

ERASMUS CHARTER FOR HIGHER EDUCATION 2021-2027

The European Commission hereby awards this Charter to:

INSTITUTO POLITECNICO DE TOMAR

The Institution undertakes to:

- Respect in full the principles of non-discrimination, transparency and inclusion set out in the Erasmus+ Programme.
- Ensure equal and equitable access and opportunities to current and prospective participants from all backgrounds, paying particular attention to the inclusion of those with fewer opportunities.
- Ensure full automatic recognition of all credits (based on the European Credit Transfer and Accumulation System ECTS) gained for learning outcomes satisfactorily achieved during a period of study/training abroad, including during blended mobility.
- Charge no fees, in the case of credit mobility, to incoming mobile students for tuition, registration, examinations or access to laboratory and library facilities.

- Ensure the quality of the mobility activities and of the cooperation projects throughout the application and implementation phases.
- Implement the priorities of the Erasmus+ Programme:
 - By undertaking the necessary steps to implement digital mobility management in line with the technical standards of the European Student Card Initiative.
 - By promoting environmentally friendly practices in all activities related to the Programme.
 - By encouraging the participation of individuals with fewer opportunities in the Programme.
 - By promoting civic engagement and encouraging students and staff to get involved as active citizens before, during and after their participation in a mobility activity or cooperation project.

WHEN PARTICIPATING IN MOBILITY ACTIVITIES

Before mobility

- Ensure that selection procedures for mobility activities are fair, transparent, coherent and documented.
- Publish and regularly update the course catalogue on the website well in advance of the mobility periods, so as to be transparent to all parties and allow mobile students to make well-informed choices about the courses they will follow.
- Publish and regularly update information on the grading system used and grade distribution tables for all study programmes. Ensure that students receive clear and transparent information on recognition and grade conversion procedures.
- Carry out mobility for the purpose of studying and teaching only within the framework of prior agreements between institutions which establish the respective roles and responsibilities of the parties, as well as their commitment to shared quality criteria in the selection, preparation, reception, support and integration of mobile participants.
- During mobility
- Ensure equal academic treatment and the quality of services for incoming students.
- Promote measures that ensure the safety of outgoing and incoming mobile participants.

- Ensure that outgoing mobile participants are well prepared for their activities abroad, including blended mobility, by undertaking activities to achieve the necessary level of linguistic proficiency and develop their intercultural competences.
- Ensure that student and staff mobility is based on a learning agreement for students and a mobility agreement for staff, validated in advance between the sending and receiving institutions or enterprises and the mobile participants.
- Provide active support to incoming mobile participants throughout the process of finding accommodation.
- Provide assistance related to obtaining visas, when required, for incoming and outgoing mobile participants.
- Provide assistance related to obtaining insurance, when required, for incoming and outgoing mobile participants.
- Ensure that students are aware of their rights and obligations as defined in the Erasmus Student Charter.
- Provide appropriate mentoring and support arrangements for mobile participants, including for those pursuing blended mobility.

- Integrate incoming mobile participants into the wider student community and in the Institution's everyday life. Encourage them to act as ambassadors of the Erasmus+ Programme and share their mobility experience.
- Provide appropriate language support to incoming mobile participants.

After mobility

- Provide incoming mobile students and their sending institutions with transcripts of records containing a full, accurate and timely record of their achievements at the end of the mobility period.
- Ensure that all ECTS credits gained for learning outcomes satisfactorily achieved during a period of study/training abroad, including during blended mobility, are fully and automatically recognised as agreed in the learning agreement and confirmed by the transcript of records/traineeship certificate; transfer those credits without delay into the student's records, count them towards the student's degree without any additional work or assessment of the student and make them traceable in the student's transcript of records and the Diploma Supplement.
- Ensure the inclusion of satisfactorily completed study and/ or traineeship mobility activities in the final record of student achievements (the Diploma Supplement).
- Encourage and support mobile participants upon return to act as ambassadors of the Erasmus+ Programme, promote the benefits of mobility and actively engage in building alumni communities.
- Ensure that staff is given recognition for their teaching and training activities undertaken during the mobility period, based on a mobility agreement and in line with the institutional strategy.

