



Approved at the UTM Senate Meeting

on 23.04.2019, minutes no.9

**The strategy of the Technical University of Moldova for
continuous professional training for the period 2019-2023**

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*The development of the system of lifelong continuing adult training,
in accordance with the needs of the individual in relation to socio-economic needs
- one of the priority objectives of the National Development Strategy "Moldova 2030".*

PREAMBLE

In accordance with the Bologna process, continuing professional development (CPT) represents one of the indispensable components of university activities. TUM's CPT activities for managerial staff, enterprise specialists, managers, and teaching staff from technical vocational education institutions are TUM's contributions to the development of human resources, competencies, and professional skills of personnel—the driving force behind the country's economic and social development.

The participation of departments and faculties in CPT activities contributes to strengthening partnerships with the business environment, social partners, and pre-university educational institutions. At the same time, it positively impacts the quality assurance of engineering training and helps to better understand the issues faced by partner enterprises and institutions. These issues can be addressed through the combined efforts and potential of TUM in education, research, knowledge transfer, competencies, and modern technologies.

The TUM CPT Strategy Project for 2020–2023 is derived from the "Institutional Strategic Development Plan of the Technical University of Moldova 2016–2020," the Education Code, the National Development Strategy "Moldova 2030," and other national normative acts regarding lifelong continuing professional training.

The draft Strategy specifies the priority directions for developing CPT activities, sets objectives and tasks for the period 2020–2030 to develop CPT activities for specialists in national economic sectors and teaching staff in the vocational-technical education system. It defines the conditions for ensuring competence-based continuing professional training tailored to the requirements of beneficiaries and the labor market.

The draft TUM Strategy for CPT activities aims to actively involve departments and faculties in CPT activities for specialists in the national economy and teaching staff in vocational-technical education institutions.

This document serves the following purposes:

- Ensuring the consistency and continuity of the development of the university's continuing education service, established by the Government Decision of the Republic of Moldova No. 134 from 11.04.1994, currently represented by the CTC as a functional structure of TUM. It acts as an educational service provider in the context of the new socio-economic development realities of the country and the existing lifelong professional training system.
- Identifying the priority activities for developing lifelong professional training at TUM for the period 2019–2023.
- Strengthening TUM's institutional capacities by involving departments, faculties, and other university subdivisions in CPT (Continuing Professional Training), optimizing and enhancing the quality of CPT services in line with educational standards and the requirements of beneficiaries (businesses, educational institutions, and the labor market).

The Mission and Vision of the Technical University of Moldova Regarding Continuing Professional Training(CPT)

The primary mission of TUM's CTC is to provide high-quality CPT (Continuing Professional Training) educational services demanded by CPT beneficiaries: enterprises, institutions, and individuals interested in updating their knowledge, acquiring new skills and competencies necessary for professional improvement or retraining to actively integrate into the labor market and contribute to the sustainable socio-economic development of the country.

To achieve this, it is necessary to enhance and modernize the university's CPT service based on a functional analysis of the existing organizational structure of the CTC, transforming it into a university center of excellence. This center will drive workforce training and development through high-quality CPT, in alignment with the ongoing challenges of the knowledge society.

The Current State of CPD Activities: SWOT Analysis **Strengths**

- CTC – established by Government Decision No. 134 of 11.04.1994 and the Order of the Ministry of Education No. 164 of 07.06.1994.
- A complex university organizational structure capable of involving all faculties, departments, and chairs.

