



**National University of Science and Technology
POLITEHNICA Bucharest**

Internationalization Plan 2025-2029

Contents

Introduction	3
Legal framework and policy documents supporting the IP	4
Mission, vision, values	6
POLITEHNICA Bucharest's vision	6
Mission and impact.....	6
Our values.....	6
Strategic priorities and objectives.....	7
1. Education and learning environment	7
2. Research and innovation.....	9
3. People and community.....	14
4. Campus, services and institutional capacity	17
Actions and impact.....	20
Education and learning environment	20
Research and innovation	31
People and community	54
Campus, services and institutional capacity	62
Implementation of the Internationalization Plan	65
Monitoring and evaluation	66

Introduction

The National University of Science and Technology POLITEHNICA Bucharest (POLITEHNICA Bucharest) is the largest academic community in Romania, with over 40 000 students, teaching and research staff, bringing together two university centers in Bucharest and Pitești.

As a recognition of the achievements of the entire academic community, in terms of excellence of study programs, quality and visibility of scientific research, respectively its administrative and institutional capacity, POLITEHNICA Bucharest was ranked in the advanced in education and research university class, being in all areas of ranking in the first category (A) for all study programs. In 2021, following the evaluation of the Romanian Agency for Quality Assurance in Higher Education, POLITEHNICA Bucharest obtained the reconfirmation of accreditation, with high confidence (Source [ARACIS](#)).

In line with the priorities of [the European Education Area EHEA\(\)](#), the [European Research Area ERA\) Policy Agenda](#)(, the [European Innovation Agenda](#) and recent developments in academic career development and management (e.g., the establishment of the Coalition for Research Assessment Reform - [CoARA](#)), POLITEHNICA Bucharest has set itself the goal of actively assuming the role of a central actor in the education, research and innovation ecosystems of which it is part, establishing a set of strategic priorities: **Education and Learning Environment, Research & Innovation; People and Community; Campus, Services and Institutional Capacity**. The development of these strategic priorities is guided by principles that connect POLITEHNICA Bucharest to the European and international education and research community: **excellence, impact, internationalization** and **openness**.

Economic and social dynamics are creating unprecedented challenges that universities worldwide must address. European and global societies are progressing—albeit at different paces—towards a transition to a learning society, shaped by economic, social, political, and above all, technological change. These transformations contribute to an increasingly unpredictable and competitive labor market that operates on a global scale. Universities play a crucial role in preparing students for this evolving international labor market, which is increasingly influenced by emerging technologies.

To remain globally competitive, graduates must possess the knowledge, skills, and mindsets necessary to thrive in Industry 4.0 and the forthcoming Industry 5.0, where knowledge creation will be shared between humans, algorithms, and artificial intelligence. Recognizing these international imperatives, POLITEHNICA Bucharest must undergo a paradigm shift to develop an institutional strategy that ensures its relevance and impact on a global scale.

Educational innovation and the transformation of the learning environment must be reinforced through the development of new research areas and international collaborations. Currently, POLITEHNICA Bucharest engages in diverse research fields, including engineering sciences, applied sciences, economic and social sciences, educational sciences, and humanities, all of which contribute to global scientific progress.

At the same time, the international green transition agenda requires research and innovation in sustainable energy production, climate adaptation, smart agriculture, hydrogen-based energy technologies, biodiversity conservation, and efficient industrial systems. Thus, a key dimension of POLITEHNICA Bucharest's strategic development is investment in internationally oriented research, development, and innovation (R&D&I) initiatives that contribute to global sustainability efforts.

The present **Internationalization Plan** outlines strategic priorities and objectives while detailing an action framework that leverages the university's existing human, educational, and R&D potential. Furthermore, it emphasizes the integration of international partnerships to strengthen POLITEHNICA Bucharest's role in international knowledge networks and sustainable development initiatives.

Legal framework and policy documents supporting the IP

The IP has been developed in line with European and national policies and strategies and legislation.

National legislation

- Law on Higher Education, no. 199 of July 4, 2023;
- Law No. 25/2023 of 10 January 2023 on the voluntary integration of Romanian research, development and innovation organizations in the European Research Area, as well as for the amendment of Government Ordinance No. 57/2002 on scientific research and technological development
- Law no. 183 of June 10, 2024 regarding the status of research, development, and innovation personnel
- Government Ordinance no. 57/2002 on scientific research and technological development

Relevant documents at EU level

- European Strategy for Universities (2022) – Outlines the EU’s vision for strengthening universities in the European Education and Research Areas, including international collaboration.
- Council Recommendation on Building Bridges for Effective European Higher Education Cooperation (2022) – Focuses on transnational cooperation and the European Degree initiative.
- European Education Area (EEA) Strategic Framework (2021-2030) – Defines objectives for internationalization, student mobility, and cooperation between EU higher education institutions.
- Erasmus+ 2021-2027 Programme Guide – The EU’s main funding program for mobility and international collaboration in education, training, youth, and sports.
- European Commission - *Communication from the Commission to the European Parliament, the European Council, the Council, the European Economic and Social Committee and the Committee of the Regions: [The Union of Skills](#)* (COM(2025) 90 final). Brussels, 5 March 2025.
- 2012 [European Commission Recommendation](#) on access to and preservation of scientific information and its 2018 [update](#)
- [Horizon 2020 guidelines](#) on open access rules for scientific publications and research data
- Proposal for a Regulation of the European Parliament and of the Council concerning the establishment of Horizon Europe - [Framework Program for Research and Innovation, laying down the rules for its participation and dissemination](#) (COM/2018/435 final).
- Proposal for a [Decision of the European Parliament and of the Council](#) on setting up the specific program implementing Horizon Europe - Framework Programme for Research and Innovation (COM/2018/436 final)
- Developments [of the European Open Science Cloud](#) (EOSC) and in particular the Research and Innovation Agenda of the EOSC, the action lines of the [European Open Science Policy Platform](#).
- Council Conclusions on Open Science (2023) – Reinforces commitments to open access, FAIR data principles, and global collaboration.
- European Open Science Cloud (EOSC) Strategic Research and Innovation Agenda (SRIA) – Supports open science and research data sharing across Europe.
- Communication '[A New ERA for Research and Innovation](#)' and [EU Directive of 2019](#) on open data and re-use of public sector information'.
- "Report '[Towards a 2030 vision for the future of universities in Europe](#)'. The document also takes into account other reports related to university associations such as

['Perspectives on the New European Research Area in the university sector'](#) and ['Universities without walls: A vision for 2030'](#) of the EUA.

- [European Research Area Policy](#)
- [European Agenda](#)
- Council Recommendation on a European Approach to Micro-Credentials for Lifelong Learning and Employability (2021) – Promotes international recognition of flexible learning and skill development.
- European Digital Education Action Plan (2021-2027) – Supports digitalization in education and international cooperation in online learning.
- EU Green Deal and Research & Innovation Strategies (2020-2030) – Emphasizes sustainability in research and international cooperation in green technologies.
- Council Recommendation on Learning for the Green Transition and Sustainable Development (2022) – Highlights the role of higher education institutions in promoting sustainability at a global level.
- Horizon Europe Missions & Partnerships (2021-2027) – Supports international R&D&I collaboration in climate, energy, and digital innovation.

Mission, vision, values

POLITEHNICA Bucharest's vision

POLITEHNICA Bucharest is actively involved in solving the major challenges of contemporary society by training highly qualified human capital and by making excellent contributions to expanding the frontiers of science and technology.

Mission and impact

The mission assumed by POLITEHNICA Bucharest is conceived as an intersection of education, through vocational training, with scientific research, through the production of knowledge, and innovation - the essential pillars of a knowledge-based society and economy.

POLITEHNICA Bucharest assumes the concept of an innovative university in the training of human capital, in the valorization of scientific knowledge and in the establishment of strong partnerships at national and international level.

Our vision for the future is to create a technical and entrepreneurial university model that meets the needs of the knowledge society. We are committed to producing graduates who are ready for the digital economy, equipped with technical, social, economic and managerial skills, and who become ambassadors for sustainable development and environmental protection. Moreover, POLITEHNICA Bucharest promotes high-quality and impactful research for an inclusive and sustainable society.

Our values



Strategic priorities and objectives

1. Education and learning environment

Education is the foundation for personal success, employability, active and responsible citizenship. In this context, our students have a central role in the institutional development process, as educating the next generation of responsible graduates is the greatest **impact** POLITEHNICA Bucharest can have on society. Our graduates are making a difference, with specific skills as well as competences for the 21st century in their personal portfolio of competences.

A major objective of POLITEHNICA Bucharest is therefore to continue to aspire to a *world-class* education. Thus, we aim to be attractive both nationally and internationally. We continue to be an accessible university that is open to all students. In this context, **diversity** and **inclusion** are indispensable and we strive to be attractive to new students who are as diverse as possible in terms of gender, cultural and ethnic background, nationality and age, in line with the [EEA](#) priority areas. We promote a culture of innovation and experimentation in teaching and learning, integrating **innovative pedagogies**, including online education and blended learning, i.e. experiential learning to prepare students for a rapidly changing digital society. The experience of being part of a European university, [EELISA](#), will contribute to the implementation of best practices and stimulate pedagogical innovation. We support open education and want to make **Open Educational Resources** a part of our educational policy.

At the core of our educational offer is the **T-shaped profile** through which our graduates acquire in-depth and detailed disciplinary knowledge, while at the same time, within the same degree program or through postgraduate programs (e.g. Master's), they become familiar with other disciplines and develop transformative competences for an uncertain, ever-changing society. Education and research are closely interlinked throughout the curriculum.

Complementarily, POLITEHNICA Bucharest students benefit from co-curricular and extra-curricular programs and activities (e.g., [language](#) courses) designed to develop **transversal and transformative competences**, as well as to make learning more relevant by applying specialized knowledge in real contexts.

The development of the personal and professional potential of our students is ensured through **organizational support structures** (e.g., [Career Counselling and Guidance Centre](#), [Learning Centre](#), [UPBizz Entrepreneurship Centre](#), Centre for Culture, Volunteering and Recreation, [Alumni Community](#)), through participation in mobility, workshops and exchange of experience in international contexts (e.g., [EELISA Alliance Communities](#)) or in activities carried out by **student organizations**.

In order to create relevant connections between education and research, POLITEHNICA Bucharest supports the work of student teams carrying out **research-development** activities (e.g., [Students2Space](#), [UPB Drive](#)), encouraging curricular integration of *research-based* learning and *challenge-based* learning.

An important trend of the last decade refers to the development of students' **entrepreneurial competence** in line with the existing European framework (see [EntreComp](#)). This IP aims to continue the initiatives that POLITEHNICA Bucharest is already carrying out (e.g., Entrepreneurship Education Program - *Be an Entrepreneur*) and to create new learning contexts, capitalizing on the results of international projects implemented by POLITEHNICA Bucharest (e.g., [EELISA UNFOLDS](#)). Given the recent developments in the dynamics of POLITEHNICA Bucharest's student population and in line with our mission to provide *world-class* education, we consider it necessary to develop **continuing professional development programs** that contribute to the European desideratum of lifelong learning.

Following this section is a summary SWOT analysis, strategic objectives, development objectives and proposed activities for the *Education and Learning Environment* strategic priority.

SWOT

Education and learning environment

Strengths

- Varied educational offer;
- High employability of graduates;
- Integration of various types of pedagogical innovations in curriculum design;
- The existence of international partnerships and projects in which POLITEHNICA Bucharest actively participates;
- Existence of formal and non-formal learning activities that create relevant links between education, research and innovation;

Weak points

- Number of students per teacher (which may imply the implementation of innovative approaches);
- No. of training programs for POLITEHNICA Bucharest teaching staff;
- No. of e-Learning training programs for POLITEHNICA Bucharest teaching staff (these would not require synchronous participation and would not clutter the teaching staff);

Opportunities

- New paradigms and operational models to design S&T education;
- Participation in international consortia developing models of pedagogical innovation in S&T;
- New legislation on adult and continuing education and training
- Existence of projects and initiatives to test European Degree Label (e.g., JEDI, SMARTT projects);
- New policies at European level proposing a reorganization of academic careers, with teaching at the core, not just research;
- New models of collaboration with industry and business partners (e.g. industrial chairs);

Threats

- Student population dynamics;
- The higher education funding model;
- Labor market dynamics;

Strategic objective. Development Objectives

SO 1: Constantly develop and improve the competences of science and technology graduates and professionals by creating relevant, authentic and impactful learning experiences in the context of initial training and lifelong learning curricula.

- OD1.1. **Curriculum:** Enhance the quality of curricula by integrating "T" competences (specific and transversal) and adopting flexible curricular designs (e.g., multi-campus programs, virtual study mobilities).
- OD1.2. **Innovative pedagogies:** the cross-curricular integration of innovative pedagogies to stimulate active student participation through experiential learning, computational thinking, gamification and blended learning.
- OD1.3. **Dual education.** Development and implementation of a pilot dual education model in the Bucharest - Ilfov region through the formation of a sustainable Consortium. This objective aims at expanding the diversity of fields and qualifications at level 3-8 and equipping and commissioning an integrated vocational Campus.
- OD1.4. **Partnerships with industry and civil organizations:** Develop partnerships with companies and organizations in the technology and civil sectors to provide students with opportunities to participate in internships, projects and other hands-on experiences.
- OD1.5. **Continuing training:** Create continuing education programs for professionals in the field so they can keep up with the latest trends and innovations
- OD1.6. **Digitalization:** Integrating the latest educational technologies into the teaching and learning process to increase student engagement and active participation.
- OD1.7. **Open educational resources:** Develop open educational resources to stimulate public interest in science and technology.

