



Strategy of Institutional Internationalization of  
the IP "Technical University of Moldova"  
2024-2029

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INSTITUTIONAL INTERNATIONALIZATION STRATEGY OF IP  
"TECHNICAL UNIVERSITY OF MOLDOVA"  
FOR THE PERIOD 2024 -209

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"Internationalization of education is the deliberate process of integrating an international, intercultural or global dimension into the mission, functions and delivery of education services at secondary or higher levels, with the objective of enhancing the quality of education and research for all students and staff, and to make a meaningful contribution to society".

*(De Wit, H., 2015, INQAAHE conference, Chicago)*

## PREAMBLE

The internationalization strategy of the Technical University of Moldova (TUM) is an indicative framework for action and a working tool for all members of the academic community. Developed for a period of five years, the strategy represents a continuity and an update of the Institutional Internationalization Strategy for the period 2018-2023 being a synthetic document, oriented towards the achievement of general objectives.

A series of challenges have taken place in the last three years within higher education in the Republic of Moldova and, including within TUM from the perspective of internationalization, challenges, which have also provided opportunities for development and growth of the international dimension of activities and institutional capacity of TUM.

The digitization and virtualization of international activities as a result of the COVID-19 pandemic had, on the one hand, a negative impact on traditional international experiences, but on the other hand, created opportunities to make international experiences more accessible by creating new forms of mobility or fully virtual international events or by developing internationalization processes at home. Also, solidarity actions with the Ukrainian academic community have allowed for more flexible forms of recognition and equivalence of previous academic achievements, as well as a type of internationalization of the TUM for humanitarian purposes. At the European level, the European Universities Initiative ( „European Universities Initiative” - <https://education.ec.europa.eu/education-levels/higher-education/european-universities-initiative>) concretely illustrates the objectives of a European Higher Education Area based on international inter-institutional collaboration, new forms of teaching and learning such as micro-qualifications, mobility as an integral part of the learning experience, research as a response to the needs of the ecosystems to which universities belong, and higher education institutions as promoters of European values. Thus, the keywords of TUM internationalization have become accessibility, solidarity and collaboration.

In the context of the agreement to open negotiations for Moldova's accession to the European Union, the education system in our country, in particular that of TUM, is now at a stage and in a context with a very high potential for increasing institutional capacity.

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Maximizing this potential depends, however, on the contribution of every member of the academic community to the implementation of this Strategy. TUM's main objective in this area is to strengthen its strategic role as a University actively involved in promoting excellence at local, national, regional and international level.

With a track record of over 500 active institutional partners worldwide and numerous international projects and initiatives implemented every year, TUM aims to become an increasingly visible university on an international level, integrated in the European Higher Education and Research Area, with a growing community of graduates, future international ambassadors, as a result of a diversified educational offer adapted to the needs of today's society.

The intensification of the internationalization process at TUM is an important objective, which aims to increase the quality of the entire academic process, as well as the visibility and recognition of TUM internationally, and achieving this objective imperatively requires the correlation of activities at the level of all actors involved.

In this context, specific roles are assigned to the formal promoters of internationalization within TUM:

- ✓ Rector;
- ✓ Vice-Rector for Finance and International Relations;
- ✓ International Relations Service (Head of Service; Head of Erasmus+ Center; Head of Foreign Students Section);
- ✓ Faculty Deans;
- ✓ Scientific Library Director;
- ✓ Directors of Research Institutes.

The objectives of the proposed strategy are developed in line with the objectives of [the Institutional Strategic Development Plan of the Technical University of Moldova 2021-2026](#).

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## MISSION AND VISION OF THE TECHNICAL UNIVERSITY OF MOLDOVA

TUM assumes the **general mission** of advanced scientific research and education, generating and transferring knowledge to society by:

- scientific research, development, innovation and technology transfer, through individual and collective creation, as well as the exploitation and dissemination of their results;
- initial and continuing training, at university level, with the aim of personal development, employability and meeting the skills needs of the socio-economic environment.