WHEN PARTICIPATING IN EUROPEAN AND INTERNATIONAL COOPERATION PROJECTS

- Ensure that cooperation activities contribute towards the fulfilment of the institutional strategy.
- Promote the opportunities offered by the cooperation projects and provide relevant support to staff and students interested in participating in these activities throughout the application and implementation phase.
- Ensure that cooperation activities lead to sustainable outcomes and that their impact benefits all partners.
- Encourage peer-learning activities and exploit the results of the projects in a way that will maximise their impact on individuals, other participating institutions and the wider academic community.

FOR THE PURPOSES OF IMPLEMENTATION AND MONITORING

- Ensure that the long-term institutional strategy and its relevance to the objectives and priorities of the Erasmus+ Programme are described in the Erasmus Policy Statement.
- Ensure that the principles of the Charter are well communicated and are applied by staff at all levels of the Institution.
- Make use of the <u>ECHE Guidelines</u> and of the <u>ECHE Self-assessment</u> to ensure the full implementation of the principles of this Charter.
- Regularly promote activities supported by the Erasmus+ Programme, along with their results.
- Display this Charter and the related Erasmus Policy Statement prominently on the Institution's website and on all other relevant channels.

The Institution acknowledges that the implementation of the Charter will be monitored by the Erasmus+ National Agency and that the violation of any of the above principles and commitments may lead to its withdrawal by the European Commission.

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JNSTITUTO POLITECNICO

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Name and Signature of the Legal Representative

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Estratégia Erasmus do IPT 21-27

O IPT é uma Instituição de Ensino Superior que sempre demonstrou ter uma atitude pró ativa e flexível nos processos de internacionalização e modernização.

O IPT foi reconhecido com prémios da Comissão Europeia e da Agência Nacional Erasmus+, no que diz respeito à qualidade da gestão de projetos e da mobilidade (selos de qualidade ECTS+DS, Prémio de Ouro, Melhores Práticas).

O Gabinete de Relações Internacionais (GRI) apoia a Presidência na implementação da Estratégia Internacional do IPT, a mais recente definida para o período 2018-2022. As diretrizes estratégicas do GRI e a Declaração de Política Erasmus+ são propostas à Presidência pelo Pró-Presidente das Relações Internacionais, bem como pelo Coordenador Institucional e Erasmus+ em cooperação com o GRI. Em cada uma das escolas do IPT há coordenadores Erasmus+ e ECTS responsáveis por áreas que lidam especialmente com questões científicas e pedagógicas da mobilidade internacional. O GRI trata de questões organizacionais, administrativas e financeiras em cooperação com os coordenadores. A divisão de tarefas e métodos operacionais são definidos nos Regulamentos de Mobilidade.

A comunicação é baseada em circulares, website, e-mails e reuniões presenciais. Todos os regulamentos e contatos são públicos e podem ser encontrados em: http://www.gri.ipt.pt/default.asp

Na política de internacionalização, a Presidência do IPT recebe o apoio do GRI, GID (Gabinete de Projetos de Investigação) Serviços Sociais, Gabinete de Contabilidade, Gabinete de Comunicação e Equipa de Mentoria.

Desde o início, e ao longo dos anos, a estratégia do IPT tem sido alinhada com as metas europeias, utilizando todos os programas concedidos pela União Europeia (e até mesmo por outras organizações) para estar na linha de frente.

As metas estratégicas do IPT têm-se focado na consolidação das redes europeias existentes e na criação de redes em novas áreas, alinhando-se com o espaço Europeu de Ensino superior e tendo em consideração as crises financeiras e sanitárias que impõe adaptações do país a todos os níveis.

A estratégia do Instituto, por ser um Politécnico, é combinar a oferta de cursos vocacionais a nível regional com alguns cursos de impacto nacional e até mesmo internacional. O IPT tem sido capaz de promover várias redes europeias e promover a mobilidade envolvendo a sua comunidades académica. O segundo ciclo que acolhe mais de 50% dos estudantes não portugueses em dois cursos (dois Mestrados Erasmus Mundus) é resultado dessa estratégia.

Além disso, o programa Erasmus+ (assim como os programas anteriores) foi eleito como prioridade estratégica, e os alunos mais de 23 representam, nos últimos anos, uma parte importante do corpo discente. O empreendedorismo é, nesse contexto, um dos principais focos da oferta académica do IPT. A estratégia de Lisboa atua como um marco global para nossa estratégia, incluindo desenvolvimento de curricula em associação com empresas e o setor sem fins lucrativos, assim como uma grande atenção ao ensino a distância. Os estágios Erasmus+ também desempenham um papel importante nessa aproximação entre o IPT e o setor privado.



