programs</u></p> <p>Seek for funding cultural institutions, government grants, and private donors (some examples <i>Francisco do Adro</i>: AULP, AUF, Instituto Cervantès, Instituto Camões, Alliance Française).</p> <p>Close collaboration with the members of other tasks involved in funding (Task Financial sustainability)</p> <p>Prioritize actions according to the economic and human resources needed</p> <p>Evaluate the viability of the strategy yearly</p>
2. Administrative difficulties for attending events as an entity	SG1	Use the legal entity for facilitating presence at some events as an alliance rather than as individual member institutions
3. Change in European Commission's doctrine regarding the alliances	SG1	<p>Adjust objectives and actions, but continue to work together for achieving the UNITA vision</p> <p>Use EU developed tools to ensure the sustainability of the alliance (KAActions for example)</p> <p>Continuously evaluate priorities and achievements</p>
4. Lack of participants in events, contest and courses	SG2, SG3	<p>Continuous contact with the communication team.</p> <p>Updating contact list of Geminae partners</p> <p>Implement incentives such as academic credits, certificates, and recognition to encourage participation.</p> <p>Target activities should be conducted to raise awareness of these programs' benefits.</p>
5. Lack of time	All SG	Proper planning and monitoring of critical actions

Risk	SG affected	Mitigation Actions
		<p>Fostering involvement and communication across UNITA T.T.</p> <p>Select the minimum number of indicators that will allow the evaluation and correct follow up of the actions; developing a tool to facilitate data management</p>
6. Lack of motivation	All SG	Integrate and coordinate the actions of this strategy with task actions to disseminate and make attractive the Alliance
7. Brain Drain	All SG	Close collaboration with the stakeholders in order to well understand the circumstances and needs of their staff and students
8. Cultural barriers	All SG	Creation of an internationalization board with UNITA and GEMINAE partners.

Source: own-elaboration

## 6. Impact

The strategic impact of UNITA's internationalization initiative focuses on the development of a **Strategic Framework** of Transnational University Cooperation. This will strengthen academic research and scientific collaborations, fostering innovation and sustainable development in higher education. By enhancing partnerships, including the pivotal Geminae network of non-EU universities, UNITA will promote knowledge transfer, academic excellence, and broaden access to international education. These collaborations are crucial for improving educational quality, making EUAs more attractive globally, and increasing their competitiveness in the higher education market.

One of the core goals is to Enhance **UNITA's International Visibility** and position it as a leader in transnational university alliances, thus impacting policy development at European and national levels. The Geminae network, central to the strategy, plays a key role in expanding the global reach and recognition of the UNITA member universities. The strategic dissemination of best practices and resources across European and Geminae universities will further boost the attractiveness of UNITA for international students, researchers, and educators.

Additionally, Increasing the Global Competitiveness of European Higher Education and Research Areas is a priority. The Geminae network will foster greater operational efficiency, resource sharing, and a strengthened sense of community among its members, contributing to the overall success of international collaborative projects. This collaboration will also support the promotion of Romance languages and cultures, enhancing the cultural identity of member institutions and further elevating UNITA's global academic reputation.

The **Student Experience and Learning Environment** will be enriched through strengthened collaboration between UNITA team members and the broader GEMINAE student communities. This partnership will promote academic excellence by adopting innovative pedagogical practices, fostering cultural integration, and enhancing the overall learning experience. The initiative will also increase the international attractiveness of European universities, drawing students and researchers from around the world. By creating a diverse and inclusive learning environment, this collaboration will cultivate mutual cultural understanding and integration, preparing students for success in an interconnected global society.

Finally, the initiative will embed principles of sustainability and social responsibility, promoting environmentally-friendly mobility and contributing to rural development. This responsible approach to

internationalization will enrich the student experience by providing diverse, cross-cultural learning environments, preparing graduates for the global job market while ensuring the long-term sustainability of UNITA's international efforts.

In summary, EUAs aim to promote inclusive, flexible and innovative joint international learning experiences. Their experimentation with new forms of mobility is in line with current needs and objectives of students. Thus, it is important to answer the following question: To what extent has the local/international society changed as a result of outcomes compared to before UNITA? What are the long-term results for them? Our impact can be divided in three main categories of impact statements: Strategic and Institutional development, Cooperation and visibility, and Student Experience and Learning Environment.