TUM also assumes its own **mission** as a catalyst for the development of Moldovan society by creating an innovative and participatory environment of scientific research, learning and creation, transferring skills and knowledge to the community through educational, research and consulting services that it offers to partners in the economic and socio-cultural environment.

TUM' s **vision** is to be a national leader in higher education, in basic and applied scientific research and to rank among the best universities both nationally and regionally.

## STRATEGIC VISION AND MISSION ON INTERNATIONALIZATION

**Strategic vision on TUM internationalization:** internationalization is a key process for fulfilling TUM' s mission as a catalyst for the development of Moldovan society, as well as for achieving the vision of becoming an institution recognized for excellence in education and research, open to international experience in the global education and research space, proactive and flexible in the face of the societal challenges of the 21<sup>st</sup> century

**The strategic mission on internationalization of TUM:** internationalization should become an integral part of the activities of the academic community, and the university should create optimal conditions to enable all members of the university to have opportunities for international collaboration, through collaboration agreements with higher education institutions abroad , promotion of academic mobility and participation in international projects/programs.

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International mobility and cooperation is therefore one of the core elements of the TUM Institutional Strategy. It is important/crucial to become international, to internationalize our activities and our academic environment in order to achieve our mission. We are committed too educating and preparing graduates who will acquire high-level international competencies (knowledge, skills, and attitudes), enabling them to remain competitive in a global economy and society, and to cope with the challenges and demands of a dynamic labor market. . Equally, TUM graduates should possess intercultural as well as transversal competences that facilitate adaptation and social integration in diverse social groups. This is impossible without the creation and dynamic exploitation o f partnerships with universities and companies abroad in the fields of education, research and innovation. Teamwork, combined with the global exchange of knowledge, resources and technologies, is the solution for much faster progress for both the university and its partners, and the activities carried out in the international arena need to be complemented by actions within the TUM community by encouraging the reconceptualization and diversification of the educational offer, while expanding and modernizing the educational and research infrastructure.

Recognizing that competition stimulates progress, we continue to participate and consolidate our positions in important international rankings and to be nominated among the best universities in the region in these rankings.

Our strategic vision on internationalization puts particular emphasis on the balance between the TUM' s offer and the demand coming both from the international arena and from within the university.

### **CURRENT STATE OF INTERNATIONALIZATION: SWOT ANALYSIS**

In order to develop and implement a realistic and feasible Strategy on the internationalization of the TUM, it is important to identify the strengths and weaknesses of current institutional policies, to assess the institutional vision on international engagement, opportunities and risks. This exercise will enable the development of the Strategy and the implementation of the necessary activities for its successful realization.

#### **Strengths**

##### ***Attitudes:***

- promotion of internationalization in the University Charter, strategic plan and annual operational plans of TUM;
- increasing the interest of students and academic staff in international mobility;
- increasing the number of international mobility opportunities for students and academic staff.

### *Quality:*

- recognition of TUM degrees abroad and by international companies;
- constant presence in certain international rankings, as well as positioning as a leader on the national market of educational services;

### *Educational offer:*

- the realization of study programs in languages of international circulation: cycle I bachelor's degree programs in ***Software Engineering and Business and Administration*** (English) and ***Information Technology*** and ***Food Technology*** (French), cycle II master's degree programs in ***Information Technology for Business*** (English) and integrated studies in ***Veterinary Medicine*** (English);
- offering dual degree programs with partner universities in Romania;
- offering doctoral degree programs in cotutelle with another doctoral school within European universities;
- organizing and carrying out various cooperation and partnership activities in international projects with universities abroad;
- proactive participation in various strategic inter-university alliances, structures and networks.

### *Services:*

- University campus with multiple facilities (training rooms, library, gyms, free access to the corporate wi-fi network);
- relatively affordable cost of training;
- low maintenance costs in Moldova;
- expanding and strengthening a team responsible for internationalization at institutional level;
- Free English language courses for teachers;
- realization of optional German and Chinese language courses for students.