- 25 years of experience in organizing various types of CPT (professional improvement, specialization, additional qualification, and professional retraining based on higher education) for specialists in the national economy and teaching staff in technical vocational education institutions.
- Modern technical-material base and teaching equipment for organizing continuing professional training courses.
- Presence of qualified trainers—TUM teaching staff and experienced practitioners in training fields.
- Collaboration experience with similar centers abroad for organizing continuing training courses for enterprise specialists, including:
 - "Training/Certification Courses for International Welding Engineers (IWE)" (ISIM, Romania),
 - "Quality Management,"
 - "Industrial Maintenance,"
 - "Management of Continuing Personnel Training" (CESMECA, Paris; INP Toulouse; Higher School of Engineering, Saint Etienne, France; University of Portsmouth, United Kingdom).
- Establishment of new specialized continuing training centers in partnership with the LED Foundation Representation in Moldova, the "Moldova Apa-Canal" Association, the "Ozone" Office under the Ministry of Agriculture, Regional Development, and Environment, the Ministry of Economy and Infrastructure, the German Agency for International Cooperation (GIZ), the Ministry of Health, Labor, and Social Protection, with the creation of new CPT fields and programs.
- Participation in international projects in the field of continuing education, including:
 - Tempus projects: "Creating a Multidisciplinary Network for Continuing Education,"
 - "Developing University-Enterprise Partnerships in Moldova,"
 - Erasmus+ TEACH-ME,
 - Participation in the project "Strengthening the Technical Vocational Education System in Moldova (CONSEPT)" with support from the LED Foundation, Liechtenstein.
 - Development of mechanisms to motivate the participation of teaching staff, departments, and faculties in CPD activities.
 - Management of CPT activities as an integral component of TUM's Quality Management System.

Weaknesses

- Insufficient communication between the CTC, departments/faculties, and enterprises, including newly established ones, and inadequate knowledge of continuing education needs (professional improvement, retraining), as well as social partners (ministries, sectoral committees, professional and employers' associations, ANOFM).
- Underutilization of opportunities for organizing teaching staff internships at enterprises to study existing problems, including the continuing professional training needs of employees.
- Insufficient information provided to economic agents regarding existing continuing education services and programs developed at TUM, as well as the possibility of creating new CPT programs based on the requests of economic agents.
- Occasional involvement of experienced specialists from the national economy, researchers from TUM and external research institutions, trainers, and national and international experts.
- Lack of an electronic registry for recording and managing CPT activities similar to the "Deans' office" system used at TUM.
- Insufficient publicity and promotion of continuing education activities and programs.

Opportunities

- The re-technologization of partner enterprises, which requires CPT for employees in new specialties and specializations.
- The creation of new enterprises that require qualified personnel (engineers, technicians, skilled workers in new fields, including the automotive industry).
- The expansion of the export of products and services from Moldovan enterprises, increasing the demand for higher quality production and services.
- The expansion of information technology implementation across all sectors.
- The presence and interest in CPT expressed by professional and employers' associations (microelectronics, energy, road transport, water and sewage, etc.), sectoral committees, and trade unions representing enterprise interests, including ensuring a qualified workforce.
- The shortage of qualified human resources required on the labor market.
- The need to ensure energy efficiency, reduce raw material consumption, expand the use of new technologies with lower raw material and energy consumption, and expand the use of renewable energy conversion systems, along with environmental protection.
- Moldova's commitments under the Association Agreement between the Republic of Moldova and the European Union regarding the important role of lifelong learning, ensuring the competitiveness of human resources, and consequently, the quality and competitiveness of products and services.

- This includes the periodic (re)professionalization of the working-age population to ensure their competitiveness in the labor market, as outlined in the National Development Strategy "Moldova 2030."

Threats/Limitations

- Insufficient financial resources allocated for the development and motivation of trainers (absence of budget items in the continuing education services expenses for financial sources of at least 2% of CFC staff salaries for the continuous training of trainers and administrative staff of the CTC).
- Unfair competition in the field of CT using administrative leverage (INCERCOM in the construction sector, IȘE in the continuing education of teaching staff, CIPTI in the transport sector, etc.).
- Absence of a public association of continuing education institutions to address existing issues in the national system of adult continuing education, exchange of experience, collaboration with international associations in the field of continuing education, and proposal development to meet the needs of economic agents for qualified human resources.
- Imperfections in legislation and regulations concerning adult continuing education, lack of motivation for enterprises to engage in the continuous professional training of employees.
- Non-compliance by employers with the provisions of the Labor Code regarding the continuing education of staff, with the required funding for professional training of employees being at least 2% of the payroll of enterprises.

Conclusions from the SWOT Analysis:

- CPT has proven to be a university structure with experience in organizing various continuing professional development programs at TUM in accordance with national regulations in force and international experience (participation in the cooperation program funded by the Government of France, COCOP, in partnership with CESMECA, Vincennes, France; participation in TEMPUS and ERASMUS+ programs; the CONSEPT project for strengthening vocational technical education, with support from the LED Foundation, Liechtenstein; participation in the project "Modernization of Local Public Services in the Republic of Moldova," focusing on professional capacity development with support from the German International Cooperation Agency (GIZ), etc.).