2. Research and innovation

With this IP, POLITEHNICA Bucharest continues its mission to strengthen the interaction between basic and applied sciences. Basic research remains the backbone of the development of scientific and technical fields, even if the research profile of the university has diversified and the orientation towards applied research is more evident. This *double helix* approach ensures that POLITEHNICA Bucharest not only remains connected to regional, national and international innovation ecosystems, but also retains its vanguard position in exploring and opening new horizons.

In a dynamic global context, in which research is consolidating as a pillar of evidence-based policies, POLITEHNICA Bucharest is committed to developing RDI activities that ensure its connection with [Romania's Strategic Research Agenda](#) and major societal issues. Thus, the research areas on which we focus our attention are diverse, interconnected and allow inter- or transdisciplinary approaches. Of note is that the proposed research areas and activities support **green research**:

- **Digitalization, industry and space.** POLITEHNICA Bucharest focuses, through its RDI activities, on strategic autonomy in digital and emerging technologies, human-centeredness of their , promotion of an attractive regional and global economy, and ensuring a clean industry, among others.

- **Food, bioeconomy and environment:** We are committed to increasing the relevance of forests in tackling pollution, promoting climate resilient agriculture and a circular bioeconomy. We also support sustainable management of natural resources and promote balanced urban and rural development.
- **Climate, energy and mobility:** Our ambitions are focused on moving the energy sector towards climate neutrality, promoting environmentally friendly mobility and stimulating behavioral transformations towards a sustainable future.
- **Health:** We aim to promote healthy lifestyles in a rapidly changing society, develop technologies that provide access to innovative healthcare and support the development of a sustainable and competitive healthcare industry.
- **Culture, creativity and inclusive society:** POLITEHNICA Bucharest supports democratic governance, the development of cultural heritage and inclusive growth in society.
- **Civil Security for Society:** We focus on effective security risk management, promoting both physical and cyber security.

By integrating these areas of research, POLITEHNICA Bucharest aims to place itself at the center of innovation and sustainable development, stimulating RDI activities to become more competitive and visible at international level.

Moreover, at the heart of this IP is an essential factor: **human resources**. We recognize the inestimable value of the specialists, academics who make up our team. For POLITEHNICA Bucharest, investment in the human resource in education and research materializes in concrete actions and in the pursuit of a well-established plan. One of the university's notable achievements is the [award of the Diploma of Excellence in Human Resource Management in Research](#). This was not only a recognition of our past efforts, but also an impetus in defining the future direction. By continuing to implement the action plan that underpinned the award, we are ensuring that we are moving in a direction that puts the development and support of teaching and research staff at the forefront. From continuing education, to providing a conducive environment for research activity and creating opportunities for inter- and trans-disciplinary collaboration, POLITEHNICA Bucharest is committed to supporting every member of its team.

For POLITEHNICA Bucharest, the future of research is built together with its people, by capitalizing on every talent, supporting **emerging researchers** and facilitating **internal** and **international collaborations**. In an ever-changing and evolving world, we remain committed to our mission to train, support and promote excellence in research, and we do this through constant and sustainable investment in our human resource.

At POLITEHNICA Bucharest, we recognize the need for a robust and adaptable **infrastructure** for research and innovation. We know that the future is built on state-of-the-art infrastructure that facilitates scientific exploration and relevant results. As such, we are committed to constantly developing and optimizing our RDI infrastructure. By promoting open access to resources and equipment, we aim to ensure closer collaboration between researchers, students and industry partners. Furthermore, we focus on ensuring long-term sustainability so that our infrastructure remains relevant and useful for future generations of researchers.

Innovation is the engine of development, and at POLITEHNICA Bucharest, we strive to turn ideas into tangible realities. We are dedicated to supporting researchers in obtaining **patents**, providing advice and support in the process of **commercialization of** discoveries (see the work of [the Innovation and Technology Transfer Service](#)). Moreover, we believe in the potential of **start-ups** to bring positive change in society. We therefore aim to create a favorable environment for the establishment and development of these start-ups by connecting them with mentors, investors and industrial partners.

We believe in the power of collaboration and knowledge sharing. **Open science** and **open innovation** is a way for us to accelerate scientific discovery and innovation. We aim to build our capacity to do this by creating an environment where researchers, students and external partners can work together, sharing ideas, resources and expertise. We support **open data** with dedicated infrastructures and recognize the efforts of researchers committed to open

science. We encourage active participation and collaboration from all stakeholders with the aim of creating an open, vibrant and resilient innovation community.

In conclusion, these objectives and actions reflect our vision for a future where research and innovation play a central role in the sustainable development of society. POLITEHNICA Bucharest is committed to this endeavor, continuing to invest in resources, technology and people to ensure it remains at the forefront of scientific and technological advancement.

Following this section is a summary SWOT analysis, strategic objectives, development objectives and proposed activities for the strategic priority *Research and Innovation*.

SWOT

Research and innovation

Strengths

- High quality of RDI activities in POLITEHNICA Bucharest (for some areas);
- POLITEHNICA Bucharest ranks first among the top 10 Romanian universities in terms of number of articles published and number of citations received (cf. Scopus, 2018-2022)
- Diverse CDI profile, including: engineering; chemical engineering; materials science; mathematics; social sciences;
- Effective integration of education and RDI activities;
- Existence of governance and support structures for RDI;

Weak points

- POLITEHNICA Bucharest has dropped out of some international rankings;
- There is no systematized approach to strategic and innovation partnerships;
- POLITEHNICA Bucharest 's research infrastructures policy and roadmap have not been finalized and approved
- POLITEHNICA Bucharest does not have an open science policy and support structures

Opportunities

- High interest in RDI work and products associated with green research;
- Possibility to develop partnerships and access funding for RDI in areas of strategic interest;

Threats

- Budget allocated to RDI activities at national level;
- Budgetary management
- Low predictability for national competitions funding RDI activity;
- Low social motivation for the work of CDI;
- Attractiveness and limited for careers in research;

Strategic objective. Development Objectives

SO 2: Develop POLITEHNICA Bucharest research, development and innovation capacity to address the fundamental problems of the contemporary world in line with national and strategic priorities

- OD2.1. **Human resources in RDI.** Increasing the number of researchers in the RDI ecosystem of POLITEHNICA Bucharest and developing their professional competences to address the priority research areas of Romania's Strategic Research Agenda
- OD2.2. **Societal impact and international visibility.** Integration of strategic research areas (*digitization, industry and space; food, bioeconomy, natural resources, biodiversity, agriculture and environment; climate, energy and mobility; health; culture, creativity and inclusive society; civil security for society*) to increase the relevance and societal impact of POLITEHNICA Bucharest research
- OD2.3. **Open Science.** Facilitate knowledge exchange through open access to POLITEHNICA Bucharest publications and research data and create a supportive organizational culture for open science
- OD2.4. **International rankings.** Increasing the competitiveness of POLITEHNICA Bucharest with a view to enhancing the quality of publications and improving presence in international rankings
- OD2.5. **Research Partnerships.** Strengthening the RDI capacity of POLITEHNICA Bucharest through the development and consolidation of long-term strategic partnerships with national and international universities and research organizations, respectively with the business environment.
- OD2.6. **Research Infrastructures.** Continuous development and optimization of RDI infrastructure to promote open access and ensure long-term sustainability
- OD2.7. **Stimulating innovation.** Develop a framework to stimulate innovation by supporting patenting, commercialization and start-ups.
- OD2.8. **Open innovation.** Build capacity and create an enabling environment for open innovation, encouraging active participation and collaboration.

3. People and community

People are at the center of everything that happens in the university. For this reason, investing in the development of a well-functioning, high-performing and innovative academic community is one of POLITEHNICA Bucharest's priorities. Transforming the academic community is possible if people have the skills and tools to perform.

Academic career development is essential for POLITEHNICA Bucharest. Investing in teaching and research careers involves the interconnection of three key areas: education, research & innovation and human resources management.

The context underpinning the need for a comprehensive approach to university careers is multifaceted, referring to the diversification of the mission of science and technology universities, the need for transfer and valorization of knowledge produced in universities, societal and economic needs. The challenges to which universities are called upon to respond range widely, including: commitment to open science principles, responding promptly to the needs of the community, business and industry, identifying mechanisms to support sustainable economic, social and environmental development. Complementing this is the need to diversify the **skills** profile associated with a successful academic career. The core remains the domain-specific set of knowledge and skills, but multidisciplinary approaches and solutions produced in working teams, the ability to solve complex problems and to carry out multi-level analysis of global issues, and a solid set of transversal competences make up the current academic career perspective.

In order to support optimal development and the shaping of an attractive career path, POLITEHNICA Bucharest has developed the [ACADEME Career Development Framework](#), which provides information about POLITEHNICA Bucharest 's vision of academic careers, training and development opportunities, and tools for career management and career development. ACADEME addresses in an integrated way the three essential vectors of academic careers, **education**, **research and transfer**, and **leadership**. During the implementation of the IP, the ACADEME framework will be revised to be adapted to the new [European Charter for Researchers](#) and the [Research Competence Framework](#).

Also, for **auxiliary teaching** and **administrative staff**, professional development opportunities will continue to be supported, POLITEHNICA Bucharest promoting a policy of collaboration between academic and administrative staff, given the contribution of both categories of staff to achieving the strategic and development objectives of the university.

The action plan for maintaining [the Diploma of Excellence](#) for the management of human resources in research and the application of the HRS4R Strategy mechanisms create the necessary conditions for achieving these objectives. By continuing and streamlining the career development actions, POLITEHNICA Bucharest strengthens its position as an employer respecting the principles of the European Charter for Researchers, implementing examples of good practice and evaluating their impact.

The development perspectives that this IP proposes integrate the concept of **ecosystem**, in which POLITEHNICA Bucharest is not necessarily the central actor, but the one that dynamizes the connections between stakeholders. In an ecosystem, **knowledge** is produced and disseminated, skills are developed to contribute to the formation of **human capital**, and these processes are created not only with the contribution of academics, researchers and students, but also with the contribution of business or social partners. This means that our industry partners, alumni, non-governmental organizations and local communities are also integral parts of this ecosystem. They are not just passive recipients of the knowledge and innovations produced by the POLITEHNICA Bucharest community, but active players contributing to the shape and direction of our development. The already existing structures - Socio-Economic Liaison Center, Strategic Projects Directorate, Partnerships Office, PoliJobs - will contribute to the involvement of these partners in POLITEHNICA Bucharest's educational and RDI activities.

Complementarily, we are interested in promoting S&T education in schools and high schools, stimulating also pre-university education. For this purpose, POLITEHNICA Bucharest has functional administrative structures (e.g., Student Activities Office, Student Management Office, POLITEHNICA Bucharest Caravan Office, High School Teacher Training Center and High School Relations Office).

Through this holistic vision, POLITEHNICA Bucharest not only strengthens its position as a high-performing academic institution, but also becomes a key player in a much broader ecosystem of knowledge, innovation and societal development. In this ecosystem, the positive impact we have on the wider community becomes an indicator of success.

SWOT

People and community

Strengths

- POLITEHNICA Bucharest is implementing the Action Plan for maintaining the Diploma of Excellence in Human Resources Management in Research;
- Support structures and tools for academic career development have been developed;
- There are organizational structures whose purpose is to develop partnerships with various stakeholders;
- [The https://connect.upb.ro/](https://connect.upb.ro/) platform creates a virtual space for dynamic partnerships and collaborations;

Weak points

- Uneven level in basic skills development for students, academic and administrative staff;
- The existence of a large number of administrative structures whose responsibilities are not always clearly demarcated;

Opportunities

- The existence of models and examples of good practices on cooperation between universities and business that POLITEHNICA Bucharest can capitalize on;
- Attractiveness and relevance in the labor market of specializations offered by POLITEHNICA Bucharest;
- International policies and initiatives that encourage the approach of S&T universities as actors in innovation and skills ecosystems;

Threats

- Quality assurance standards in higher education allow for a relatively low level of cooperation with business and the integration of practices to ensure curricular innovation
- Low pass rates in national exams, which give an unfavorable dynamic to the student population;
- Culturally, VET routes are not attractive for pre-university education;

Strategic objective. Development Objectives

SO 3: Develop the personal and professional potential of the POLITEHNICA Bucharest academic community by creating a diverse, stimulating and supportive professional and learning environment in which academic social responsibility is actively promoted and embedded as a fundamental value in all aspects of academic and administrative activity

- OD3.1. **Creating an inclusive culture:** developing and implementing programs and initiatives that promote diversity, equity and inclusion within the academic community.
- OD3.2. **Continuing professional development:** Develop training and continuing development programs for academic and administrative staff, with a focus on innovative pedagogical methods, transversal skills and social responsibility.
- OD3.3. **Partnerships with the community and the private sector:** Enter into collaborative agreements with local organizations, NGOs and companies to provide practical learning opportunities and respond to community needs.
- OD3.4. **Internationalization.** Optimize the international recruitment process to attract highly qualified Romanian and foreign academics and stimulate the international mobility of UPB staff.
- OD3.5. **University social responsibility.** Active involvement of the UPB community in social responsibility initiatives, through the development and implementation of educational programs and research projects that address the needs and challenges of today's society.

4. Campus, services and institutional capacity

In the coming period, POLITEHNICA Bucharest assumes the role of transforming Romanian higher education. We stand at the intersection of tradition and innovation, embracing the challenges and opportunities of a rapidly changing world. In practical terms, we are committed to becoming a **green** and sustainable, low environmental impact **campus**, following the *green village* model.