Dentro dessa estratégia, o IPT integrou um Consórcio Regional Erasmus+ (Consórcio Erasmus Centro) agrupando diversos institutos politécnicos visando todo o tipo de mobilidade, e um consórcio temático Erasmus+ na área da sustentabilidade (Consórcio AMIGO).

Neste processo, a escolha dos parceiros é crucial. Desde sempre o IPT estabeleceu uma estratégia geográfica dupla focada na Europa e nos países do Atlântico. Desta forma, pretende desempenhar um papel na ponte das relações académicas entre a União Europeia e países como o Brasil, os países africanos de língua portuguesa e outros. No caso da Europa, o IPT tem agora acordos Erasmus+ com quase todos os países. A estratégia para selecionar parceiros tem sido envolver, em cada país, instituições muito fortes e estabelecidas (que garantem reconhecimento e confiança) ao lado de instituições mais jovens (inovadores e habitualmente mais flexíveis). Em ambos os casos, a qualidade académica e o reconhecimento público, e a relação com o setor empresarial, têm sido critérios importantes. Nenhuma região europeia foi negligenciada e o IPT sempre tenta promover redes que reúnem várias tradições europeias.

Como consequência dessa estratégia, os principais objetivos da mobilidade estão agrupados em torno de três aspetos: qualidade, inovação e empregabilidade.

O controlo de qualidade é assegurado por mecanismos internos e pelo Gabinete de Qualidade e Sustentabilidade, bem como pelo sistema nacional externo de avaliação do ensino superior (AE3S) e, finalmente, pelo intercâmbio de professores e alunos que monitorizam os procedimentos internos do politécnico. Ao nível de instituição, e através de alguns professores e funcionários, estamos envolvidos em diversos projetos de controlo de qualidade em áreas que vão da química ao património cultural e internacionalização.

O IPT adotou integralmente as recomendações de Bolonha. Todos os programas são baseados em ECTS, e grande parte deles integra-se em redes que também asseguram e trabalham as questões de reconhecimento.

A lecionação no IPT é principalmente em língua portuguesa, embora alguns cursos intensivos ou de segundo ciclo possam ser ministrados em outros idiomas (inglês, francês, espanhol e italiano). Promove-se o fomento das capacidades linguísticas e a diversidade linguística, especialmente no segundo ciclo. Os alunos podem frequentar aulas técnicas de língua estrangeira que são obrigatórias para alguns cursos. Cursos de línguas são também oferecidos como parte de alguns curricula e a maioria dos professores garante tutoria em inglês.

Os programas de investigação no IPT estão em grande parte integrados nas redes de pesquisa europeias. Em 2019 foi criado pela nova Presidência o GID - Gabinete de Apoio a Atividades ID&I. O GID integra a orgânica de serviços de apoio à Presidência e tem como objetivo capacitar o desenvolvimento científico através de candidaturas a programas e projetos de Investigação e Desenvolvimento no IPT. O GID fomenta o desenvolvimento das candidaturas aos projetos Internacionais e Nacionais que envolvem o IPT, apoiando as Escolas e os Centros de Investigação.

No IPT, a mobilidade de estudos e estágios não são apenas uma oportunidade de ampliação de nossos currículos, mas especialmente uma forma de preparar os alunos para o futuro e para o mercado de trabalho flexível e permitir que eles desenvolvam cidadania ativa, competências interculturais e linguísticas, em suma, competências pessoais e profissionais. Estabelecemos



acordos com diferentes entidades da nossa região para garantir aos alunos altos padrões de qualidade, especialmente em acolhimento, alojamento e alimentação, transporte e apoio linguístico. Esses acordos também incluem a monitorização e avaliação de mobilidade de estudos e estágio. O IPT garante as informações e o reconhecimento, através do ECTS, Suplemento ao Diploma e Europass. Estes também são os critérios para avaliação e seleção de nossos parceiros e uma garantia de qualidade da mobilidade *out*. O acordo de estágio e de estudos é elaborado de acordo com os objetivos do currículum do aluno, definindo e distribuindo as tarefas entre os parceiros e garantindo uma correspondência clara entre os parceiros selecionados e as necessidades de formação dos alunos.