- Over the course of 25 years of activity, about 55,000 individuals have been trained, including 43,000 specialists from the national economy and 12,000 teaching and managerial staff from vocational technical education institutions.
- At the same time, the level of involvement of some faculties and departments in continuing education activities is insufficient and does not meet the needs and expectations of potential beneficiaries of continuing education services.
- The re-technologization of existing enterprises and the creation of new enterprises require more active involvement of CPC at TUM in studying the continuing professional development needs of their staff.

PRIORITIES, STRATEGIC OBJECTIVES AND DELIVERY MEASURES

In order to successfully realize the mission of TUM in continuing vocational training, the following strategic priorities are identified:

Priority 1. Developing the institutional capacity of the CTC's CPT according to the needs of the business environment.

Priority 2. Ensuring quality and competitiveness of CPT services.

Priority 3 Inter and extra-institutional cooperation in CPT.

Priority 4: Active promotion of CPT services and development of partnerships with beneficiaries of CPT services.

These strategic priorities are proposed in order to successfully achieve the major objectives of the Institutional Strategic Development Plan of the Technical University of Moldova 2016-2020 in the field of continuing professional training activities.

PRIORITY 1. Development of the institutional capacity of the CFC for continuous training according to the needs of the business environment

No. crt.	Action	Responsible	Measurable indicator
Specific objective 1.1 Expand participation of faculties, departments, teachers in CVT activities			
A1.1.1.	Functional analysis of the organizational structure and the results of the work of the university's Continuing Training Centre (CTC).	Prorektorat CF Coordinating Council UTM GIZ experts (national and international)	Examination by the Senate of the draft and approval of the Strategy of CPT activities for 2020-2023.
A 1.1.2	Approval of the proposal on the amendment of the Faculty and Department organization and functioning regulations with the inclusion of the obligatory participation of faculties and departments in CPT activities for staff of enterprises/institutions as a way of developing partnership relations.	Head Continuing Training Directorate	Approval by the Senate of amendments to the regulations on the organization and functioning of faculties and departments.
A 1.1.3	Development and implementation by faculties of new continuing education partnerships.	Head Continuing Education Directorate Deans	Annual development of min. two new faculty continuing education programs.
A 1.1.4.	Training of trainers among TUM teachers with the attraction of young teachers and business specialists in continuous training programs.	Head Continuing Education Directorate Deans	Annual training of at least one teacher trainer in each faculty department.
A 1.1.5.	Motivating and stimulating the participation of teachers, non-teaching staff of departments and faculties in CPT activities.	Head Continuing Training Directorate	Increased income from continuing training services as a result of expanded CPT activities.
A 1.1.6	Development of the technical and material basis of the institutional structures of continuous training and their use in the initial training of engineers.	Head Continuing Education Directorate Deans	Additional equipping of laboratories, classrooms with equipment, machinery, teaching equipment.

No. crt.	Action	Responsible	Measurable indicator
A.1.1.7.	Advisory assistance and participation of the CCT in the study by faculties, departments of the needs of CPT in enterprises, organization of teachers' internships in enterprises, development of new curricula, organization of CPT courses	Head Continuing Training Directorate	Organize min. one seminar, round table at each university campus/faculty on the implementation of new CPT programs, dissemination of experience
Specific objective 1.2. Psycho-pedagogical training and improvement of the pedagogical and communication skills of the teaching and non-teaching staff of TUM - a condition for ensuring the quality and competitiveness of TUM			
A 1.2.1	Studying the needs of psycho-pedagogical training of teachers of TUM.	Dep. CTT	New continuous training programs.
A 1.2.2	Elaboration of the psycho-pedagogical in-service training program (re-qualification) in accordance with the requirements of the Education Code and the needs of TUM.	Dep. CTT	Organization of psycho-pedagogical re-qualification courses for graduates - engineers for teaching activities at TUM.
A 1.2.3	Organization of thematic seminars on the implementation of innovative teaching strategies for teachers of TUM.	Dep. CTT	Up-to-date skills, teaching efficiency.
A 1.2.4	Development and implementation of continuous training programs for non-teaching staff "Ethics and the art of communication".	Dep. CTT	Training seminars at the request of the Resources Management Directorate.
Specific Objective 1.3. Specific Objective 1.3. Continuous training of teachers and managers in technical vocational education institutions - contribution of TUM in the development of technical vocational education			
A 1.3.1	Creation within TUM with the participation of Dep. CTT of the didactic-methodical Seminar on the improvement of technical vocational education.	Dep. CTT	Each semester meetings of the Seminar with the participation of managers and DCs from technical vocational education institutions.