Complementing solar panels and vehicle charging stations, we are also implementing innovative solutions for research labs and other learning spaces. With this IP we aim to make our spaces collaborative learning places. We understand that learning doesn't just happen in classrooms, but in every corner of campus.

POLITEHNICA Bucharest is a university that has made **social responsibility** a mission. We partner with schools, NGOs, local authorities and the business community to optimally address the problems of global society and create opportunities through which students can apply, in real-life situations, the knowledge and skills they have acquired.

Accessibility and **inclusion** are also priorities. We aim to develop infrastructure that enables access for people with disabilities and create resources that support the diversity and well-being of students and academic and administrative staff.

Like any European university, we are going through and actively supporting **the digital transition**. This extends efficiency and innovation into cyberspace. We simplify administrative processes and provide intuitive digital platforms for students and staff. Such examples are the CREDSCI and Travel platforms. We also aim to create hybrid learning spaces that make our study programs accessible to non-traditional students.

All these lines of action are pieces of a complex puzzle that together define what we aspire to become: a higher education institution that not only reacts to the changes around us, but anticipates and shapes them in a way that reflects our values and vision. In this way, POLITEHNICA Bucharest will not just be a top university, but a benchmark of academic excellence and social responsibility.

SWOT

Campus, services and institutional capacity

Strengths

- POLITEHNICA Bucharest has state-of-the-art equipment and infrastructure;
- POLITEHNICA Bucharest has implemented projects to develop institutional capacity in order to digitize academic and administrative activities;
- POLITEHNICA Bucharest has implemented measures to develop an inclusive campus;
- POLITEHNICA Bucharest uses tools that enable hybrid or online learning and working activities;

Weak points

- Low degree coordination between institutional governance structures;
- POLITEHNICA Bucharest does not have a unique "one-stop-shop" organizational structure for managing partnerships and interactions with external partners;
- Managerial atomization;
- High maintenance costs for research infrastructures;

Opportunities

- Voluntarily attracting and integrating other universities and research institutes (state and private) into the POLITEHNICA Bucharest ecosystem;
- Capitalize on existing partnerships to create a national and international incubator of startups;

Threats

- Hardly predictable social and economic dynamics;
- Funding models for RDI activities that do not support the implementation of long-term activities;
- Investments in transforming POLITEHNICA Bucharest campuses into green campuses may be affected by variations of the student populations;

Strategic objective. Development Objectives

SO4: To continuously improve institutional performance by promoting and embedding principles and practices of openness, collaboration and professionalism in education and research.

- OD4.1. **Strengthening Internationalization in Campus Development and Institutional Capacity**
- OD4.2. **Internationalization of Campus Sustainability and Green Development**
- OD4.3. **Open Science.** Strengthen POLITEHNICA Bucharest 's institutional capacity to support open science, through open education, research data management, education and training for open science; mechanisms to recognize and reward open science activity



National University of Science and Technology POLITEHNICA Bucharest

Actions and impact

Education and learning environment

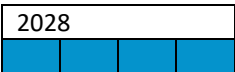

Action	Term	Responsible	Indicators								
SO 1: Constantly develop and improve the competences of science and technology graduates and professionals by creating relevant, authentic and impactful learning experiences in the context of initial training and lifelong learning curricula.											
OD1.1. Curriculum: Enhance the quality of curricula by integrating "T" competences (specific and transversal) and adopting flexible curricular designs (e.g., multi-campus programs, virtual study mobilities).											
A1.1.1 Integrate courses for students' personal development, innovation competence and entrepreneurship into the educational offer of optional and elective courses	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">2027</td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> </tr> <tr> <td style="background-color: #0070C0;"></td> <td style="background-color: #0070C0;"></td> <td style="background-color: #0070C0;"></td> <td style="background-color: #0070C0;"></td> </tr> </table>	2027								POLITEHNICA Bucharest management Management of POLITEHNICA Bucharest faculties and departments Entrepreneurship and Innovation Center INNOVATION UPB UPBizz LEARNINNO Center	Number of optional and optional courses Number of students attending courses
2027											

Action	Term	Responsible	Indicators								
A1.1.2 Development of multi-campus programs such as integrated and joint programs	<table border="1" data-bbox="651 379 884 451"> <tr> <td data-bbox="651 379 710 411">2028</td> <td data-bbox="710 379 768 411"></td> <td data-bbox="768 379 826 411"></td> <td data-bbox="826 379 884 411"></td> </tr> <tr> <td data-bbox="651 411 710 451"></td> <td data-bbox="710 411 768 451"></td> <td data-bbox="768 411 826 451"></td> <td data-bbox="826 411 884 451"></td> </tr> </table>	2028								POLITEHNICA Bucharest management Management of POLITEHNICA Bucharest faculties and departments	Number of programs developed Number of students participating in integrated and joint programs
2028											
A1.1.3 Involvement of students in international mobility through Erasmus, Athens, etc. or other mobility schemes developed through international partnerships	<i>Ongoing activity</i>	POLITEHNICA Bucharest management Management of POLITEHNICA Bucharest faculties and departments International Relations Directorate	Number of students benefiting from international mobility experiences								
A1.1.4 Develop collaborations with professors invited to POLITEHNICA BUCHAREST for educational activities (master classes, conferences, workshops or co-design of study programs) or research activities	<i>Ongoing activity</i>	POLITEHNICA Bucharest management Management of POLITEHNICA Bucharest faculties and departments International Relations Directorate	Number of invited professors Number of beneficiaries of activities carried out by visiting professors								
A1.1.5. Development of support structures to stimulate active participation of students in curricular, co-curricular and extra-curricular activities (e.g., LEARNINNO Center, Center for Entrepreneurship and Innovation - INNOVATION UPB)	<table border="1" data-bbox="651 1069 884 1141"> <tr> <td data-bbox="651 1069 710 1101">2025</td> <td data-bbox="710 1069 768 1101"></td> <td data-bbox="768 1069 826 1101"></td> <td data-bbox="826 1069 884 1101"></td> </tr> <tr> <td data-bbox="651 1101 710 1141"></td> <td data-bbox="710 1101 768 1141"></td> <td data-bbox="768 1101 826 1141"></td> <td data-bbox="826 1101 884 1141"></td> </tr> </table>	2025								UPB management Management of POLITEHNICA Bucharest faculties and departments DigitalUPB project team	Student satisfaction with the services and activities offered by the structures The number of student projects or initiatives that have been developed or incubated within the support structures. Number of partnerships concluded with external entities (companies, NGOs, other educational institutions) to support the activities of the support structures. Number of events or activities co-organized with external partners
2025											

Action	Term	Responsible	Indicators				
A1.1.6 Increasing international mobility for students and academics through Erasmus+ and other international programs	<i>Ongoing activity</i>	POLITEHNICA Bucharest Management, International Relations Department	Number of students and teaching staff involved in international mobility				
A1.1.7 Expanding international study programs by developing joint or double degree programs	<table border="1" data-bbox="651 549 884 619"> <tr><td>2026</td></tr> <tr><td></td></tr> <tr><td></td></tr> <tr><td></td></tr> </table>	2026				POLITEHNICA Bucharest Management, Faculties	Number of international programs launched, number of students enrolled
2026							
OD1.2. Innovative pedagogies: curriculum integration of innovative pedagogies to stimulate active student participation through experiential learning, computational thinking, gamification and blended learning.							
A1.2.1 Developing an e-Learning teacher training program for the use of innovative pedagogies	<table border="1" data-bbox="651 831 884 901"> <tr><td>2025</td></tr> <tr><td></td></tr> <tr><td></td></tr> <tr><td></td></tr> </table>	2025				Department of Teacher Career Training and Socio-Human Sciences LEARNINNO Center	Number of participating teaching professionals
2025							
A1.2.2 Revising subject syllabuses to integrate innovative pedagogical approaches	<table border="1" data-bbox="651 975 884 1045"> <tr><td>2026</td></tr> <tr><td></td></tr> <tr><td></td></tr> <tr><td></td></tr> </table>	2026				Management of POLITEHNICA Bucharest faculties and departments The Department of Teacher Career Training and Socio-Human Sciences can provide support LEARNINNO Center	Number of revised discipline sheets (at least 5% by 2027)
2026							

Action	Term	Responsible	Indicators								
A1.2.3 Development of a good practice guide with examples and recommendations for integration into teaching practice	<table border="1" data-bbox="651 379 884 453"> <tr> <td data-bbox="651 379 710 411">2025</td> <td data-bbox="710 379 768 411"></td> <td data-bbox="768 379 826 411"></td> <td data-bbox="826 379 884 411"></td> </tr> <tr> <td data-bbox="651 411 710 453"></td> <td data-bbox="710 411 768 453"></td> <td data-bbox="768 411 826 453"></td> <td data-bbox="826 411 884 453"></td> </tr> </table>	2025								LEARNINNO Center Department of Teacher Career Training and Socio-Human Sciences	The variety of practices included in the guide Feedback from the academic community
2025											
A1.2.4 Organizing learning activities that contribute to the application of knowledge in real-life contexts (datathons; summer schools; research-based learning projects, etc.)	<i>Ongoing activity</i>	Management of P POLITEHNICA Bucharest faculties and departments LEARNINNO Center POLITEHNICA Bucharest teaching staff	Number of activities organized per year Number of partners involved Feedback received from participants and partners								
OD 1.3 Dual education. Development and implementation of a pilot dual education model in the Bucharest - Ilfov region through the formation of a sustainable Consortium. This objective aims at expanding the diversity of fields and qualifications at level 3-8 and equipping and commissioning an integrated vocational Campus.											
A1.3.1 Development of the integrated professional campus for pre-university and university technological dual education in the Bucharest-Ilfov region, the POLITEHNICA Bucharest Dual Campus	<table border="1" data-bbox="651 944 884 1018"> <tr> <td data-bbox="651 944 710 976">2029</td> <td data-bbox="710 944 768 976"></td> <td data-bbox="768 944 826 976"></td> <td data-bbox="826 944 884 976"></td> </tr> <tr> <td data-bbox="651 976 710 1018"></td> <td data-bbox="710 976 768 1018"></td> <td data-bbox="768 976 826 1018"></td> <td data-bbox="826 976 884 1018"></td> </tr> </table>	2029								POLITEHNICA Bucharest management "CAMPUS DUAL POLITEHNICA București" project consortium	According to the project application "CAMPUS DUAL POLITEHNICA București"
2029											

Action	Term	Responsible	Indicators								
<p>A.1.3.2 Development of the Regional Polytechnic Campus for Dual Education Giurgiu aiming to increase the quality of training of pupils/students in relation to the needs of the labor market by increasing the number of identified and predicted fields, qualifications and labor market skills and ensuring a complete dual education pathway for pupils enrolled in pre-university dual education</p>	<table border="1"> <tr> <td colspan="4">2029</td> </tr> <tr> <td style="background-color: #0070C0;"></td> <td style="background-color: #0070C0;"></td> <td style="background-color: #0070C0;"></td> <td style="background-color: #0070C0;"></td> </tr> </table>	2029								<p>POLITEHNICA Bucharest management Project consortium "REGIONAL POLYTECHNIC CAMPUS FOR DUAL EDUCATION GIURGIU"</p>	<p>According to the project application "REGIONAL POLYTECHNIC CAMPUS FOR DUAL EDUCATION GIURGIU"</p>
2029											
<p>OD 1.4. Partnerships with industry and civil organizations: Develop/consolidate partnerships with technology and civic sector companies and organizations to provide opportunities for students to participate in internships, projects, and other hands-on experiences.</p>											
<p>A1.4.1 Creating a (virtual) science park, by implementing the model developed by EELISA</p>	<table border="1"> <tr> <td colspan="4">2028</td> </tr> <tr> <td style="background-color: #0070C0;"></td> <td style="background-color: #0070C0;"></td> <td style="background-color: #0070C0;"></td> <td style="background-color: #0070C0;"></td> </tr> </table>	2028								<p>POLITEHNICA Bucharest management Infrastructure and Academic Capital Valorization Directorate Strategic Projects Directorate</p>	<p>Number of unique visitors per month Average time spent by visitors Rate of collaboration between users User feedback</p>
2028											

Action	Term	Responsible	Indicators
<p>A1.4.2 Creating an <i>Industrial (Research) Chair</i> structure to carry out research, knowledge dissemination, collaboration, teaching and mentoring activities (in line with the model developed in EELISA)</p>	<p>2028</p> 	<p>POLITEHNICA Bucharest management Competitions Preparation and Interinstitutional Collaboration Service Socio-economic liaison center Partnerships Office Strategic Projects Directorate</p>	<p>Number of research projects carried out within the structure. Number of scientific publications resulting from the structure's research activities. Percentage of funds attracted from external research projects or industrial partnerships Number of partnerships and collaborations established with industry, other research institutions or universities Number of courses, modules or training programs offered by the structure</p>
<p>A1.4.3 Develop an innovation shop, through which students benefit from interactions with POLITEHNICA Bucharest partners, entrepreneurs, etc. to co-create products and services (e.g., IdeaSquare @CERN; JOSEPHS® @FAU)</p>	<p>2028</p> 	<p>POLITEHNICA Bucharest management UPBizz Innovation and Technology Transfer Service Socio-economic liaison center Partnerships Office Strategic Projects Directorate Center for Entrepreneurship and Innovation</p>	<p>Rate of conversion of ideas into marketable products/services Number of co-created projects Student feedback Number of interactions between students and partners</p>

Action	Term	Responsible	Indicators
A1.4.4 Stimulating the POLITEHNICA Bucharest academic community to use the https://connect.upb.ro/ platform to strengthen and diversify interactions with business partners and civil organizations	<i>Ongoing activity</i>	POLITEHNICA Bucharest management Socio-economic liaison center Partnerships Office Strategic Projects Directorate	Frequency of interactions on the platform Number of new partnerships and collaborations initiated through the platform Feedback received from the academic community on the usefulness and functionality of the platform
A1.4.5 Organize "Hackathons" and innovative competitions in collaboration with industrial partners, which can bring together students, researchers and industry professionals to work together in teams to solve technological or business challenges proposed by companies.	<i>Ongoing activity</i>	POLITEHNICA Bucharest teaching staff UPBizz Center for Culture, Volunteering and Recreation Alumni Community PoliJobs	Number of hackathons and competitions organized per year Number of industrial partners involved Number of solutions/projects adopted or implemented by industry partners after the event Feedback received from participants and partners
A.1.4.6 Developing international collaborations through strategic partnerships with prestigious universities and research centers	<i>Ongoing activity</i>	POLITEHNICA Bucharest Management, Faculties, International Relations Department	Number of international agreements signed, number of joint projects initiated
OD1.5 Continuing training: Create continuing education programs for professionals in the field so that they can keep up-to-date with the latest trends and innovations.			