### **Weak points**

- lack of experience/tradition in applying to international research and educational projects;
- insufficient financial and human resources in promoting international relations and recruiting foreign students;
- Insufficient international research prestige and recognized results;
- absence of the university in some international rankings recognized in the international academic world;
- insufficient knowledge of international languages by teaching and administrative staff;

- Lack of a database of international alumni and visiting professors;
- insufficient number of programs taught in languages of international circulation;
- less developed study and accommodation infrastructure compared to the conditions offered by universities abroad;
- the passivity of a large number of students and teachers regarding internationalization.

### **Opportunities**

- Favorable legal framework for diversifying the educational offer for young people at all cycles with double degree in partnership with EU universities;
- to increase interest in studying engineering, agricultural sciences and veterinary medicine internationally;
- the presence of Centers of Excellence within TUM with increased national and international visibility (Tekwill, Zip House, FabLab, Agrotek Arena, Cybercore, etc.);
- providing assistance, financial and technical support from international donors (European Commission, USAID, US Embassy, AUF, UKAID, etc.);
- Enhance the relevance of national policies to promote innovation in the design and delivery of international education services;
- encouraging academic staff through institutional policies to integrate international dimensions into curricula and course content.

### **Dangers**

- lack of motivation of students and academic staff to use/study in foreign languages;
- often bureaucratic and rigid procedures for residence permits and visas for foreign students;
- Low/insufficient internationalization of public services;
- low interest in internationalization and intercultural experiences.



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### PRIORITIES, STRATEGIC OBJECTIVES AND DELIVERY MEASURES

In order to successfully achieve the internationalization mission, the following strategic priorities have been identified: **Priority**

1. Internationalization at Home (I@H);

**Priority 2.** Internationalization of high quality scientific research and development cooperation; **Priority 3.**

Strengthening the prestige and visibility of TUM internationally;

**Priority 4.** International mobility;

**Priority 5.** Recruitment, admission and training of foreign students

#### PRIORITY 1. Internationalization at Home (I@H).

**Strategic objective:** Internationalization of degree programs and curricula by increasing the number of joint degree programs with institutions abroad and the number of degree programs in international languages.

Nr. action	Action	Responsible	Measurable indicators
1	2	3	4
<b>Specific objective 1.1</b> <b>Developing study programs in international languages at TUM (English, French, German)</b>			
A 1.1.1	<ul style="list-style-type: none"> <li>Launch study programs taught in English, French or German</li> </ul>	Deans, heads of departments, heads of programs; DMAAC; Vice-Rector for Studies; Vice-Rector for Finance and International Relations.	At least 1 study program at the level of faculty taught in one of the world languages: English, French or German

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1	2	3	4
<b>Specific objective 1.2</b> <b>Improving the curricular content and international dimension of study programs and individual courses</b>			
A 1.2.1	Adaptation of curriculum content with reference to the development of international cooperation (student mobility, double degrees, etc.).	Deans, Heads of Departments and Heads of Programs; DMAAC; Pro-Rector for Studies.	Annually, at least 2 redesigned programs at faculty level..
A 1.2.3	Attract international teachers to teach the courses.		Annually, at least 1 recognized teacher internationally for teaching courses at departmental level.
<b>Specific objective 1.3</b> <b>Improving internationalization skills. Improve the English, French or German language teaching skills of all academic staff</b>			
A 1.3.1	Strengthening the capacities of the Foreign Languages Department through TEFL/TESOL certification.	Foreign Languages Department	Annually, at least 2 teachers (at different levels).
A 1.3.2	Extending and diversifying the range of language skills training on offer for academic staff (knowledge of languages of international circulation).		Each year, at least 30 teachers will complete courses in English, French or German (at different levels).
A 1.3.3	Teachers certify their level of knowledge of English, French or German by issuing a supporting document.		Mandatory requirement for all teachers: knowledge of a foreign language (English, French, German or another international language).
<b>Specific objective 1.4</b> <b>Organizing international events at TUM</b>			

A 1.4.1	Regular organization of international events with the participation of international partners from programmes/projects organizations international.	Pro-Rector for Finance and International Relations; International Relations Service	Annually, at least 1 event organized at faculty level in collaboration with international partners.
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<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
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<b><i>Specific objective 1.5</i></b> <b><i>Development of dual degree programs in partnership with strategic HEIs for TUM</i></b>			
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A 1.5.1	Initiation of new dual degree programs for bachelor, master and doctoral study programs.	Deans, Heads of Departments; Pro-Rector for Studies; Pro-Rector for Finance and Relations international	At least 2 double degree programs (at faculty level).
A 1.5.2	Increase the number of students studying double degrees in all degree programs.		Increase the number of students studying double degrees in all degree programs by at least 10%.