No. crt.	Action	Responsible	Measurable indicator
A 1.3.2	Development of the curriculum, curriculum and organization of master studies "Psych pedagogy of Dual Vocational Technical Vocational Education" with the support of GIZ.	Project coordinator Head of Dep. IF/FIMIT Dep. CTT	Organizing master studies for teachers from P&T.
A 1.3.3	CPT programs for teachers from technical vocational schools in CONSEPT project with the support of LED Foundation.	Dep. FC CD	Number of teachers in further training.
A 1.3.3	Updating and submission for accreditation by ANACEC of the in-service training programs for teachers in vocational-technical schools.	Dep. CTT	Number of teachers in further training.
A 1.3.4	Organization in partnership with various economic agents/companies of in-service training of teachers from technical vocational education institutions in the specialized field.	Dep. CTT and TUM Departments	New in-service teacher training programs in the specialist field.
A 1.3.5	Elaboration and implementation of the training of trainers program for the training of adults in CPT courses.	Dep. CTT	Certified trainers for adult CPT.

PRIORITY 2. Ensuring quality and competitiveness of CPT services

Strategic objective: To confirm the role of TUM as a leader and credible partner of enterprises, the business environment and pre-university educational institutions in the development of qualified human resources.

No. crt.	Action	Responsible	Measurable indicator
Specific objective 2.1. Ensure the competitiveness of CPT services offered by CCTs			
A 2.1.1	Study of the internal and external competitive environment of CPT services, including foreign-owned companies/ enterprises in Moldova.	Head of CPT Directorate	Development and implementation of the plan of activities on ensuring the competitiveness of CPT services provided by CCT at TUM.
A 2.1.2	Studying the satisfaction of learners' and enterprises' expectations on the quality of CPT services and adjusting CPT programs.	Head of CPT Directorate, Heads of CPT Programs	Activity plan on quality assurance of continuing training programs.
A.2.1.3.	Studying the experience of similar continuing training centers in the country and abroad, using them with adaptation to existing possibilities.	Head of CPT Directorate, International Relations Service	Implementation of advanced experience (new CPT programs, new training methods and technologies).
Specific objective 2.2. Monitoring the implementation of CP T programs, the quality of the training process appropriate to adult continuing training			
A 2.2.1	Developing and monitoring the implementation of activity plans on quality assurance of CPT programs, organization of the training process.	Head of CPT Directorate, Heads of CPT Programs	Degree of satisfaction of beneficiaries with the quality of training and organization CPT

No. crt.	Action	Responsible	Measurable indicator
A 2.2.2	Internal self-evaluation, continuous adjustment of existing programs, development of new CPT, diversifying the ways of organization, including "blended learning", "on-line" according to the requests of the beneficiaries of continuing training services (enterprises, institutions, individuals stakeholders).	Head of Continuous Training Directorate, Heads of CPT programs	Programs requested by potential continuing training services
A 2.2.3	Computerization of the process of recording, monitoring and management of CPT activities with the implementation of the information system "Dean's Office", the creation of the electronic register/database "Continuing Professional Training at TUM".	Head of Continuous Training Directorate Head of ICT Directorate	Electronic register/database "Continuing Professional Development at UTM". Implementation of the information system "Dean's office" in CPT (retraining, additional qualification on the basis of higher education).
Specific objective 2.3. Ensure the competitiveness of CPT services			
A 2.3.1	Implementation of educational standards set by the Ministry of Education, Culture and Research for adult CPT and in accordance with the requirements of the beneficiaries (enterprises, educational institutions, individual stakeholders).	Head of Continuous Training Directorate, Heads of CPT programs	CPT programs coordinated with beneficiaries, Ministry of Education, Culture and Research. Retraining programs (additional qualification) based on higher education studies provisionally authorized/ accredited by ANACEC.
A 2.3.2	Creating the right conditions for CPT activities.	Technical Directorate Canteen, dormitories , BTŞ UTM	Adequate conditions (absence of objections) of accommodation, food for trainees, organization of courses for continuing training.