Action	Term	Responsible	Indicators				
A1.5.1 Development of micro-credential type continuing education programs to make higher education accessible, linked to labor market requirements and curriculum co-creation	<i>On-going activity (the start depends on the methodologies developed by the Ministry of Education)</i>	POLITEHNICA Bucharest Faculties, Continuing Training Directorate, Department of Teacher Career Training and Socio-Human Sciences	Number of micro-certificates developed and launched Microcertification success/completion rate Number of partnerships with companies and organizations for curriculum co-creation				
A.1.5.2 Development of qualification/ retraining, initiation, upgrading or specialization programs	<i>Ongoing activity</i>	POLITEHNICA Bucharest Faculties, Continuing Training Directorate, Department of Teacher Career Training and Socio-Human Sciences	<ul style="list-style-type: none"> ○ Number of accredited programs ○ Number of certificates issued 				
A1.5.3 Accreditation of a center for assessment of professional competences according to Law 199/2023	<i>The start of the activity depends on the approval of the methodologies elaborated by the Ministry of Education and the GD on the approval of the Strategy for Adult Training</i>	Continuing Training Directorate Department of Teacher Career Training and Socio-Human Sciences	<i>To be established in accordance with the Methodology for the operation of these centers</i>				
A1.5.4 Development of the digital catalog with the continuing education offer of POLITEHNICA Bucharest	<table border="1" style="width: 100%; height: 40px;"> <tr> <td style="width: 25%; text-align: center;">2025</td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> </tr> </table>	2025				DECIP project team	Number of digital catalog hits
2025							

Action	Term	Responsible	Indicators								
<p>A1.5.5 Organize regular seminars, workshops and webinars with industry experts. These sessions may be organized in collaboration with leaders in various technological or industrial fields, allowing participants to familiarize themselves with the latest trends, tools and practices in their field.</p>	<p><i>Ongoing activity</i></p>	<p>POLITEHNICA Bucharest Faculties, Continuing Training Directorate, UPBizz Center for Culture, Volunteering and Recreation Alumni Community PoliJobs</p>	<p>Total number of seminars, workshops and webinars organized in a year Total number of participants at each event Percentage of external (industry) experts involved in the sessions compared to representatives or institution. Number of technological or industrial fields covered in the sessions. Feedback received from participants after each session</p>								
<p>A1.5.6 Launching an online distance learning platform for continuing training by interconnecting existing platforms and content</p>	<table border="1" data-bbox="651 735 884 807"> <tr> <td data-bbox="651 735 710 767">2025</td> <td data-bbox="710 735 768 767"></td> <td data-bbox="768 735 826 767"></td> <td data-bbox="826 735 884 767"></td> </tr> <tr> <td data-bbox="651 767 710 807"></td> <td data-bbox="710 767 768 807"></td> <td data-bbox="768 767 826 807"></td> <td data-bbox="826 767 884 807"></td> </tr> </table>	2025								<p>DECIP project team</p>	<p>The total number of courses or modules available on the platform within 6 months/1 year from launch. The number of users registered on the platform in a given time period. Course completion rate (percentage of users who have started and completed a course). User feedback on course content and platform functionality Number of partnerships or collaborations established with industry experts to create content on the platform.</p>
2025											
<p>OD 1.6 Digitization: Integrate the latest educational technologies into the teaching and learning process to enhance student engagement and active participation.</p>											
<p>A1.6.1 Continuation of courses for developing teaching staff' digital competences and integrating innovative designs</p>	<p><i>Two annual training sessions</i></p>	<p>Department of Teacher Career Training and Socio-Human Sciences</p>	<p>80% of POLITEHNICA Bucharest teaching staff will benefit from at least one training course by 2027 Feedback received from participants</p>								


Action	Term	Responsible	Indicators					
A1.6.2 Development of e-Learning course supports and learning materials	<i>Ongoing activity</i>	POLITEHNICA Bucharest teaching staff	Number of learning materials developed Feedback from students and learners					
A1.6.3 Development of the Center for Advanced Educational Technologies, foreseen within the DigitalUPB project	<table border="1" data-bbox="651 517 884 587"> <tr><td>2025</td></tr> <tr><td></td><td></td><td></td><td></td></tr> </table>	2025					Digital UPB project team	In accordance with the DigitalUPB project application
2025								
A1.6.4 Updating bachelor, master and doctoral level curricula to include digital competences at different levels of complexity	<table border="1" data-bbox="651 654 884 724"> <tr><td>2025</td></tr> <tr><td></td><td></td><td></td><td></td></tr> </table>	2025					Management of POLITEHNICA Bucharest faculties and departments Digital UPB project team	In accordance with the DigitalUPB project application
2025								
A1.6.5 Creating teaching spaces for hybrid learning	<table border="1" data-bbox="651 821 884 892"> <tr><td>2025</td></tr> <tr><td></td><td></td><td></td><td></td></tr> </table>	2025					Digital UPB project team	In accordance with the DigitalUPB project application
2025								
OD 1.7 Open Educational Resources: Develop open educational resources to stimulate public interest in science and technology.								
A1.7.1 Developing a framework/policy on open educational resources (can be integrated in the Open Science Action Plan)	<table border="1" data-bbox="651 1008 884 1078"> <tr><td>2025</td></tr> <tr><td></td><td></td><td></td><td></td></tr> </table>	2025					LEARNINNO Center	<p>Number of courses or programs that include or use OER in teaching and learning</p> <p>Percentage of OER that are interconnected or integrated with open research data or other Open Science resources</p> <p>Students' and teaching staff's feedback and assessments of the usefulness and quality of OER</p>
2025								

Action	Term	Responsible	Indicators								
<p>A1.7.2. Encourage and stimulate teaching professionals to develop teaching materials in digital format (including e-Learning) and systematically post them on the https://curs.upb.ro platform, by offering points for self-assessment</p>	<p><i>Ongoing activity</i></p>	<p>POLITEHNICA Bucharest management</p>	<p>Total number of teaching professionals who have created and posted digital teaching materials on the https://curs.upb.ro platform.</p> <p>Distribution of digital learning materials by type (e.g. videos, texts, presentations, interactive quizzes) and by subject area or subject</p> <p>Average time spent by students or users on digital learning materials and their completion or completion rate</p>								
<p>A1.7.3 Development of Open Educational Resources (OER) courses and learning materials for use by non-POLITEHNICA Bucharest stakeholders</p>	<p><i>Ongoing activity</i></p>	<p>Management of POLITEHNICA Bucharest faculties and departments</p>	<p>Number of courses available free and open</p> <p>Number of learners who have completed the course</p> <p>Number of courses or programs that include or use OER in teaching and learning</p>								
<p>A1.7.4 Develop an e-Learning instructional designer/developer course to be offered to POLITEHNICA Bucharest teaching staff</p>	<table border="1" data-bbox="651 948 887 1018"> <tr> <td data-bbox="651 948 712 979">2025</td> <td data-bbox="712 948 772 979"></td> <td data-bbox="772 948 833 979"></td> <td data-bbox="833 948 887 979"></td> </tr> <tr> <td data-bbox="651 979 712 1018"></td> <td data-bbox="712 979 772 1018"></td> <td data-bbox="772 979 833 1018"></td> <td data-bbox="833 979 887 1018"></td> </tr> </table>	2025								<p>LEARNINNO Center</p>	<p>Number of teaching professionals enrolled in the course.</p> <p>Course completion rate of registered teaching professionals</p> <p>Percentage of teaching staff who have implemented the skills and knowledge acquired in their teaching practice.</p>
2025											

Research and innovation


Proposed action	Term	Responsible	Indicators																
SO 2: Develop POLITEHNICA Bucharest's research, development and innovation capacity to address the fundamental problems of the contemporary world in line with national and international strategic priorities																			
OD2.1. Human resources in RDI. Increasing the number of researchers in the RDI ecosystem of POLITEHNICA Bucharest and developing their professional competences to address the priority research areas of Romania's Strategic Research Agenda																			
A2.1.1. Development and implementation of a training and continuous professional development program for emerging researchers developed on the basis of the proposed EU competence framework	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">2025</td> <td style="width: 20px; height: 15px; background-color: #008080;"></td> <td style="width: 20px; height: 15px;"></td> <td style="width: 20px; height: 15px;"></td> </tr> <tr> <td style="text-align: center;">2026</td> <td style="width: 20px; height: 15px; background-color: #008080;"></td> <td style="width: 20px; height: 15px;"></td> <td style="width: 20px; height: 15px;"></td> </tr> <tr> <td style="text-align: center;">2027</td> <td style="width: 20px; height: 15px; background-color: #008080;"></td> <td style="width: 20px; height: 15px;"></td> <td style="width: 20px; height: 15px;"></td> </tr> <tr> <td style="text-align: center;">2028</td> <td style="width: 20px; height: 15px; background-color: #008080;"></td> <td style="width: 20px; height: 15px;"></td> <td style="width: 20px; height: 15px;"></td> </tr> </table>	2025				2026				2027				2028				Continuing Training Directorate IOSUD LEARNINNO Center	<ul style="list-style-type: none"> ○ Number of participating emerging researchers (minimum 5% of POLITEHNICA Bucharest emerging researchers) ○ Feedback from participants
2025																			
2026																			
2027																			
2028																			

Proposed action	Term	Responsible	Indicators																								
A2.1.2. Establish a mentoring program in which senior researchers guide and support junior researchers.	<table border="1"> <tr> <td colspan="4">2026</td> </tr> <tr> <td style="background-color: #008080;"></td> <td style="background-color: #008080;"></td> <td style="background-color: #008080;"></td> <td style="background-color: #008080;"></td> </tr> <tr> <td colspan="4">2027</td> </tr> <tr> <td></td> <td></td> <td></td> <td style="background-color: #008080;"></td> </tr> <tr> <td colspan="4">2028</td> </tr> <tr> <td></td> <td></td> <td></td> <td style="background-color: #008080;"></td> </tr> </table>	2026								2027								2028								Continuing Training Directorate	<ul style="list-style-type: none"> ○ Number of mentors involved ○ Number of mentoring sessions completed ○ Feedback from participants (mentors and mentees)
2026																											
2027																											
2028																											
A2.1.3. Continuation of the VizStar program to support researchers applying for ERC grants	<i>Annual open competition</i>	POLITEHNICA Bucharest management	<ul style="list-style-type: none"> ○ Number of researchers benefiting from VizStar grants ○ Number of ERC applications submitted 																								
A2.1.4. Revise the internal methodology for the (self)evaluation of teaching and research staff to integrate <i>next gen metrics and CoARA</i> recommendations	<table border="1"> <tr> <td colspan="4">2027</td> </tr> <tr> <td></td> <td></td> <td></td> <td style="background-color: #008080;"></td> </tr> </table>	2027								POLITEHNICA Bucharest management	<ul style="list-style-type: none"> ○ Number of "next gen metrics" and CoARA recommendations integrated in the new methodology ○ Feedback and evaluations from teaching and research staff on the relevance and usefulness of the new methodology. 																
2027																											
A2.1.5 Continuation of the GNAC grant program	<table border="1"> <tr> <td colspan="4">2025</td> </tr> <tr> <td></td> <td style="background-color: #008080;"></td> <td></td> <td></td> </tr> <tr> <td colspan="4">2027</td> </tr> <tr> <td></td> <td style="background-color: #008080;"></td> <td></td> <td></td> </tr> </table>	2025								2027								POLITEHNICA Bucharest management	<ul style="list-style-type: none"> ○ Number of grants awarded ○ Number of articles published in Q1 and Q2 								
2025																											
2027																											
OD2.2. Societal impact and international visibility. Integration of strategic research areas (<i>digitization, industry and space; food, bio-economy, natural resources, biodiversity, agriculture and environment; climate, energy and mobility; health; culture, creativity and inclusive society; civil security for society</i>) to increase the relevance and societal impact of POLITEHNICA Bucharest research																											

Proposed action	Term	Responsible	Indicators
<p>A2.2.1 Development of an interdisciplinary hub for the realization of RDI activities on mobility and sustainable energy in connection with societal challenges related to climate, energy and mobility. This hub will combine expertise in renewable energy, energy efficiency, smart mobility systems and behavioral studies to address the challenges of climate change and the need for environmentally friendly mobility.</p>	<div data-bbox="600 379 835 448" style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">2025</div>  <p><i>Research activity continues throughout the implementation period of the IP</i></p>	<p>POLITEHNICA Bucharest management Management of POLITEHNICA Bucharest faculties Research centers whose field is relevant Strategic Partnerships Directorate</p>	<ul style="list-style-type: none"> ○ Number of specialists and experts in various fields employed or affiliated to the hub. ○ Number of partnerships and collaborations established with other entities ○ Number of articles published in Q1 and Q2 journals ○ Number of co-authored articles with industry partners ○ Number of patents resulting from Hub activity ○ Annual number and success rate of RDI projects initiated by the Hub ○ Percentage of projects addressing each of the key areas mentioned (renewable energy, energy efficiency, smart mobility, behavioral studies). ○ Number of new technologies, methods or strategies introduced in the hub's activities per year. ○ Rate of adoption or deployment of solutions developed in the hub by the community or industry. ○ Number of citizen science events organized ○ Number of students or young researchers involved in hub projects.