<b><i>Specific objective 1.6</i></b> <b><i>Improve students' language skills in English, French or German</i></b>			
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A 1.6.1.	Expanding the language training offer through optional courses and/or extra-curricular modules English, French or German.	Foreign Languages Department	Every year, at least 10 students will get a certificate international of knowledge a English, French or German.
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## **PRIORITY 2. Internationalizing high-quality scientific research and development cooperation**

**Strategic objective:** The Technical University of Moldova establishes internationally competitive research as a major objective in the realization of the

university mission, but also in promoting international visibility.

Nr. action	Action	Responsible	Measurable indicators
1	2	3	4
<b>Specific objective 2.1</b> <b>Developing and strengthening international capacity and transfer of knowledge and technology</b>			
A 2.1.1	Developing research-oriented scientific partnerships with universities, institutions, the Moldovan diaspora and foreign companies in Europe and worldwide.	Prorector for Research, Scientific Research Management Directorate, Research Centers/Labs.	Growth at an annual rate of at least 5% a number of international partnerships.
A 2.1.2	Organization of prestigious international scientific events.		Organize at least 4 prestigious international scientific events .
A 2.1.3	Participation in prestigious international scientific events.		Annual participation in at least 10 international scientific prestige.
A 2.1.4	Attract internationally recognized experts to participate in international scientific events.		Annual participation of at least 5 internationally recognized experts in scientific events organized at TUM.
<b>Specific objective 2.2 Active participation of researchers and Research Centres in the international integration of scientific research, innovation, start-up creation and recognition of innovation and research performance</b>			
A 2.2.1	Development and submission to international competitions of research projects in international research consortia (Horizon Europe, COST, bilateral, cross-border projects Moldova - Romania etc.).	Pro-rector for Research, Scientific Research Management Directorate, Research Centers/Labs.	Submission of at least 5 international project proposals per year.

1	2	3	4
A 2.2.2	Implementation of international research projects with partners abroad , in consortia de research international (Horizon Europe, bilateral, cross-border projects Moldova - Romania etc.).	Pro-rector for Research, Scientific Research Management Directorate, Research Centers/Labs.	100% of completed international applied projects with concrete implementations in business, production, society, etc.
A 2.2.3	Join at consortia scientific consortia international research consortia, projects, platforms and grants (COST, ERASMUS + etc.).		Every year, at least 5 young researchers will undertake academic mobility to prestigious research centers abroad.
Specific objective 2.3 Creating high performance in scientific research			
A 2.3.1	Boost and promoting publication scientific works in journals/collections/monographs indexed in international databases WoS, SCOPUS, including with impact factor/CiteScore	Pro-rector for Research, Scientific Research Management, Research Centers/ Laboratories, Doctoral School TUM.	Annually, to ensure an increase of at least 5% in the number of articles published in prestigious journals with international visibility.
A 2.3.2	Stimulating researchers to perform: scientific papers in journals/collections/monographs indexed in international databases WoS, SCOPUS, including with impact factor/CiteScore		Annually review and apply the methodology for granting the bonus for performance in research and innovation activity within the EMU .