Priority 3: Inter and extra-institutional cooperation in CPT

Strategic objective:

Studying the experience of other CPT centers in the country and abroad, designating your own experience in CPT.

No. crt.	Action	Responsible	Measurable indicator
A 3.1.	Implementation of multidisciplinary CPT programs involving different faculties, departments.	Head of Continuing Education Directorate Deans of faculties	New continuing training programs multidisciplinary
A 3.2.	Participation of CCT in international projects in the field of continuing vocational training, collaboration contracts with national partners (Sectoral Committees; Association of Small and Medium Enterprises, Association for Education and Development, etc.), international (GIZ, LED, etc.).	Head of Continuing Education Directorate Deans of faculties	New projects
A 3.3.	Collaboration of the CCT with similar centers in the country and abroad in projects dedicated to the field of continuous training.	Head of Continuous Training Directorate	Collaboration agreements with other continuing education centers.
A 3.4.	Organizing seminars with the participation of representatives of HR services of enterprises on identifying the needs and effectiveness of CPT.	Head of Continuous Training	Increased demand for CPT services.

PRIORITY 4. Active promotion of CPT services and development of partnerships with beneficiaries of professional training services

training

Strategic objective: Transparency, visibility and active promotion of the potential of TUM in the development of human resources needed by the business/enterprise environment for the development of the national economy and the system of technical vocational education.

No. crt.	Action	Responsible	Measurable indicator
A 4.1.	Identification of priority directions for human resources development, including CPT in partnership with social partners (ministries, state departments, professional unions, sectoral committees), the business environment (enterprises, institutions), the labor market (ANOFM).	Prorectorate, Head of the Continuing Training Directorate	New CPT programs
A 4.2	Organize continuous training courses in the territory and in partnership with economic agents.	Head of the Continuing Training Directorate	Enterprise CPT programs
A 4.3	Development and promotion of promotional materials on continuing education at TUM.	Prorectorate Head of the Continuing Training Directorate	Increase the number of beneficiaries of CPT services.
A 4.4	Permanent updating of the website www.cfc.utm.md and of the websites of the specialized centers for continuing training at faculties.	Head of Continuous Training Directorate Head of ICT Directorate	Increased access, increased number of beneficiaries of CPT services.
A.4.5	Promotion of marketing activities with the involvement of heads of CPT programs, teachers, students of TUM.	Head of Continuing Training Directorate Deans	Increase the number of beneficiaries of CPT services.

PROMOTION, IMPLEMENTATION AND MONITORING OF THE STRATEGY FOR FPCF ACTIVITIES AT UTM

Continuous updating of UTM web pages with the placement of information on continuing education services.

The implementation of the strategy will be carried out by the Continuing Training Directorate/University Centre for Continuing Training in accordance with the annual operational plans that will concretize the actions of the university strategy in CPT.

The collection, systematization and analysis of information on the progress of CPT activities will be carried out by:

- Continuing Education Directorate/University Center for Continuing Education;
- TUM Continuing Education Coordinating Council;
- Academic Management and Quality Assurance Department;
- Resources Management Directorate.

The team composed of faculty representatives responsible for CPT at the faculties (members of the Coordinating Council for Continuing Training of TUM) will design monitoring sheets of indicators in all areas of action of the strategy, the information to be collected semi-annually and annually at the level of faculties, departments through the persons appointed responsible for CPT.

Departments and Faculties will report to the Directorate/CTC at the end of each semester. The information will include: the degree of achievement of the indicators, and possible proposals for revising the elements of the strategy depending on their impact (deadlines, resources, indicators, etc.). Any decisions to modify the strategy will be taken by the Management Board of the TUM.

A report will be presented annually by the Continuing Training/CTC Directorate to the TUM Senate on the results of the CPT activities.

FINAL PROVISIONS

TUM's CVT activities are part of the university's activities and strategic plan of human resources development for the socio-economic development of the society.

LIST OF ABBREVIATIONS:

CPT - continuing professional training

CCT - University Center for Continuing Training

Dep. CTT - Department for Continuing Teacher Training

SDP - Strategic Development Plan

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