Proposed action	Term	Responsible	Indicators								
<p>A2.2.2 Initiate an interdisciplinary RDI program for sustainability and resilience. The programme will address the importance of forests in tackling pollution, harnessing the potential of agriculture in neutralizing climate impacts, biodiversity conservation, the principles of the circular bio-economy, sustainable management of water resources and fisheries, food and nutrition security, sustainable development of urban-rural areas, and innovative governance models. This will aim to promote a holistic and interconnected approach to environmental and socio-economic issues, addressing societal challenges related to Food, Bioeconomy, Natural Resources, Biodiversity, Agriculture and Environment</p>	<table border="1" data-bbox="600 379 835 451"> <tr> <td data-bbox="600 379 656 411">2025</td> <td data-bbox="656 379 712 411"></td> <td data-bbox="712 379 768 411"></td> <td data-bbox="768 379 824 411"></td> </tr> <tr> <td data-bbox="600 411 656 451"></td> <td data-bbox="656 411 712 451"></td> <td data-bbox="712 411 768 451"></td> <td data-bbox="768 411 824 451"></td> </tr> </table> <p><i>Research activity continues throughout the implementation period of the IP</i></p>	2025								<p>POLITEHNICA Bucharest management of POLITEHNICA Bucharest faculties Research centers whose field is relevant Strategic Partnerships Directorate</p>	<ul style="list-style-type: none"> ○ Number of specialists and experts from various fields employed or participating in the implementation of the program. ○ Number of partnerships and collaborations established with other entities ○ Number of articles published in Q1 and Q2 journals ○ Number of co-authored articles with industry partners ○ Number of patents resulting from CDI activity ○ Annual number and success rate of RDI projects initiated and developed under the program ○ Percentage of projects addressing each of key areas ○ Rate of adoption or implementation of solutions developed under the program by the community or industry. ○ Number of citizen science events organized ○ Number of students or young researchers
2025											

Proposed action	Term	Responsible	Indicators				
<p>A.2.2.3 Implementation of the MedTech Horizon Interdisciplinary Programme for Health Promotion, Innovation and Digitalization in Healthcare</p> <p>The program will focus on RDI activities for the integration of new technologies and digital solutions for health promotion, i.e. creating an enabling environment for the development of a competitive and sustainable health industry.</p>	<table border="1" data-bbox="600 379 835 448"> <tr> <td>2025</td> <td></td> <td></td> <td></td> </tr> </table> <p><i>Research activity continues throughout the implementation period of the IP</i></p>	2025				<p>POLITEHNICA Bucharest management of POLITEHNICA Bucharest faculties Research centers whose field is relevant Strategic Partnerships Directorate</p>	<ul style="list-style-type: none"> ○ Number of specialists and experts from various fields employed or participating in the implementation of the program. ○ Number of partnerships and collaborations established with other entities ○ Number of articles published in Q1 and Q2 journals ○ Number of co-authored articles with industry partners ○ Number of patents resulting from CDI activity ○ Annual number and success rate of RDI projects initiated and developed under the program ○ Percentage of projects addressing each of key areas ○ Rate of adoption or implementation of solutions developed under the program by the community or industry. ○ Number of citizen science events organized ○ Number of students or young researchers
2025							
<p>A2.2.4 Launch the interdisciplinary program DigitalEquity : Technology for an Inclusive Society. The program supports RDI activities that combine digital technologies to reinvigorate democratic governance, the preservation and promotion of cultural heritage in a digital format, and the creation of digital solutions to combat inequalities and support social and economic resilience.</p>	<table border="1" data-bbox="600 896 835 965"> <tr> <td>2025</td> <td></td> <td></td> <td></td> </tr> </table> <p><i>Research activity continues throughout the implementation period of the IP</i></p>	2025				<p>POLITEHNICA Bucharest management of POLITEHNICA Bucharest faculties Research centers whose field is relevant Strategic Partnerships Directorate</p>	<ul style="list-style-type: none"> ○ Number of specialists and experts from various fields employed or participating in the implementation of the program. ○ Number of partnerships and collaborations established with other entities ○ Number of articles published in Q1 and Q2 journals ○ Number of co-authored articles with industry partners ○ Number of patents resulting from CDI activity ○ Annual number and success rate of RDI projects initiated and developed under the program ○ Percentage of projects addressing each of key areas ○ Rate of adoption or implementation of solutions developed under the program by the community or industry. ○ Number of citizen science events organized ○ Number of students or young researchers involved
2025							

Proposed action	Term	Responsible	Indicators
<p>A2.2.5 Launch the interdisciplinary program DigitalGuard : Advanced Technologies for Complex Societal Security. CDI activities aim to redefine the ways in which society protects itself against emerging and existing threats by integrating advanced digital solutions with interdisciplinary expertise.</p>	<div data-bbox="600 379 835 451" style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">2025</div>  <p><i>Research activity continues throughout the implementation period of the IP</i></p>	<p>POLITEHNICA Bucharest management of POLITEHNICA Bucharest faculties Research centers whose field is relevant Strategic Partnerships Directorate</p>	<ul style="list-style-type: none"> ○ Number of specialists and experts from various fields employed or participating in the implementation of the program. ○ Number of partnerships and collaborations established with other entities ○ Number of articles published in Q1 and Q2 journals ○ Number of co-authored articles with industry partners ○ Number of patents resulting from CDI activity ○ Annual number and success rate of RDI projects initiated and developed under the program ○ Percentage of projects addressing each of key areas ○ Rate of adoption or implementation of solutions developed under the program by the community or industry. ○ Number of citizen science events organized ○ Number of students or young researchers involved

Proposed action	Term	Responsible	Indicators
<p>A2.2.6 Launch the Interdisciplinary Research program "HorizonTech: Digital Autonomy and the Economy of the Future".</p> <p>The program aims to address the challenges associated with the priority area "<i>Digitization, Industry and Space</i>". HorizonTech" proposes an interdisciplinary approach to RDI, bringing together experts from fields such as digital technology, economics, space engineering, data science and sustainable development.</p>	<div data-bbox="600 379 835 451" style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">2025</div> <div data-bbox="600 451 835 451" style="background-color: #008080; height: 10px; width: 100%;"></div> <p><i>Research activity continues throughout the implementation period of the IP</i></p>	<p>POLITEHNICA Bucharest management of POLITEHNICA Bucharest faculties Research centers whose field is relevant Strategic Partnerships Directorate</p>	<ul style="list-style-type: none"> ○ Number of specialists and experts from various fields employed or participating in the implementation of the program. ○ Number of partnerships and collaborations established with other entities ○ Number of articles published in Q1 and Q2 journals ○ Number of co-authored articles with industry partners ○ Number of patents resulting from CDI activity ○ Annual number and success rate of RDI projects initiated and developed under the program ○ Percentage of projects addressing each of key areas ○ Rate of adoption or implementation of solutions developed under the program by the community or industry. ○ Number of citizen science events organized ○ Number of students or young researchers involved

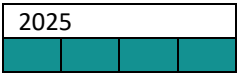
Proposed action	Term	Responsible	Indicators								
<p>A2.2.7 Establishment of a research laboratory in turbo-engines for the development of research activities</p>	<table border="1" data-bbox="600 379 835 451"> <tr> <td data-bbox="600 379 658 411">2025</td> <td data-bbox="658 379 716 411"></td> <td data-bbox="716 379 775 411"></td> <td data-bbox="775 379 835 411"></td> </tr> <tr> <td data-bbox="600 411 658 451"></td> <td data-bbox="658 411 716 451"></td> <td data-bbox="716 411 775 451"></td> <td data-bbox="775 411 835 451"></td> </tr> </table> <p><i>Research activity continues throughout the implementation period of the IP</i></p>	2025								<p>POLITEHNICA Bucharest management Management POLITEHNICA Bucharest faculties</p> <p style="text-align: center;">of</p>	<ul style="list-style-type: none"> ○ Number of specialized equipment and instruments purchased and installed in the laboratory. ○ Number of specialists employed or affiliated with the laboratory. ○ Number of research projects initiated in the laboratory per year. ○ Number of prototypes, models or simulations made in the laboratory. ○ Number of scientific publications, conferences and presentations resulting from the laboratory activities. ○ Number of partnerships and collaborations established with other entities (universities, research institutes, industry companies, etc.). ○ Number of research projects carried out in collaboration with partners. ○ Number of students, doctoral and post-doctoral students involved in laboratory projects. ○ Number of innovations, patents or new technical solutions developed by the laboratory. ○ Number of citizen science events organized
2025											

Proposed action	Term	Responsible	Indicators				
<p>A2.2.8 Conducting research and studies for the development and promotion of clean technologies in agriculture, with a focus on mechanization, in order to increase production capacity, prevent soil erosion and promote food security, by integrating the National Research and Development Institute for Agricultural and Food Industry Machinery and Installations - INMA Bucharest</p>	<div data-bbox="600 379 835 448"> <table border="1"> <tr><td>2025</td></tr> <tr><td style="background-color: #008080;"></td></tr> <tr><td style="background-color: #008080;"></td></tr> <tr><td style="background-color: #008080;"></td></tr> </table> </div> <p><i>Research activity continues throughout the implementation period of the IP</i></p>	2025				<p>POLITEHNICA Bucharest management of Management POLITEHNICA Bucharest faculties Research centers whose field is POLITEHNICA Bucharest research and teaching staff</p>	<ul style="list-style-type: none"> ○ Number of research projects initiated annually on clean technologies for agriculture. ○ Percentage of research projects focusing on mechanization, soil erosion prevention and food security. ○ Degree of integration of INMA Bucharest's resources and expertise in projects. ○ Number of innovative technologies, prototypes or solutions developed. ○ Number of scientific publications, conferences and presentations related to research results. ○ Number of partnerships established with other entities (universities, research institutes, farmers, agricultural industries). ○ Number of students, doctoral and post-doctoral students involved in the research projects developed. ○ Number of citizen science events organized
2025							
<p>A2.2.9 Conducting studies and research projects for the development of new technologies, products and practices for production in aquaculture, horticulture and organic agriculture, compatible with sustainability and pollution reduction requirements, based on the voluntary integration of INMA Bucharest</p>	<div data-bbox="600 880 835 949"> <table border="1"> <tr><td>2025</td></tr> <tr><td style="background-color: #008080;"></td></tr> <tr><td style="background-color: #008080;"></td></tr> <tr><td style="background-color: #008080;"></td></tr> </table> </div> <p><i>Research activity continues throughout the implementation period of the IP</i></p>	2025				<p>POLITEHNICA Bucharest management of Management POLITEHNICA Bucharest faculties Research centers whose field is POLITEHNICA Bucharest research and teaching staff</p>	<ul style="list-style-type: none"> ○ Number of research projects initiated annually on clean technologies for agriculture. ○ Percentage of research projects focusing on production in aquaculture, horticulture and organic farming. ○ Degree of integration of INMA Bucharest's resources and expertise in projects. ○ Number of innovative technologies, prototypes or solutions developed. ○ Number of scientific publications, conferences and presentations related to research results. ○ Number of partnerships established with other entities (universities, research institutes, farmers, agricultural industries). ○ Number of students, doctoral and post-doctoral students involved in the research projects developed. ○ Number of citizen science events organized
2025							



Proposed action	Term	Responsible	Indicators
<p>A2.2.10 Develop studies and projects for the creation of environmentally friendly products from renewable materials, based on clean technologies, combining economic development with environmental integrity.</p>	<p><i>Research activity continues throughout the implementation period of the IP</i></p>	<p>POLITEHNICA Bucharest management of Management POLITEHNICA Bucharest faculties Research centers whose field is POLITEHNICA Bucharest research and teaching staff</p>	<ul style="list-style-type: none"> ○ Total number of projects and studies initiated to develop environmentally friendly products. ○ The percentage of projects that have reached the prototyping or testing stage. ○ Number of clean technologies identified or developed for the production of renewable materials. ○ Number of products created that are made from renewable materials and use clean technologies. ○ Assessment of the market potential and economic viability of developed products ○ Number of partnerships established ○ Number of citizen science events organized
<p>A2.2.11 Development of studies and projects in the field of biodiversity and sustainable use of natural resources through partnerships or integration of specialized units in these fields</p>	<p><i>Research activity continues throughout the implementation period of the IP</i></p>	<p>POLITEHNICA Bucharest management of Management POLITEHNICA Bucharest faculties Research centers whose field is POLITEHNICA Bucharest research and teaching staff</p>	<ul style="list-style-type: none"> ○ Total number of projects and studies ○ Percentage of projects that have reached the prototyping or testing stage. ○ Number of partnerships established ○ Number of citizen science events organized ○ Number of technologies, methodologies or solutions developed for biodiversity conservation and sustainable resource use. ○ Number of publications, articles or reports related to research results. ○ Number of students, doctoral and post-doctoral students involved in the research projects developed.