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### **PRIORITY 3. Enhancing the prestige and visibility of TUM internationally**

**Strategic Objective:** Development of TUM projects and programs in the field of international cooperation.

<b>Nr. action</b>	<b>Action</b>	<b>Responsible</b>	<b>Measurable indicators</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>Specific objective 3.1</b> <b>Strengthening the international visibility of TUM. Focus on internationalization indicators in international rankings</b>			
A 3.1.1	Identifying TUM areas of excellence and promoting them internationally.	First Rector; Rector for Research; Pro-Rector for Finance and International Relations	Success in the league tables
<b>Specific objective 3.2</b> <b>Promote and strengthen cooperation with international organizations that finance development programs in the Republic of Moldova (USAID, GIZ, JICA, LED, etc.).</b>			
A 3.2.1	Initiating or updating cooperation agreements with international organizations active in Republic of Moldova.	Pro-Rector for Finance and International Relations; International Relations Service	Annually, at least 2 updated or one new contract signed.
<b>Specific objective 3.3</b> <b>Promotion, initiation and implementation of international projects</b>			
A 3.3.1	Inform the university community about the calls for funding opportunities for HEIs, students and teaching staff.	Pro-Rector for Finance and International Relations; International Relations Service	Annually at least 2 events at faculty level in collaboration with TUM IR Service.
A 3.3.2	Assisting university teams in developing new international projects.		Annually, at least 4 projects submitted in collaboration with EU HEIs (at the level of ..... ). Annually, at least one project won in collaboration with partners in the EU (at ..... ).


A 3.3.3	Assisting university teams in implementing international projects.	Organize information and training sessions on international project preparation and submission
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1	2	3	4
<b>Specific objective 3.4.</b> <i>Participation in university alliances, associations and networks</i>			
A 3.4.1	Identifying new relevant university networks/associations and joining them.	Pro-Rector for Finance and International Relations; International Relations Service	Joining new networks
<b>Specific Objective 3.6.</b> <i>Internationalization by attracting teachers and researchers from abroad.</i>			
A 3.6.1	Involvement of teachers from abroad in the educational process on the basis of invitations issued to them through programs such as Erasmus+, CEEPUS, FULBRIGHT, EXCHANGE SPEAKER PROGRAM, etc.	Pro-Rector for Finance and International Relations; International Relations Service	Annually, ensure a 10% increase in the number of teachers invited
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#### **PRIORITY 4. International mobility**

**Strategic objective:** Intensify the university's efforts to stimulate the participation of teachers and students in mobility and international cooperation programs.

Nr. action	Action	Responsible	Measurable indicator
1	2	3	4
<b>Specific objective 4.1.</b> <i>Increase the level of participation in Erasmus + KA1 and other mobility programs: CEEPUS, AUF, FULBRIGHT, EXCHANGE SPEAKER PROGRAM, etc.</i>			

A 4.1.1	Update Regulations for running Erasmus + mobility programs, both for students and staff.	Pro-Rector for Finance and International Relations; International Relations Service	Updated regulations
A 4.1.2	Organizing mobility promotion campaigns at faculties involving students who are beneficiaries of international mobility grants and disseminating their experience.		Annually, at least twice a the start of international competitions.
A 4.1.3	Provide assistance and advice to students and teachers on participating in international mobility programs.		Annual, ensuring growth by 5% the number of mobility participants international (students, teaching and administrative staff).
A 4.1.4	Quality assessment of student mobility based on evaluation techniques and tools (questionnaires, interviews, mobility reports, etc.).		Completion of a questionnaire for each international mobility (students, teaching and administrative staff).
A 4.1.5	Improve the flexibility of procedures for therecognition of academic results and skills acquired in international mobility.		Elaborated procedures
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### Recruitment, admission and training of foreign students

**Strategic objective:** *To intensify the process of attracting foreign students to bachelor, master and doctoral studies taught in languages of international circulation or taught in Romanian on the basis of preparatory courses for foreigners.*

Nr. action	Action	Responsible	Measurable indicators
1	2	3	4
<b>Specific objective 5.1.</b> <i>Development of a university marketing policy and strategy to promote TUM' s educational services in order to attract foreign students</i>			



A 5.1.1	Development of an information and support guide for foreign students and a publicity video (in English and French).	Pro-Rector for Finance and International Relations; International Relations Service ; Public Relations and Image Service	Elaborated publicity materials
A 5.1.2	Participation in various fairs to promote the educational offer and diversify the network of recruitment agencies	Pro-Rector for Finance and International Relations; International Relations Service; Public Relations and Image Service	Steady and diversified participation

