2.6. Policies and actions for the internationalisation of the campus (Area F)
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Everyday, the phenomenon of globalization that impacts society and the economy, also has direct impact on the universities. The international relations policies and the right degree of internationalization of the universities becomes, more than ever, a key issue to consider. The international dimension is included in the mission of the university; in the culture and institutional strategy, in the educational, research and expansion functions, and in the international projection of offerings and capabilities. Internationalization is manifested in mobility programs existing at every level (students, professors and researchers, and administrative and service personnel); in the international academic offering; the cross border cooperation; participation in international networks and alliances; the attraction of better foreign students, professors and researchers; and promotion of international visibility.

Starting Point
Encouraging mobility among students as well as teaching, research and administrative staff is considered strategic in the Campus Iberus. The University of Zaragoza was a pioneer in the implementation and development of the Socrates-Erasmus program, achieving important advances in this area and opening different lines of action inside and outside of Europe. And so, the mobility programs were launched with academic and compensation requirements similar to the Erasmus program, fomenting exchange with Latin America (Americampus); U.S.A., Canada, Australia, New Zealand, Japan, etc. (UZ-Bancaja); Erasmus practical training; Leonardo; etc. In the last few years, the Campus Universities have established very stable bilateral relations in different European geographical areas and have implemented fruitful international collaborative agreements in the areas of both training and research.

This mobility policy should be accompanied by adequate planning for university and research housing, as well as supporting logistical needs of foreign students, professors and researchers that come to our Campus. This point is kept at the forefront of the concept of the Campus, even if lodging wasn’t included historically as a just another policy for integrating in the university and the starting point is a long way from the objectives set out. In general, its necessary to keep in mind that we are not dealing with just increasing the number of students, professors and researchers, or to facilitate mobility in either direction, rather that each measure of internationalization should contribute to achieving academic quality objectives in the European and global context. As such the programs of talent capture in the teaching as well as the research area are key in the process given that...
they help meet the identified challenges for the areas of specialization.

The internationalization of the academic offering for both undergraduate and postgraduate studies is a valuable tool for attracting foreign students to the Campus. Other types of programs are also aimed at international targets (International Summer Courses, Independent studies, Visiting Student programs, Study Abroad Programs, etc.)

This internationalization requires ways to solve flexibility issues: limited number of places, registration periods, etc.

The international relations policies should be closely linked to the institutional strategy and the systems as a whole and not just isolated actions taken by central functions. Under this premise the University of Lleida as well as the University of La Rioja have to prepare specific Internationalization Plans or Programs. The University of Zaragoza makes international policies a transversal axis of its Strategic Plan.

Starting now, it is necessary to have a unique projection for the Campus in order to avoid having multiple strategies and unstable fragmented initiatives.

Along these lines, it is essential to generate joint platforms for projecting, for international relations, and mobility in order to foster successful positioning of the Campus Iberus on the international stage. One of the most ambitious aspects of the ICE Iberus will be the configuration of a cross border campus with the Universities of Toulouse and Pau, called EBRoS (European Bioregion of Science) Western Pyrenees, conceived as a stable, strong, permeable interuniversity transpyrenees space with common teaching and research actions. (This aspect is detailed in depth in section 2.8 of this report.)

In this first stage, the intent is to configure a common educational offering embodied in joint undergraduate and postgraduate studies as well as collaborations in specific lines of research in areas of specialization already being researched. For example, with the University of Toulouse and the University of Pau there are collaborative actions such as:

- UZ Cross Border Cooperation Scholarship program: This scholarship program encourages University of Zaragoza student mobility to the University of Toulouse and University of Pau and of Pays de l’Adour PRES centres. The scholarships target undergraduate and postgraduate students for course work as well as to do practical training. The program is financed through a collaborative agreement between the University of Zaragoza and the Government of Aragon signed in May of 2010.