Proposed action	Term	Responsible	Indicators
<p>A2.2.12 To conduct research activities for the development and deployment of innovative technologies in the space and terrestrial domains, with a focus on quantum techniques, telehealth solutions and micro and nano satellite integration, providing support and collaborations with the private sector.</p>	<p><i>Research activity continues throughout the implementation period of the IP</i></p>	<p>POLITEHNICA Bucharest management of Management POLITEHNICA Bucharest faculties Research centers whose field is POLITEHNICA Bucharest research and teaching staff</p>	<ul style="list-style-type: none"> ○ Total number of projects and studies initiated in the field of innovative space and terrestrial technologies. ○ Percentage of projects that have reached the prototyping or implementation stage. ○ Total investment allocated to R&D in these areas. ○ Number of technologies, telehealth solutions and micro/nano satellites developed or optimized. ○ Number of scientific publications, articles and reports resulting from these research activities. ○ Assess the market potential and applicability of the technologies and solutions developed. ○ Number of partnerships established with the private sector for development, implementation and commercialization. ○ Evaluating the efficiency and effectiveness of developed telehealth solutions in real-life contexts. ○ Number of educational events, seminars or workshops organized to promote and disseminate knowledge about the technologies developed ○ Number of students, doctoral and post-doctoral students involved in the research projects developed.

Proposed action	Term	Responsible	Indicators								
A2.2.13 Continue research activities in artificial intelligence for the development of AI methods and applications	<i>Research activity continues throughout the implementation period of the IP</i>	POLITEHNICA Bucharest management Management of POLITEHNICA Bucharest faculties Research centers whose field is POLITEHNICA Bucharest research and teaching staff	<ul style="list-style-type: none"> ○ Total number of projects and studies ○ Percentage of projects that have reached the prototyping or implementation stage. ○ Total investment allocated to R&D in these areas. ○ Number of technologies, solutions developed or optimized. ○ Number of scientific publications, articles and reports resulting from these research activities. ○ Assess the market potential and applicability of the technologies and solutions developed. ○ Number of partnerships established with the private sector for development, implementation and commercialization. ○ Evaluate the efficiency and effectiveness of the solutions developed in real contexts. ○ Number of educational events, seminars or workshops organized to promote and disseminate knowledge about the technologies developed ○ Number of students, doctoral and post-doctoral students involved in the research projects developed. 								
OD2.3. Open Science. Facilitate knowledge exchange through open access to POLITEHNICA BUCHAREST publications and research data and create a supportive organizational culture for open science											
A2.3.1 Approval of the action plan for the implementation of open science practices in POLITEHNICA BUCHAREST	<table border="1" style="width: 100%; height: 40px;"> <tr> <td style="width: 25%; text-align: center;">2025</td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> </tr> <tr style="background-color: #008080;"> <td></td> <td></td> <td></td> <td></td> </tr> </table>	2025								POLITEHNICA Bucharest management	<ul style="list-style-type: none"> ○ Degree of alignment of the Action Plan with international open science standards and recommendations. ○ Assessment of the completeness and relevance of the themes and actions included in the plan ○ Number of publications, data and other research materials made public in accordance with open science principles.
2025											
A2.3.2 Continuation of the PubArt program to support Open Access publication of articles	<i>Ongoing activity</i>	POLITEHNICA Bucharest management	<ul style="list-style-type: none"> ○ Number of Q1 and Q2 articles openly published ○ Number of publications that have open datasets organized according to FAIR principles 								

Proposed action	Term	Responsible	Indicators
<p>A2.3.3 Stimulate open access publication and sharing of research data. Academics will be provided with the necessary support, including the appointment of data stewards and data curators in all faculties to advise researchers on data management.</p>	<p><i>Ongoing activity</i></p>	<p>POLITEHNICA Bucharest management CRESCDI Maintenance Office POLITEHNICA Bucharest Open Science Ambassador</p>	<ul style="list-style-type: none"> ○ Total number of data administrators and data engineers appointed in POLITEHNICA BUCHAREST ○ Total number of researchers and academics who received advice from data managers and data engineers. ○ Number of datasets that have been published with open access and effectively managed. ○ Quality assessment of shared data, including compliance with relevant standards and protocols ○ Number of publications that have open datasets organized according to FAIR principles ○ Number of workshops, seminars and training sessions organized to inform and educate researchers about the importance and methodology of open access publishing and data sharing ○ Measuring online engagement and visibility of publications and shared datasets (e.g. citations, downloads, social media mentions)
<p>A2.3.4 Develop a system for recognizing and rewarding the work of researchers carrying out activities associated with open science (open access publishing, open data, science for citizens, etc.)</p>	<div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> 2025 </div>  <p><i>It will be included in the POLITEHNICA Bucharest Open Science Action Plan</i></p>	<p>POLITEHNICA Bucharest management CRESCDI Maintenance Office POLITEHNICA Bucharest Open Science Ambassador</p>	<ul style="list-style-type: none"> ○ Total number of researchers who have registered or benefited from the recognition and reward scheme. ○ Distribution of beneficiaries by departments or faculties. ○ Number of published open access research, open datasets or other contributions to open science that have been recognized and rewarded ○ Number of science for citizens events carried out ○ Number of information sessions, workshops or trainings organized to inform researchers about the recognition and reward system.

Proposed action	Term	Responsible	Indicators					
A2.3.5 Development of the CRESCDI repository to support POLITEHNICA Bucharest research results and data in an open access system	<table border="1"> <tr><td>2028</td></tr> <tr><td></td><td></td><td></td><td></td></tr> </table>	2028					POLITEHNICA Bucharest management DeCIP team CRESCDI Maintenance Office	<ul style="list-style-type: none"> ○ Total number of entries or documents loaded into the warehouse ○ Total storage space available in the CRESCDI warehouse. ○ Number of searches and datasets uploaded to the repository per month/quarter/year. ○ Distribution of contributions by type (articles, datasets, theses, etc.). ○ Percentage of entries compliant with relevant open data standards and protocols. ○ Number of views and downloads from the repository. ○ The number of information sessions or workshops organized to promote the IDRC repository among academics.
2028								
A2.3.6 Develop a team of open science ambassadors to promote open science and support the academic community	<table border="1"> <tr><td>2025</td></tr> <tr><td></td><td></td><td></td><td></td></tr> </table>	2025					POLITEHNICA Bucharest management POLITEHNICA Bucharest Open Science Ambassador	<ul style="list-style-type: none"> ○ Number of workshops, information sessions and events organized by ambassadors. ○ Number of participants at events organized by ambassadors. ○ Feedback received from participants on the usefulness and relevance of the information presented. ○ Raising awareness of open science among the academic community, measured by a survey
2025								
A2.3.7 Develop open science courses for the POLITEHNICA Bucharest academic community	<table border="1"> <tr><td>2025</td></tr> <tr><td></td><td></td><td></td><td></td></tr> </table>	2025					POLITEHNICA Bucharest Open Science Ambassador Center for Advanced Educational Technologies LEARNINNO Center	<ul style="list-style-type: none"> ○ Number of information sessions, workshops or trainings organized to inform researchers about open science ○ Feedback from participants ○ Number of open access publications or open science projects initiated by course graduates. ○ Increased level of open science knowledge among participants, measured before and after the course.
2025								
OD2.4. International rankings. Increasing the competitiveness of POLITEHNICA Bucharest with a view to enhancing the quality of publications and improving presence in international rankings								

Proposed action	Term	Responsible	Indicators
A 2.4.1 Stimulating academic staff through internally funded awards for journal articles Q1	<i>Ongoing activity</i>	POLITEHNICA Bucharest management	<ul style="list-style-type: none"> ○ Total number of Q1 journal articles registered for the award each year. ○ Total number of authors/researchers awarded prizes for journal articles Q1. ○ The percentage increase in the number of publications in Q1 journals following the introduction of the incentive scheme. ○ Percentage of award-winning articles that are cited in other papers within a certain time frame after publication (e.g. within the next 2 years).
A2.4.2 Evaluating and improving research and publication strategies	<div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">2025</div>  <p>Work continues throughout the implementation period of the IP</p>	POLITEHNICA Bucharest management International Ranking Service	<ul style="list-style-type: none"> ○ Percentage increase in acceptance of articles in impact journals (e.g., Q1, Q2) after implementation of new strategies. ○ Increased Hirsch factor (h-index) of individual researchers post-implementation. ○ Increase the number of co-authored publications with researchers from other institutions or countries post-implementation. ○ Increasing POLITEHNICA Bucharest position in international rankings or re-entering certain rankings
OD2.5. Research Partnerships. Strengthening the RDI capacity of POLITEHNICA BUCHAREST through the development and consolidation of long-term strategic partnerships with national and international universities and research organizations, respectively with the business environment.			
A2.5.1 Voluntary integration of research entities to support POLITEHNICA Bucharest strategic priorities related to green research	<div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">2025</div> 	POLITEHNICA Bucharest management Socio-economic liaison center Partnerships Office Strategic Projects Directorate	<ul style="list-style-type: none"> ○ Number of research entities confirming voluntary integration. ○ Number of integrated entities corresponding to the green research priorities set by POLITEHNICA Bucharest ○ Increasing the number of green research projects launched after the integration of the entities ○ Increasing the number of publications or patents related to green research after integration ○ Increasing the number of interdisciplinary or inter-institutional green research collaborations after integration. ○ Number of partnerships or agreements concluded with other institutions or organizations based on the expertise provided by the integrated entities.

Proposed action	Term	Responsible	Indicators
<p>A2.5.2 Active participation in a range of academic networks, research consortia, research and innovation clusters and matchmaking events to develop project proposals and implement joint research activities</p>	<p><i>Ongoing activity</i></p>	<p>POLITEHNICA Bucharest management Specialized Directorates POLITEHNICA Bucharest academic staff</p>	<ul style="list-style-type: none"> ○ Number of academic networks, research consortia, clusters and matchmaking events in which POLITEHNICA Bucharest has participated ○ Number of project proposals developed as a result of participating in these events. ○ Increase the number of research and innovation projects carried out in collaboration with partners gained through these networks and events. ○ Increase the number of publications or patents resulting from these collaborations. ○ Number of awards or recognitions obtained for projects resulting from these collaborations. ○ Number of partnerships or agreements concluded as a result of participation in these networks and events. ○ The number of institutions or organizations that have been collaborated with as a result of participating in these networks and events.
<p>OD2.6. Research Infrastructures. Continuous development and optimization of RDI infrastructure to promote open access and ensure long-term sustainability</p>			

Proposed action	Term	Responsible	Indicators				
<p>A2.6.1 To create the facilities and ensure the maintenance of research infrastructures needed for excellent research. A University-wide policy and implementation framework for investment, maintenance and access to large-scale research infrastructure will be developed.</p>	<div data-bbox="600 379 835 451"> <table border="1"> <tr> <td>2025</td> <td></td> <td></td> <td></td> </tr> </table> </div> <p>Work continues throughout the implementation of the IP</p>	2025				<p>POLITEHNICA Bucharest management Specialized Directorates DeCIP team</p>	<ul style="list-style-type: none"> ○ Number of newly created or upgraded research facilities and infrastructures. ○ Progress in the development and implementation of research infrastructure policy. ○ The degree of compliance of research infrastructures with international standards and research excellence requirements. ○ External quality assessments of research infrastructures and facilities. ○ Increase the number of research projects using the new facilities and infrastructures. ○ Increase the number of publications, patents or innovations resulting from the use of these facilities and infrastructures. ○ Number of researchers, students and external collaborators having access to research facilities and infrastructures. ○ Average waiting time for access to research equipment and facilities. ○ Percentage of the budget allocated to preventive maintenance to extend the lifetime of infrastructures. ○ Increase the self-financing capacity of infrastructures by offering external services (e.g. testing, measurements) to other entities or researchers.
2025							
<p>OD2.7. Stimulating innovation. Develop a framework to stimulate innovation by supporting patenting, commercialization and start-ups.</p>							

Proposed action	Term	Responsible	Indicators
<p>A2.7.1 Strengthen links with economic activities in the region, e.g. by forging closer links with the generation of young entrepreneurs in the Bucharest-Ilfov region. Involve POLITEHNICA Bucharest in RIS3 strategies at regional level.</p>	<p><i>Ongoing activity</i></p>	<p>POLITEHNICA Bucharest management UPBiz Entrepreneurship and Innovation Center Innovation and Technology Transfer Service Socio-economic liaison center Partnerships Office Strategic Projects Directorate</p>	<ul style="list-style-type: none"> ○ The number of events, workshops or conferences organized in partnership with young entrepreneurs or with organizations representing young entrepreneurs in the Bucharest-Ilfov region. ○ Number of joint research and innovation programs or projects initiated with young entrepreneurs in the region. ○ Increase the number of start-ups and entrepreneurs in the region actively collaborating with POLITEHNICA Bucharest. ○ Increase the number of POLITEHNICA Bucharest students or researchers who become entrepreneurs or are employed in start-ups in the region.
<p>A2.7.2 Allocate specific funds dedicated to specific initiatives at POLITEHNICA Bucharest level to support, possibly based on internationally recognized expertise, the identification and valorization of POLITEHNICA Bucharest research results in terms of how they can be exploited by companies or interested enterprises.</p>	<p><i>Ongoing activity</i></p>	<p>POLITEHNICA Bucharest management UPBiz Entrepreneurship and Innovation Center Innovation and Technology Transfer Service</p>	<ul style="list-style-type: none"> ○ Number of project proposals or initiatives submitted to access these funds. ○ Number of proposals approved and funded. ○ Number of research results identified and exploited thanks to the funding obtained. ○ Number of companies or enterprises that have benefited from or collaborated in the exploitation of research results. ○ Percentage increase in technology transfer or licenses issued to companies as a result of this initiative ○ Number of publications or media mentions of research results valorized through this initiative. ○ Number of awards or distinctions obtained for projects funded under this initiative. ○ Percentage increase in external funds attracted due to the results capitalized through this initiative.

