

We live in a global world. As such HEIs have to be global. HEIs play a crucial role not only in capacitating graduates with the necessary skills and competences for living and working within this reality but also in providing Europe with highly skilled human capital.

The European University Association recognized ISMAI as an institution that complies with the principles of the Bologna Declaration and that is fully aware of the importance of its internationalization.

ISMAI is committed to contributing to a richer and more prosper Europe by continuously improving the quality and relevance of its activities, namely at an international level. ISMAI's main goal is to raise the institution's international profile and enhance its contribution towards individual and societal advancement.

To reach that goal ISMAI proposes to achieve a series of objectives through a variety of actions by building on existing inter-institutional relationships and by establishing new strategic partnerships with HEIs and enterprises in EU and non-EU countries.

ISMAI intends to develop a culture of internationalization by further promoting mobility among the whole community. ISMAI aims at:

- increasing outgoing mobility of 1st cycle, 2nd cycle and 3rd cycle students, thus providing more students with the opportunity to develop new competences, enrich their academic programme, and enhance their competitiveness in the labour market, among others;
- increasing the number of teaching staff involved in mobility programmes and projects, as well as encouraging them to integrate the results of their mobility experience into their teaching and research towards the enrichment of the curricula and the teaching/learning process;
- increasing outgoing and incoming mobility of staff members, thus promoting the implementation of good practices within the institution as well as contributing to the modernization of others;
- increasing outgoing and incoming mobility in the context of traineeships, thus allowing participants to enrich their professional experience, enhance their employability;
- further promoting the participation in multilateral projects, hence reinforcing the relevance of the knowledge triangle;
- materializing joint programmes and developing joint degree programmes.

On the whole ISMAI intends to intensify international exchanges, further incorporate an international dimension into the curricula and all ISMAI activities, promote knowledge transfer and foster innovation and modernization. The Erasmus Programme is a privileged tool in the achievement of this goal.

The selection of partner institutions has been conducted in accordance with the academic/professional interests of ISMAI's community members, providing them with the possibility of being part of exchange programmes with institutions that offer complementary study, training, research and professional development possibilities. ISMAI's policy for the selection of partners is more academic than geographically orientated. In other words, all members of the community can suggest partnering with institutions they consider relevant to their areas of teaching, research and/or work.

At a European level, the variety of institutions and countries is diverse. With regard to non-EU countries there is presently a particular and mutual interest in strengthening relations with institutions in Latin America, especially Brazil.

Inter-institutional agreements and partnerships are reviewed every year, with a view to consolidating and maintaining quality internationalization opportunities.

At the same time, ISMAI is always receptive to signing new inter-institutional agreements and/or partnerships with foreign institutions (from participating and non-participating countries) that show interest in collaboration whether regarding exchange and study programmes, work placements, teaching or scientific research. The new partnerships will be of mutual interest and benefit.

The offer of double/joint degree programmes is another one of ISMAI's objectives. The preparation of joint post- PhD programmes is currently under way, and ISMAI aims at developing double/joint degree programmes, as well as 2nd cycle degree courses fully taught in English. Such programmes will not only narrow the relations between the various institutions but also contribute to the education of highly qualified professionals and researchers.

For the development of ISMAI's internationalization strategy, the institution counts on the committed collaboration of the International Office staff and Director, as well as with a member of the Board of Directors whose duties include facilitating the many activities and communication between the parties involved in all internationalization processes.

The expected impact of our participation in the Programme on the modernisation of the institution (for each of the 5 priorities of the Modernisation Agenda*) in terms of the policy objectives we intend to achieve

ISMAI recognises the important impact of mobility on participants' personal and professional lives. Hence, it remains committed to further fostering the mobility of a growing number of students, teachers, researchers and staff under different actions: studies, teaching, work placements, staff training, intensive programmes, multilateral projects, and perhaps others.

By means of its incoming and outgoing flows of mobility, the Programme facilitates the contact of the community with new systemic approaches, theories, educational and research practices. This opportunity also favours the acquisition and development of new competences, which will consequently contribute towards the increase of attainment levels of ISMAI graduates, researchers and professionals, as well as of their employability.

Incoming and outgoing mobility brings added value to the strengthening of institutional quality, considering that contact with pioneering scientific, research and methodological perspectives will contribute indelibly towards the development and modernization of the institution and its community at all levels.

The integration of innovative practices at ISMAI will enrich education, improve learning experiences and create opportunities for research. This will, in turn, generate further interest of new students in pursuing studies at ISMAI, resulting in an increased number of the highly skilled graduates Europe needs for achieving smart, sustainable and inclusive growth.

Mobility also plays a crucial role in the streamlining of the knowledge triangle. The establishment of strategic partnerships creates cooperation links that enhance the flow and transfer of knowledge, which will subsequently contribute to economic growth and prosperity.

ISMAI is currently involved in a variety of research/ development projects with international HEIs and businesses which include multilateral projects within the context of LLP. ISMAI holds an Entrepreneurship Centre located in a Technological Park and works in close collaboration with regional institutional stakeholders such as the city halls of Maia and Porto, the Technological Park, Portugal Business Association, and other institutions. The Erasmus programme will allow ISMAI to further develop interaction between research and knowledge, its relation with the business tissue and its cross-border potential.

As concerns funding for sustainable management of HEIs, the diversification of funding sources is crucial. Within this context of internationalization, the Erasmus programme provides the whole ISMAI community with invaluable opportunities. The Programme allows ISMAI (and all HEIs) to broaden the cross-section of the community with the possibility of internationalization by providing economically disadvantaged students, as well as an increased number of staff and teaching staff, with otherwise unlikely opportunities.

The Erasmus Programme is determining for providing all stakeholders with opportunities for internationalization.

***'Supporting growth and jobs - an agenda for the modernisation of Europe's higher education systems'**