Vários dos acordos estabelecidos visam (em alguns casos já com sucesso) implementar diplomas duplos ou múltiplos, para além do simples reconhecimento. O IPT participa ativamente de dois Mestrados Erasmus Mundus (IMQP e DYCLAM), um Mestrado de Grau Duplo e participou de uma Parceria Erasmus Mundus (TEMPO). Neste momento desenvolve ainda atividades de mobilidade integradas na KA103, KA107, projetos de Parcerias Estratégicas e de desenvolvimento de Capacidades Erasmus+ (KA2) e projetos no âmbito do Horizonte 2020.

Análise SWOT, ESTRATÉGIA e alinhamento com as políticas europeias.

A visão do IPT consubstancia-se num Politécnico "comprometido em oferecer valor confiável em benefício da sociedade, num ambiente criativo, participativo e inclusivo, sustentado em investigação aplicada, desenvolvimento e inovação, com os mais elevados padrões académicos e éticos"; e entre os nossos valores temos "Compromisso e responsabilidade: o IPT está comprometido com os princípios do respeito pela pessoa, da justiça social, da igualdade de oportunidades, do rigor e honestidade cultural, da transparência e assunção de responsabilidades, que fomentem a consciência coletiva de compromisso com o bem-estar social nas suas diferentes dimensões (social, ambiental, cultural)".

A equipa de gestão efetuou uma análise *SWOT*, identificou pontos fortes e fracos a nível interno e identificou oportunidades e ameaças a nível externo. A correta identificação dos aspetos que compõem a análise permitiu identificar as vantagens do IPT e sustentar as opções de gestão. (http://portal2.ipt.pt/media/manager.php?src=servico&cmd=file&target=m1_MTA1NDM)

A conclusão desta análise SWOT apontou para a necessidade de melhoria das redes de cooperação e mobilidade: "as redes de cooperação nacionais e internacionais, ainda não são convenientemente exploradas. O IPT mantém um conjunto significativo de acordos e protocolos com diversas entidades, na sua maioria nacionais que visam, no essencial, a cooperação científica, o intercâmbio de docentes e alunos e a aproximação com as empresas. Contudo, o seu impacto na vida da instituição tem-se revelado reduzido. Isto pode ser ultrapassado aproveitando o Programa Portugal 2030 (a nova programação baseada na Estratégia Nacional para o Portugal Pós 2020 permitirá um reforço das verbas destinadas à ciência e à formação, nomeadamente no que diz respeito a projetos de apoio a: competitividade e coesão dos territórios do interior; qualificação, formação e emprego; inovação e conhecimento) e ainda pela Agenda 20-30, Espaço de Ensino Superior Europeu até 2025, Programa Erasmus+ e Iniciativas como Erasmus sem Papel e Cartão Europeu de Estudante. Relativamente aos estudantes internacionais, o IPT tem espaço para crescimento e a oferta



formativa do IPT deve aumentar a atração de estudantes internacionais e mantê-los na fileira de formação.

O IPT definiu 3 prioridades em que uma delas é ser "Um Politécnico que quer assumir protagonismo na Região do Médio Tejo e juntos a internacionalização ". A sua estratégia está em linha com os objetivos do Erasmus+ 21-27: obter mais orçamento para o período 2021-2027; foco em pessoas com menos oportunidades e novas medidas e ações para aumentar o número de participantes. Em consonância também com os objetivos da EU de atingir um espaço de ensino superior europeu forte, o IPT trabalhará em iniciativas e projetos que permitam o desenvolvimento de competências fundamentais para a aprendizagem ao longo da vida; competências digitais e valores comuns e educação inclusiva, universidades europeias e Cartão Europeu de Estudante, reconhecimento mútuo automático de diplomas e períodos de aprendizagem no exterior e na melhoria do ensino e aprendizagem de línguas.

Estes projetos e iniciativas serão estruturados em diversas linhas de atuação:

- Incentivar o uso de plataformas e ensino e trabalho à distância
- Aumentar os fluxos internacionais de estudantes e staff
- Promover ações para captação de estudantes internacionais
- Fomentar alianças estratégicas que permitam o desenvolvimento de projetos académicos e de investigação na tentativa de compartilhar riscos e benefícios associados a estes projetos.
- Promover o plano de formação de recursos humanos que permita a priorização da especialização e a aquisição de competências que garantam o desenvolvimento profissional para a prestação de um serviço de qualidade, inclusive em outros idiomas
- Apoiar a inclusão de pessoas com necessidades especiais





21-27 Erasmus Policy Statement

The IPT is a Higher Education Institution that has always demonstrated being active and flexible in internationalisation and modernisation.