Proposed action	Term	Responsible	Indicators								
<p>A2.7.3 Development of a business incubator to create the appropriate environment and provide temporary support for the development of start-up businesses based on the capitalization of intellectual property rights obtained from research activity (it can also be hosted in a space of another innovative infrastructure where POLITEHNICA Bucharest is associated).</p>	<table border="1" data-bbox="600 379 835 448"> <tr> <td data-bbox="600 379 656 411">2026</td> <td data-bbox="656 379 712 411"></td> <td data-bbox="712 379 768 411"></td> <td data-bbox="768 379 824 411"></td> </tr> <tr> <td data-bbox="600 411 656 448"></td> <td data-bbox="656 411 712 448"></td> <td data-bbox="712 411 768 448"></td> <td data-bbox="768 411 824 448"></td> </tr> </table>	2026								<p>POLITEHNICA Bucharest management FAIMA UPBiz Entrepreneurship and Innovation Center Innovation and Technology Transfer Service Socio-economic liaison center Partnerships Office Strategic Projects Directorate</p>	<ul style="list-style-type: none"> ○ Number of start-ups and projects accepted into the incubator. ○ Number of start-ups that have successfully completed the incubator program. ○ Revenue generated by the incubator (sponsors, participation fees, percentage of start-up sales, etc.) ○ Number of patents or intellectual property rights capitalized by start-ups in the incubator. ○ The total amount of funding attracted by start-ups in the incubator (e.g., investments, grants). ○ Number of partnerships or collaborations established by the incubator with other entities (universities, research institutes, companies, etc.) ○ Number of events (workshops, seminars, networking sessions) organized in or by the incubator. ○ Media visibility of the incubator and its start-ups (press mentions, interviews, reports).
2026											

Proposed action	Term	Responsible	Indicators								
<p>A2.7.4 Development of a science and technology park for recognized industrial partners, whose expertise is closely linked to POLITEHNICA Bucharest's scientific research (to be correlated with A1.4.1 which concerns educational aspects)</p>	<table border="1" data-bbox="600 379 835 448"> <tr> <td data-bbox="600 379 656 411">2027</td> <td data-bbox="656 379 712 411"></td> <td data-bbox="712 379 768 411"></td> <td data-bbox="768 379 824 411"></td> </tr> <tr> <td data-bbox="600 411 656 443"></td> <td data-bbox="656 411 712 443"></td> <td data-bbox="712 411 768 443"></td> <td data-bbox="768 411 824 443"></td> </tr> </table>	2027								<p>POLITEHNICA Bucharest management UPBizz Entrepreneurship and Innovation Center Innovation and Technology Transfer Service Infrastructure and Academic Capital Valorization Directorate Competitions Preparation and Interinstitutional Collaboration Service Socio-economic liaison center Partnerships Office Strategic Projects Directorate</p>	<ul style="list-style-type: none"> ○ Number of recognized industry partners that have partnered and joined the park. ○ Number of collaborative research projects developed between POLITEHNICA Bucharest and park partners. ○ Number of POLITEHNICA Bucharest students and researchers involved in park activities and projects. ○ Income generated from park activities ○ Number of innovations and technologies developed within the park. ○ Number of strategic partnerships established by the park with other similar entities at national and international level. ○ Number of distinctions or awards obtained by the park or its partners for innovations and technologies developed. ○ Media visibility of the park and its partners (articles, reports, interviews, etc.).
2027											

Proposed action	Term	Responsible	Indicators								
<p>A2.7.5 Creating the agenda for collaboration with the business community - a document setting out the priorities for collaboration with the business community, strategic partners and activities to be implemented in the 2025-2029 timeframe</p>	<table border="1"> <tr> <td colspan="4">2025</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </table>	2025								<p>POLITEHNICA Bucharest management Entrepreneurship and Innovation Center Innovation and Technology Transfer Service Infrastructure and Academic Capital Valorization Directorate Competitions Preparation and Interinstitutional Collaboration Service Socio-economic liaison center Partnerships Office Strategic Projects Directorate</p>	<ul style="list-style-type: none"> ○ Number of agenda activities implemented per year. ○ Number of strategic partners identified and included in the agenda. ○ Percentage increase in collaboration with business after the implementation of the agenda. ○ Number of joint projects developed with strategic partners mentioned in the agenda. ○ The financial value of the investments and projects realized as a result of the collaborations set out in the agenda. ○ Number of networking events organized based on the agenda.
2025											
<p>OD2.8. Open innovation. Build capacity and create an enabling environment for open innovation, encouraging active participation and collaboration.</p>											

Proposed action	Term	Responsible	Indicators					
A2.8.1 Adapting Intellectual Property policies to the current funding context	<table border="1" data-bbox="600 379 835 448"> <tr><td>2025</td></tr> <tr><td></td><td></td><td></td><td></td></tr> </table>	2025					POLITEHNICA Bucharest management Entrepreneurship and Innovation Center Innovation and Technology Transfer Service	<ul style="list-style-type: none"> ○ Number of cases where the updated policy has been applied in the context of funding. ○ Increase the number of inventions/licenses/patents obtained under the umbrella of the new policy. ○ Number of workshops or training sessions organized to inform and educate staff about the revised policy.
2025								
A2.8.2 Create a community centered on open-source software with active ambassadors in the field (promoting a specific direction, technology).	<table border="1" data-bbox="600 689 835 758"> <tr><td>2025</td></tr> <tr><td></td><td></td><td></td><td></td></tr> </table>	2025					POLITEHNICA Bucharest management Faculty of Automation and Computers Open Science Ambassadors at POLITEHNICA Bucharest	<ul style="list-style-type: none"> ○ Number of open-source projects launched or supported by the community. ○ Frequency of meetings or events organized by the community. ○ Number of downloads or uses of open-source projects developed or supported by the community. ○ Degree of community recognition in the open-source community at national and international level (measured by references, articles or awards).
2025								
A2.8.3 Developing a best practice guide for working with open-source software	<table border="1" data-bbox="600 999 835 1067"> <tr><td>2025</td></tr> <tr><td></td><td></td><td></td><td></td></tr> </table>	2025					POLITEHNICA Bucharest management Faculty of Automation and Computers Open Science Ambassadors at POLITEHNICA Bucharest	<ul style="list-style-type: none"> ○ Number of downloads of the guide ○ User feedback ○ Number of contributions to the guide: If the guide is hosted on an open-source platform, the number of contributions and suggestions for improvements can serve as an indicator of community involvement. ○ More open-source projects
2025								

People and community

Proposed action	Term	Responsible	Indicators								
SO 3: Developing the personal and professional potential of the POLITEHNICA Bucharest academic community by creating a diverse, stimulating, and supportive professional and learning environment where academic social responsibility is actively promoted.											
OD 3.1 Creating an Inclusive Culture											
A3.1.1. Developing programs and initiatives that promote diversity, equity, and inclusion within the academic community.	<i>Continuous activity throughout the implementation period of the IP</i>	The Human Resources Directorate The Diversity Team POLITEHNICA Bucharest management	<ul style="list-style-type: none"> ○ Number of sessions organized annually. ○ Positive feedback from participants (at least 75%). ○ Increase in the number of community-led initiatives for diversity and inclusion. 								
A3.1.2. Organizing training sessions and workshops on diversity and inclusion topics for students, faculty, and administrative staff.	<i>Every semester, continuous activity throughout the implementation period of the IP</i>	The Human Resources Directorate Continuing Training Directorate The Diversity Team	<ul style="list-style-type: none"> ○ Number of actions developed and implemented annually ○ Number of participants (from each target-group) ○ Participation rate of academic and administrative staff. ○ Number of actions developed by each faculty (research center) 								
A2.1.3. Establishing an anonymous feedback mechanism to identify issues related to inclusion and equity.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td colspan="4">2025</td> </tr> <tr> <td style="width: 25%;"></td> <td style="width: 25%; background-color: #008080;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> </tr> </table>	2025								POLITEHNICA Bucharest management The Diversity Team The Legal Office	<ul style="list-style-type: none"> ○ The mechanism itself put in place ○ Number of accessions ○ Number of issues reported ○ Number of cases managed ○ Number of people who report
2025											

OD 3.2 Continuous professional development			
A3.2.1. Creating and implementing continuous training programs for academic and administrative staff.	<i>Continuous activity throughout the implementation period of the IP</i>	The Human Resources Directorate Continuing Training Directorate Management of POLITEHNICA Bucharest faculties	<ul style="list-style-type: none"> ○ Number of training programs developed and implemented. ○ Participation rate of academic and administrative staff. ○ Positive feedback on the relevance of training programs.
A3.2.2. Promoting innovative pedagogical methods and developing transversal skills.	<i>Continuous activity throughout the implementation period of the IP</i>	Continuing Training Directorate Management of POLITEHNICA Bucharest faculties	<ul style="list-style-type: none"> ○ Number of faculty members trained in innovative pedagogical methods, ○ Percentage of courses incorporating innovative pedagogical techniques, ○ Number of curriculum developments made ○ Number of interdisciplinary teaching and learning activities developed ○ Student satisfaction scores on teaching methods, Number of interdisciplinary courses developed, ○ Number of collaborations with other educational providers ○ Number of co-design and co-creation processes
A3.2.3. Organizing experience-sharing and international collaboration opportunities for academic career development.	<i>Activity continues throughout the implementation period of the IP</i>	Continuing Training Directorate International Relations Directorate Management of POLITEHNICA Bucharest faculties	<ul style="list-style-type: none"> ○ Number of incoming academics and professionals from foreign organizations participating. ○ Number of outgoing academics and professionals. ○ Number of partnerships and collaborations established with other entities ○ Percentage of staff involved in specific activities ○ Annual rate of staff involved in specific activities
OD 3.3 Partnerships with the community and the private sector			

<p>A3.3.1 Signing collaboration agreements with local organizations, NGOs/CSOs, and private companies for practical learning opportunities.</p>	<p><i>Ongoing activity</i></p>	<p>POLITEHNICA Bucharest management Management of POLITEHNICA Bucharest faculties Strategic Projects Directorate, The Partnerships Office</p>	<ul style="list-style-type: none"> ○ Number of new partnerships/agreements signed annually ○ Number of students involved in mentorship or internship programs, ○ Number of active partnerships maintained annually, ○ Number of joint projects, internships, or mentorship programs initiated, Impact assessment of partnerships on student employability and skill development, ○ Number of faculty members involved in industry-academic collaboration programs. ○
<p>A3.3.2 Creating mentorship programs in collaboration with industry for students and young researchers.</p>	<p><i>Ongoing activity</i></p>	<p>Management of POLITEHNICA Bucharest faculties Strategic Projects Directorate Continuing Training Directorate</p>	<ul style="list-style-type: none"> ○ Number of internship programs initiated ○ Number of internship programs run per year ○ Impact assessment scores of partnerships on student employability and skill development, ○ Number of faculty members involved in industry-academic collaboration programs. ○ Number of mentorship programs in collaboration with industry for students and young researchers ○ Number of students participating in mentorship programs ○ Number of young researchers participating in mentorship programs ○ Percentage of students participating.

<p>A3.3.3 Organizing joint international events to promote transformative education and innovation.</p>	<p><i>Ongoing activity</i></p>	<p>Management of POLITEHNICA Bucharest faculties Strategic Projects Directorate UPB INNOVATION Hub</p>	<ul style="list-style-type: none"> ○ Number of joint events organized (conferences, workshops, seminars, hackathons, etc.) ○ Total number of participants per event (including students, faculty, industry professionals, other institutional representatives etc.) ○ Percentage of participants engaged in hands-on or applied activities (e.g., labs, projects, case studies) ○ Number of partners involved as participants in event design or organizations ○ Number of new collaborations or initiatives established during the event ○ Percentage of participants involved in innovation-driven activities (e.g., pitch contests, product development workshops) ○ Number of post-event collaborations, internships, or employment opportunities generated ○ Follow-up engagement or ongoing initiatives (e.g., continuing education, project development) ○ Number of academic courses or programs developed as a result of the joint event
<p>OD 3.4. Internationalization</p>			
<p>A3.4.1 Optimizing the international recruitment process to attract highly qualified faculties.</p>	<p><i>Ongoing activity</i></p>	<p>POLITEHNICA Bucharest management International Relations Directorate</p>	<ul style="list-style-type: none"> ○ Number of job postings on international academic platforms (i.e., Euraxess). ○ Social media engagement metrics on recruitment-related posts. ○ Diversity of applicants by country/region. ○ Number of international applications received per position. ○ Retention rate of international faculty after 1, 3, 5 and 10 years. ○ Participation of international hires in mentorship or integration programs. ○ Satisfaction of international faculty regarding research funding and institutional support. ○ Research output and international collaborations increases due to new faculty. ○ Number of new courses or academic programs introduced by international faculty.