***Specific objective 5.2.***

***Collaboration with diplomatic missions in order to disseminate information about TUM' s educational offer***

A 5.2.1	Organization of meetings with the invitation of representatives of embassies of other states in the Republic of Moldova, including the identification of possible ways of communication with the Embassies of the Republic of Moldova in the geographical areas of interest for recruiting foreign nationals.	Pro-Rector for Finance and International Relations; International Relations Service	Agreements with diplomatic missions
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<b><i>Specific Objective 5.3.</i></b> <b><i>Regular dissemination of information on TUM' s educational offer</i></b>			
A 5.3.1	Updating regularly content of the TUM website with the publication of all necessary information potential students foreign, including continuous updating of information/legislative changes.	Pro-Rector for Finance and International Relations; International Relations Service	The official TUM webpage containing the necessary information
A 5.3.2	Creating a separate section on the TUM website dedicated to the admission process and the educational offer and publishing related news. process on the TUM Facebook page, including other networks.	Pro-Rector for Finance and International Relations; International Relations Service	Heading created and regularly updated.

A 5.3.3	Development of an online application platform for foreign students to study online.	Pro-Rector for Finance and International Relations; International Relations Service	Platform developed
<b>Specific objective 5.4</b> <b>Improving the process of accommodation of foreign students by involving TUM staff and students in their adaptation to university life</b>			
A 5.4.1	Identifying areas of interest for orientation and attracting foreign citizens to study.	Pro-Rector for Finance and International Relations; International Relations Service	Annually, the increase number of foreign students with at least 10%.
<b>Specific objective 5.5.</b> <b>Identifying the needs of potential students in the areas of interest, through effective communication with foreign students who are nationals of TUM</b>			
A 5.5.1	Creating a network of international alumni.	Pro-Rector for Finance and International Relations; International Relations Service	Alumni network created

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<b>Specific Objective 5.7.</b> <b>Development of tutoring programs for the integration of foreign students into the university academic community.</b>			
A 5.7.1	Develop and promote special services for foreign students (events, programs).	Pro-Rector for Finance and International Relations; International Relations Service	Services developed
A 5.7.2	Promoting of Romanian as attribute of the internationalization of higher education in the Republic of Moldova.	Pro-Rector for Finance and International Relations; International Relations Service	Organization of Romanian language courses
	Development of an introductory course in English to familiarize newly enrolled foreign students with the basic rules and procedures, environment and practices of TUM (internal regulations regarding studies and assessments, safety rules, information systems, key contact persons, etc.)	Pro-Rector for Finance and International Relations; International Relations Service; Foreign Students Section	Course developed in English

<b><i>Specific objective 5.8</i></b> <b><i>Improving services for foreign students</i></b>			
A 5.8.1	Creating a Support Center for foreign students.	Pro-Rector for Finance and International Relations; International Relations Service	Structure created

#### **PROMOTION, IMPLEMENTATION AND MONITORING OF TUM INTERNATIONALIZATION STRATEGY**

This Strategy will be periodically reviewed and updated as changes occur at local, regional, national and international levels. For all the objectives and actions mentioned above, the necessary data will be collected in order to ensure proper assessment of progress and sound decision-making at all levels of management. The activities nominated in the Strategy will be carried out on the basis of annual operational plans, and their continuous monitoring and annual evaluations will aim to determine the degree of achievement of the objectives stipulated in the Strategic Plan. The final evaluation of the Strategy will be carried out in 2029, and the operational plan will be analyzed every year, with the aim of: identifying the factors blocking or delaying the implementation of the planned actions; developing additional objectives and actions in line with the identified needs; assessing the stakeholders responsible for the implementation of the actions; allocating the necessary resources for the implementation of the activity plan. In the monitoring and readjustment process, the staff of the International Relations Service (Erasmus+ Center, Foreign Students Section) and often faculties of the TUM will be involved.