The IPT has been honoured with awards from the European Commission and National Erasmus+ Agency, regarding the quality of management and mobility (ECTS+DS Labels, Golden Prize, Best Practices).

The International Relations Office (IRO) supports the Board in its implementation of the IPT's International Strategy, the most recent one established for the 2018-2022 period. The IRO's strategic guidelines and Erasmus Policy Statement are proposed to the Board by the Pro-President for International Relations as well as the Institutional ECTS and Erasmus Coordinator in cooperation with the IRO. In each of the IPT's schools there are Erasmus and ECTS coordinators responsible for subject areas that deal specially with scientific and pedagogical issues concerning international mobility. The IRO deals with organisational, management and financial issues in cooperation with the coordinators. Division of tasks and operational methods are defined in Mobility Regulations. All communication methods used are based on IRO newsletters, website, emails and face-to-face meetings. All regulations and contacts are public and may be found at: http://www.gri.ipt.pt/default.asp

For the internationalization policy IPT Board receives the support of the International Relations Office (Erasmus and Mobility programmes) GID (Research programmes), Social Services, Accounting Office, Communication Office and Mentoring Team

Along the years, from the very beginning, its strategy has been aligned with European goals, using all programmes funded by the European Union (and even other organisations) in order to be at the forefront.

The IPT's strategic goals have been based on the consolidation of the existing European networks and the setting up of networks in new areas. They are also aligned with the goals of the European Education Area and take into consideration the financial and sanitary crisis that requires adaptations at all levels in the country.

The strategy of the Institute, being a Polytechnic, is to combine the offer of regionally-oriented courses with some courses of national impact and even international scope. The IPT has been able to promote various European networks and to foster mobility involving its students and staff. The second cycle programme that hosts more than 50% of non-Portuguese students in 2 of the courses (2 Erasmus Mundus Masters) is a result of such strategy.

Moreover, the Erasmus+ programme (and the previous programmes) has been elected as a strategic priority, and mature students represent, in the last few years, an important part of the student body. Entrepreneurship is, in this context, a major focus of IPT's programmes. The Lisbon strategy acts as a global framework for our strategy, including CD in association with enterprises and the non-profit sector, and a major focus on distance learning. The Erasmus placement scheme also plays a major role in this rapprochement between the IPT and the private sector. Within this strategy, IPT integrated a Regional Erasmus+ Consortium (Erasmus



Centro Consortium) grouping several polytechnic institutes aiming at all type of mobility, and a thematic Erasmus+ Consortium on sustainability called AMIGO.

In this process, the choice of partners is crucial. Long ago IPT established a twofold international strategy: Europe and the Atlantic countries. This way it aims to play a role in bridging academic relations between the European Union and countries such as Brazil, the Portuguese-speaking African countries and others. In the case of Europe, IPT now has Erasmus agreements with almost all EU countries. The strategy to select partners has been to involve, in each country, both very strong and established institutions (that secure accreditation and reliability) alongside young ones (innovative and faster in their procedures). In both cases, the academic quality and public recognition, and the relation with the employment sector have been major criteria. No European region has been neglected and the IPT always tries to promote networks that bring together several European traditions.

As a consequence of this strategy, the main objectives of mobility are clustered around three words: quality, innovation and employability.

Quality control is ensured by internal mechanisms and by the Quality Assurance Office as well as by the external national higher education evaluation system (AE3S) and finally by the exchange of teachers and students which monitor the polytechnic's internal procedures. At an institution level, and through some of the teachers and staff, we are involved in several quality control projects in fields that range from chemistry to cultural heritage and internationalisation.

The IPT has fully adopted the Bologna recommendations. So far, all courses are ECTS based, and a large part of them have integrated networks that also contribute towards European recognition.

Tuition in the polytechnic is mostly in Portuguese, although some intensive or second cycle courses may be taught in other languages (English, French, Spanish, and Italian). A major attention is paid to foster language skills and language diversity, namely in the second cycle. Students may attend technical foreign language lessons which are compulsory for some courses. Language courses are also provided as part of the curricula and the majority of the professors provide tuition in English.