<p>A3.4.2 Expanding international mobility for academic staff</p>	<p><i>Ongoing activity</i></p>	<p>POLITEHNICA Bucharest management International Relations Directorate Euraxess Local Contact Point</p>	<ul style="list-style-type: none"> ○ Number of academic staff participating in international mobility programs (e.g., Erasmus+, Fulbright, bilateral agreements) ○ Number of short-term (e.g., conferences, workshops) vs. long-term (e.g., visiting professorships, sabbaticals) mobility experiences ○ Number of academic staff applying for mobility opportunities vs. those accepted ○ Number of joint initiatives (e.g., co-teaching, co-research projects) as a result of mobility programs ○ Number of international research projects initiated or joined by mobile staff ○ Number of co-authored publications with international partners ○ Number of presentations, lectures and classes given abroad ○ Number of patents, innovations, or intellectual property developments resulting from mobility ○ Number of external grants or scholarships secured for staff mobility ○ Number of new courses, teaching methods, or curricula improved as a result of international mobility ○ Satisfaction score of academic staff regarding mobility experiences
<p>A3.4.3 Increasing the number and dynamizing institutional partnerships with universities and bodies in Europe and the United States of America</p>	<p><i>Ongoing activity</i></p>	<p>POLITEHNICA Bucharest management</p>	<ul style="list-style-type: none"> ○ Number of countries and institutions involved in staff mobility programs ○ Number of different types of formal agreements with foreign institutions facilitating staff mobility ○ Number of new partnerships established for staff exchange programs ○ Number of joint initiatives (e.g., co-teaching, co-research projects) as a result of mobility programs ○ Total number of joint-degree or dual-degree programs with foreign institutions ○ Number of degree programs and courses available in international languages ○ Percentage of mobility funding utilized annually ○ Percentage of staff participating in multiple mobility programs over time



<p>A3.4.4 Maintaining the policy of international market students' attraction and recruitment</p>	<p><i>Ongoing activity</i></p>	<p>POLITEHNICA Bucharest management Strategic Projects Directorate International Relations Directorate</p>	<ul style="list-style-type: none"> ○ Number of international student recruitment campaigns ○ Number of recruitment fairs, webinars, and info sessions attended ○ Number of enrolled international students per academic year ○ Conversion rate from inquiry to application and from application to enrollment ○ Number of international students enrolled per region/country ○ Number of scholarships offered to international students ○ Number of international students enrolled in different study programs ○ Number of international student graduates per year ○ Percentage of international students in the total student body
<p>A3.4.5 Stimulating academic staff to teach in abroad universities, through visiting professor facilities, lectures, conferences, or to participate in research projects using research infrastructures.</p>	<p><i>Ongoing activity</i></p>	<p>POLITEHNICA Bucharest management Management of POLITEHNICA Bucharest faculties Research Management Directorate International Relations Directorate Euraxess Local Contact Point</p>	<ul style="list-style-type: none"> ○ Number of teaching and research staff participating in international mobility programs (e.g., Erasmus+, Fulbright, etc.) ○ Number of visiting professorships accepted at foreign universities ○ Number of guest lectures or courses delivered abroad ○ Number of staff involved in international academic networks or committees ○ Number of joint degree or dual degree programs developed with international partners ○ Number of international student enrollments due to each faculty engagement abroad
<p>A3.4.7. Bridging intercultural learning for local students with diverse cultural backgrounds</p>	<p><i>Ongoing activity</i></p>	<p>International Relations Directorate Counselling and Orientation Centre Management of POLITEHNICA Bucharest faculties Students' associations</p>	<ul style="list-style-type: none"> ○ Number of non-native students attending The Romanian Language classes ○ Number of native Romanian students attending international students' events ○ Percentage of Romanian teaching or social support staff attending international students' events ○ Number of classes/activities of Romanian Language and Culture delivered within an academic year ○ Number of thematic activities (international evenings, social events etc.) organized ○ Number of participants registered at the thematic activities (international evenings, social events etc.)


	Term	Responsible office/service/entity in the university	Indicators
OD 3.5. University social responsibility. Active involvement of the UPB community in social responsibility initiatives, through the development and implementation of educational programs and research projects that address the needs and challenges of today's society.			
A3.5.1. Develop and implement community engagement programs	<i>Ongoing activity</i>	POLITEHNICA Bucharest management, Management of POLITEHNICA Bucharest faculties, Socio-Economic Liaison Center, Strategic Projects Directorate, Partnerships Office, LEARNINNO Center Student associations	<ul style="list-style-type: none"> • Number of students and faculty participating in community engagement programs • Number of faculty participating in community engagement programs • Number of partnerships established with NGOs, CSOs and other stakeholders • Number of community-based learning initiatives • Number of service-learning courses integrated into curricula • Community impact surveys measuring project effectiveness • Social media mentions, posts, or shares related to event content
A3.5.2. Green and global learning activities	<i>Ongoing activity</i>	POLITEHNICA Bucharest management, Management of POLITEHNICA Bucharest faculties	<ul style="list-style-type: none"> • Number of sustainability awareness campaigns and green learning initiatives conducted per year. • Number of new green spaces, urban gardens, and other greening initiatives implemented. • Percentage increase in the use of eco-friendly transportation (e.g., bicycles, public transit, electric vehicles). • Number of sustainability-related courses, research projects, and student initiatives. • Green skills curriculum developments • Collaborations with external organizations on sustainability projects.

	Term	Responsible office/service/entity in the university	Indicators
A3.5.3. Enhance accessibility and inclusion for all students	<i>Ongoing activity</i>	POLITEHNICA Bucharest management, Management of POLITEHNICA Bucharest faculties, Socio-Economic Liaison Center, Strategic Projects Directorate, Student Recruiting Office	<ul style="list-style-type: none"> • Number of faculty and staff trained in inclusive teaching and learning methods (e.g., universal design for learning). • Student satisfaction scores on accessibility services and inclusivity efforts. • Number of counseling services offered on campus • Percentage of students accessing counselling services annually. • Number of awareness campaigns, workshops, or training sessions on inclusivity conducted per year. • Percentage of students from diverse backgrounds participating in student organizations and leadership programs. • Number of mentorship and peer-support programs available for students from marginalized communities.
A3.5.4. Strengthening partnerships with local, regional, national and international stakeholders	<i>Ongoing activity</i>	POLITEHNICA Bucharest management, Management of POLITEHNICA Bucharest faculties, Socio-Economic Liaison Center, Strategic Projects Directorate, Research Management Directorate	<ul style="list-style-type: none"> • Number of formal agreements signed with various national, regional or local stakeholders • Number of formal agreements signed with international or transnational stakeholders • Increase in student participation in exchange programs and joint research projects • Increase in academics participating in exchange programs and joint research projects. • Percentage of faculty involved in international research collaborations. • Number of co-authored research publications with international partners. • Number of collaborative projects with industry partners • Number of collaborative projects with public sector partners • Industry, private sector and public sector involvements in curriculum developments • Industry, private sector and public sector involvements in teaching and learning activities • Industry, private sector and public sector involvements in research activities

Campus, services and institutional capacity

Action	Term	Responsible	Indicators		
Strategic Objective: Enhancing Internationalization in Campus, Services, and Institutional Capacity					
OD4.1 Strengthening Internationalization in Campus Development and Institutional Capacity					
<p>A4.1.1 Establishing an International Campus Network</p> <p>Develop the EELISA interconnected campus</p> <p>Develop a comprehensive digital platform in multiple languages to facilitate access to academic resources, administrative services, and research collaboration.</p> <p>Ensure interoperability with global academic systems allowing for unifying and maximising data reuse within digital education ecosystems</p> <p>Provide co-working spaces and research hubs to facilitate collaboration with international academics and industry leaders.</p>	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;">2027</td> </tr> <tr> <td style="background-color: #00b050;"></td> </tr> </table>	2027		<p>POLITEHNICA Bucharest management</p> <p>Management of POLITEHNICA Bucharest faculties and departments</p> <p>EELISA Leadership</p>	<p>Number of International Partnerships</p> <p>Usage and Engagement on the Digital Platform</p> <p>Number of International Students and Faculty Participating</p> <p>Interoperability Success Rate</p> <p>Utilization of Co-Working Spaces and Research Hubs</p>
2027					

Action	Term	Responsible	Indicators
<p>A4.1.2 Expanding International Housing and Student Services</p> <p>Develop internationally recognized student accommodation standards to attract more international students.</p> <p>Establish support centers for international students to assist with cultural integration, visa processes, and academic orientation.</p> <p>Offer multilingual administrative services to accommodate a diverse student and faculty population.</p>	<p>2028</p> 	<p>POLITEHNICA Bucharest management</p> <p>Management of POLITEHNICA Bucharest faculties and departments</p> <p>Department of Foreign Languages</p>	<p>Number of International Students Accommodated</p> <p>Satisfaction Rate of International Students with Housing and Support Services</p> <p>Number of Support Center Visits and Assistance Cases Handled</p> <p>Availability and Usage of Multilingual Administrative Services</p> <p>Compliance with International Student Accommodation Standards</p>
OD4.2 Internationalization of Campus Sustainability and Green Development			
<p>A4.2.1 Developing a Sustainable International Campus Model</p> <p>Adopt best practices from leading international universities in green campus development and sustainability.</p> <p>Establish global collaborations on climate-neutral campus initiatives, integrating international expertise in sustainability.</p>	<p>2029</p> 	<p>POLITEHNICA Bucharest management</p>	<p>Number of International Collaborations on Sustainable Campus Initiatives</p> <p>Percentage of Campus Infrastructure Aligned with Global Sustainability Standards</p> <p>Student and Staff Participation in Sustainability Programs</p>

Action	Term	Responsible	Indicators
OD4.3. Open Science. Strengthen POLITEHNICA Bucharest 's institutional capacity to support open science, through open education, research data management, education and training for open science; mechanisms to recognize and reward open science activity			
<p>A4.3.1 Expanding the CRIS Infrastructure for International Open Science Collaboration</p> <p>Enhancing CRESCDI (Current Research Information System) for global interoperability.</p> <p>Implementing FAIR data-sharing principles for seamless integration with international research networks.</p> <p>Developing multilingual interfaces and AI-driven metadata management to facilitate global engagement.</p>	<div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">2028</div> 	<p>POLITEHNICA Bucharest management</p> <p>Infrastructure and Academic Capital Valorization Directorate</p> <p>Strategic Projects Directorate</p>	<p>Number of International Research Networks Integrated with CRESCDI</p> <p>Percentage of Research Data Compliant with FAIR Principles</p> <p>Increase in Open Access Publications Shared Through CRESCDI</p>



National University of Science and Technology POLITEHNICA Bucharest

Implementation of the Internationalization Plan

The implementation of the Internationalization Plan (IP) of the National University of Science and Technology POLITEHNICA Bucharest (POLITEHNICA Bucharest) is a strategic process, which requires a coordinated, collaborative and adaptable approach. The main objective is to transform the vision and priorities established in the plan into concrete actions with a sustainable impact on education, research, the academic community and the socio-economic environment.

Guiding principles

The implementation of the IP will be based on the following principles:

- **Strategic alignment** with European and national objectives for education and research;
- **Flexibility and adaptability** to respond to the dynamics of the academic and socio-economic environment;
- **Partnership and collaboration** with national and international institutions, business and community;
- **Continuous monitoring and evaluation** to adjust strategies and optimize impact.

Implementation steps

1. **Creating an operational framework**
 - Establishing the governance structures responsible for implementing the IP;
 - Define operational plans for each strategic objective;
 - Identify the necessary resources and secure funding.
2. **Operationalizing strategic objectives**
 - Developing innovative educational and research programs;
 - Strengthening internationalization through partnerships and academic mobility;
 - Implement digitization to optimize administrative and didactic processes.
3. **Implementation of monitoring and evaluation mechanisms**
 - Create performance indicators for each proposed action;
 - Regular reporting on the progress and impact of activities;
 - Adjust strategies according to the results achieved and the external context.
4. **Ensuring sustainability and scalability**
 - Develop long-term financing mechanisms;
 - Creating an institutional culture based on innovation and excellence;
 - Promoting POLITEHNICA Bucharest as a central actor in the education and research ecosystem.

Responsibilities and involvement

Implementing the IP is a collective process, requiring the active involvement of all university structures:

- **POLITEHNICA Bucharest leadership** - setting strategic directions and overseeing implementation;
- **Faculties and departments** - tailoring objectives to the specifics of each unit;

- **Research centers** - promoting excellence and innovation;
- **Students and the academic community** - active participation in initiatives and pilot programs;
- **External partners** - working together to develop joint projects and initiatives.

Monitoring and evaluation

The process of monitoring and evaluating the implementation of the Institutional Development Plan (IP) aims to ensure the efficiency, transparency and adaptability of the strategies established. It will be carried out in accordance with a set of performance indicators and through regular feedback mechanisms, thus ensuring continuous optimization of the actions undertaken.

Monitoring mechanisms

- 1. Performance indicators**
 - Define specific key performance indicators (KPIs) for each strategic direction;
 - Assess progress against these indicators at regular intervals;
 - Publish monitoring reports to ensure transparency.
- 2. Regular reports and interim evaluations**
 - Preparation of semi-annual and annual reports on the implementation of the IP;
 - Organize regular meetings with the structures involved to review progress;
 - Adjust objectives and resources according to the results achieved.
- 3. Feedback and continuous improvement**
 - Gather feedback from the academic community and partners;
 - Integrate suggestions into the decision-making process to optimize implementation;
 - Develop flexible mechanisms to adapt to changes in the academic and socio-economic environment.
- 4. Sustainability and impact assessment**
 - Analysis of the impact of implemented measures on institutional development;
 - Identify best practices and replicate them widely;
 - Ensure continuity and sustainability of initiatives through appropriate funding mechanisms.