- Post graduate and double degree agreements: in engineering with the National Polytechnic Institute and the National Institute of Applied Sciences of Toulouse; in Business Administration with the University Paul Sabatier of Toulouse; in Mathematics, Engineering and Materials Science, and Tourism with the University of Pau.
• Cooperation in the area of research: There are project collaborations such as: Otrac (Development of a reproducible cross border organization like breed/territory/product “from genetics to quality meat” in order to develop a sustainable economy in the Pyrenees area), Cotsa (Transpyrenees Cooperation for safety of food coming from sheep and goats), Piregrid (Creation of a totally functional computation Grid platform in the regions of Aragon, Navarra, Aquitaine and Midi-Pyrénées), Crimprev (Assessing deviance, crime and prevention in Europe), Zeocell (Nanostructured electrolyte membranes based on polymer-ionic liquids-zeolite composites for high temperature pem fuel cell), Nanomencourse, TB-VIR (Mycobacterium tuberculosis W-Beijing genetic diversity and differential virulence and host immune responses), Right of older people to live in cities. All of these structures fall under programs like the Interreg IV, VI and VII European Union Framework Programs.

• Transversalis Project: University Cooperation and Innovation Project for cross border employment. Coordinated by the University of Toulouse, the project affiliates 8 higher education institutions in the Franco-Spanish cross border zone. The project promotes training and professional insertion of students and professionals as well as integration of the concept of sustainable development in the Tourism and Mountain professions.

• Student mobility programs: Bilateral agreements under the Erasmus program and student mobility actions on an international scale with the objective of doing practical training in a foreign country.

In addition to these specific actions, collaborations will also result from each one of the Agreements signed with the Universities of Toulouse and Pau. They establish actions in the area of education and research: Implementation of EHEA, Student, instructor and researcher mobility, Practical training of students in companies, double degree agreements, co-tutelage of theses, and summer courses.

Another important aspect is the agreement that the University of Zaragoza and the Government of Aragon maintain with MIT. The Zaragoza Logistics Center (ZLC), Logistics Research Institute attached to the Department of Science Technology and the University of the Government of Aragon, and the University of Zaragoza is fruit of this collaboration. It has a track record of nearly ten years of success teaching the ZLIG Master of Engineering in Logistics & Supply Chain Management and Doctorate in Logistics and Supply Chain Management.

This Masters program, pioneered in Aragon, is the University of Zaragoza’s own program and takes one academic year. This starting point enables designing the expansion of joint initiatives with MIT within the range of specializations of the Campus Iberus.

OBJECTIVES AND ACTIONS

The policies and actions concerning internationalization are considered transversal and their main purpose is to define and implement a unique internationalization strategy for the Campus, one that prevents the existence of multiple fragmented unstable strategies. This main purpose is organized into 3 objectives and 20 specific actions reflected in different sections of the report:
1. Increase international visibility of the Campus Iberus: The actions linked to this objective are:
   • “A.2.1. Preparation of a domestic and international marketing plan to give exposure to the Campus Iberus
   • A.2.2. Creation of an internationalization and communication unit linked to the coordination and management structure for aggregation
   • B.5.1. Creation of a knowledge management tool for the Campus: “Iberus Global Knowledge Exchange (IGKE)”
   • B.5.2. Promote and establish a stable structure for the Scientific Culture Units (UCC) in the Campus
   • B.5.3. Encourage and support researcher participation in the spread and disclosure of their research activities
   • B.5.5. Spread and disclose scientific activity at an international level

2. Develop a strategic alliances strategy with prestigious domestic and international universities.
   • A.3.1. Creation of a Cross Border Campus with the universities of Toulouse and Pau-EBRoS (European Bioregion of Science) Western Pyrenees
   • A.3.2. Strengthen the strategic alliance with MIT
   • A.3.3. Identification and programming of strategic alliances with other universities in areas of specialization
   • A.3.4. University personnel incentive program to establish stable permanent agreements.

3. Attract and strengthen mobility of international talent
   • A.4.1. Creation of the International Postgraduate and Doctorate Centre (CPDI) Iberus
   • A.5.1. Gradual Plan for internationalization of the added academic offering
   • A.5.2. Creation of joint degrees between the Campus and other international universities
   • A.5.3. International visiting professors program
   • A.5.4. Creation of an International Receiving Centre
   • A.5.5. Encourage pre and post doctorate stays
   • B.1.3. Program for attracting researchers of international prestige for inclusion in the most recognized groups
   • B.1.4. Program for incorporating young researchers to prestigious research groups, driving the generational change necessary for establishing and maintaining existing prestige
   • B.3.3. Creation of a postdoctoral mobility program through stays at internationally prestigious universities.