**Table 4:** Impact statements

IMPACT	SG involved	Due date
<b>Strategic and Institutional Development</b>		
Establishment of a strategic framework for transnational university cooperation.	SG1, SG6	2027
Strengthened Institutional Relationships and Partnership among the stakeholders involved in the strategy	All SG.	2027
Improved operational efficiency (increased resource sharing, increased success ratio in projects)	SG1, SG2, SG5, SG6	2027
Increased the global competitiveness of the European Higher Education and Research Area.	SG1	2027
Enhanced the transformative power of the European Higher Education and Research Area	SG1	2027
Strengthen the cultural identity of the institutions involved.	SG3	2027
Co-create initiatives that align with UNITA's core vision, value and priorities	SG1, SG2, SG6	2027
Establishment of staff and student mobility policies to further encourage international exchanges, especially with Geminae partners	SG4, SG6	2027
<b>Cooperation and Visibility</b>		
High UNITA's international visibility and profile.	All SG	2027
Increased the international attractiveness of European universities to researchers.	All SG	2027

Vivid Geminae network that attracts new partners and funding	SG2	2027
Enhanced collaboration and communication between institutions and students, and within the UNITA network.	SG2, SG4,SG6	2027
Elevated UNITA's reputation as a responsible and ethical institution committed to global engagement.	SG5	2027
<b>Student Experience and Learning Environment</b>		
Strengthened collaboration between UNITA team members and the wider GEMINAE students' communities.	SG2	2027
Academic excellence driven by innovative pedagogical practices, cultural integration and enhanced learning experience.	SG6	2027
Increased the international attractiveness of European universities to students	SG6, SG1	2027
Creation of a diverse and inclusive learning environment for students that foster cultural integration and understanding	SG5, SG6	2027

Source: Own-elaboration

## 7. Indicators: output and outcome

In the following table, indicators of output and outcome for the different actions and impacts developed in the former sections are provided.

Output indicators have as objective to measure the results of our actions while outcome indicators have as an objective measure the impact of this strategy.

**Table 5:** Output indicators

<b>Indicators OUTPUT</b>
1. <b>Number of events (participation):</b>
2. <b>Events (organization):</b>
3. <b>Participants on UNITA events (indicator 2) (from outside)</b>
4. <b>Projects (applied/obtained):</b>
5. <b>Participants on UNITA activities (from outside UNITA)</b>
6. <b>UNITA staff involved in physical and virtual mobility programs</b>
7. <b>UNITA students involved in physical and virtual mobility programs</b>
8. <b>Green initiatives</b>
9. <b>Carbon footprint of meetings</b>

Source: Own-elaboration

Table 5: Outcome indicators

<i>Task Outcomes</i> <i>Identify the outcomes</i>	<i>Outcomes indicator</i> <i>Expected results at the task level / To be verified in interview with task co-leaders</i>	<i>Source of data</i> <i>To be verified in interview with task co-leaders</i>
What are the benefits of the actions for the alliance partners? How does the task transform the partners?	<p>Increased number of activities and participants</p> <p>Partners of GEMINAE projects (% Geminae partners participating in common projects)</p> <p>Strengthen of relationships between partners: co-tuteles, BIPs, stages</p> <p>Higher Project Success Rates and number of beneficiaries</p> <p>Ratio In/Out students with Geminae</p>	UNITA offices, UNITA website, universities
To what extent did the task contribute to achieve WP's and/or UNITA's goals?	<p>Level of visibility by the participation in the inter-alliance events (number of participants, number of sessions...)</p> <p>The proliferation of collaborative research initiatives and publications</p> <p>Enhancement of digital and physical resource interchanges amongst collaborating institutions</p> <p>Ratio of foreign students who can return for job placement to their origin countries</p> <p>Reduction of the carbon footprint (% of physical mobilities performed under "Green travel")</p> <p>Satisfaction surveys</p>	UNITA offices, UNITA website, universities

Source: own-elaboration