The research programmes in the polytechnic are largely integrated into European research networks. In 2019, the new Board created the GID – the GID includes the Board support services and aims mainly to foster scientific development through applications to R&D programmes and projects at IPT. The GID promotes the development of international and national projects involving the IPT supporting the Schools and Research Centres.

At the IPT, mobility and student placements are not only an opportunity of enlargement of our curricula but specially a way of preparing the students for the future and flexible work market and to allow them to develop active citizenship, intercultural and language competencies, in short, personal and professional competencies. We have established agreements with different entities in our region to offer the incoming students the highest standards of quality, especially in terms of reception, accommodation and food facilities, transportation and language support. These agreements also include the monitoring and evaluation of mobility and work placements. The IPT ensures the information and recognition through the ECTS, Diploma Supplement and



Europass. These are also the criteria for the evaluation and selection of our partners and a guarantee of quality for our outgoing students too. Work-programme and placement agreements are prepared according to the objectives of students' curricula, defining and distributing the tasks among the partners and ensuring a clear match between the partners selected and the students' training needs.

Several of the established agreements are trying (in some cases succeeding) to implement double or multiple diplomas, beyond the simple recognition. IPT actively participates in two Erasmus Mundus Masters (IMQP and DYCLAM), one Double Degree and participated in one Erasmus Mundus Partnership (TEMPO). It is now implementing Erasmus+ Mobility actions: KA103, KA107, Erasmus+ Partnerships and Capacity-building projects (KA2) and Horizon 2020 actions.

IPT SWOT and STRATEGY and the alignment with European Policies

IPT vision is "committed to providing reliable value for the benefit of society, in a creative, participatory and inclusive environment sustained by applied research, development and innovation, with the highest academic and ethical standards"; and within IPT values we see "Commitment and responsibility: IPT is committed to the principles of respect for the individual, social justice, equal opportunities, intellectual rigour and cultural sensibility, transparency and the assumption of responsibilities, which foster a collective sense of commitment to social well-being in its different dimensions (social, environmental, cultural)";

The Management Board carried out a SWOT analysis, identified strengths and weaknesses at internal level and identified opportunities and threats at external level. The correct identification of the aspects that make up the analysis enables to identify IPT advantages and underpin management options.

(in http://portal2.ipt.pt/media/manager.php?src=servico&cmd=file&target=m1 MTA1NDM)

The conclusion of this SWOT analysis lead us to the need to improve the cooperation and mobility networks: national and international cooperation networks are not yet adequately explored. IPT maintains a significant number of agreements and protocols with various entities (most of them national) aiming at scientific cooperation, the exchange of students and academic staff and cooperation with the business sector. However, its impact on the life of the institution has been reduced.

This may be overcome by the opportunities provided by the Portugal 2030 Program (the new programming based on the National Strategy for post-2020 in Portugal will allow an increase in the funds allocated to science and training, particularly with regard to projects to support: competitiveness and cohesion of the inland territories; qualification, training and employment; innovation and knowledge) and Agenda 20-30, European Higher education by 2025, Erasmus+Programmes Initiatives as Erasmus without Paper, and Student card initiative. In what concerns International students, IPT has room for increasing the attractiveness as its training offer should increase the attractiveness of international students and keep them in the training ranks.

So, IPT defined 3 Priorities, one of them is being a "Polytechnic that wants to take the lead in the Middle Tagus Region and internationalization".



This is in line with Erasmus+ 21-27 aims: get a larger budget for the 2021-2027 period; focus on people with fewer opportunities and new measures and actions to increase the number of participants in mobility and cooperation projects.

In line also with the aims of the EU working to build a European Education Area, IPT will be working on initiatives and projects that allow the development of key competencies for lifelong learning; digital skills and common values and inclusive education, European Universities and a European student card, automatic Mutual Recognition of Diplomas and learning periods abroad and on improving the Teaching and Learning of Languages.

These projects and initiatives will be structured in several lines of action:

- Encourage the use of platforms and distance learning
- Increase international flows of students and academic staff
- Encourage actions to attract international students
- Foster strategic alliances that allow the development of academic and research projects in an attempt to share risks and benefits associated with R&DI projects.
- Promote the training plan for human resources that allow for the prioritization of specialization and the acquisition of skills that ensure professional development to provide a quality service, including in other languages
- Support the inclusion of people with special needs