



SISTEMUL DE MANAGEMENT AL CALITĂȚII

MOLDCOOP
UNIVERSITATEA COOPERATIST- COMERCIALĂ DIN
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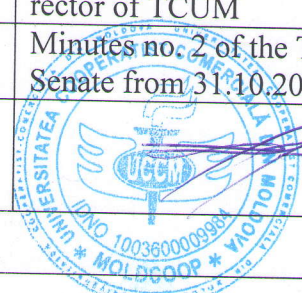
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INTERNATIONALIZATION STRATEGY of the TRADE CO-OPERATIVE UNIVERSITY OF MOLDOVA for the period 2018-2022



	ELABORATED	VERIFIED	APPROVED: TCUM Senate
Responsible	Larisa ȘAVGA, prof., PhD hab.	Liliana DANDARA Vice-rector, assoc.prof., PhD	Larisa ȘAVGA, prof. PhD. hab. President of the Senate, rector of TCUM
Date	25.10.2018	30.10.2018	Minutes no. 2 of the TCUM Senate from 31.10.2018
Signature			



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Acknowledgement

The strategy presented in this document is the result of the participation of Trade Cooperative University of Moldova within the *Structural Project 573921-EPP-1-2016-1-MD-EPPKA2-CBHE-SP ELEVATE - ELEVATING THE INTERNATIONALISATION OF HIGHER EDUCATION IN MOLDOVA* managed by Academy of Economic Studies of Moldova. The university is grateful to the ELEVATE's coordinator, partners and experts with international reputation for sharing their experience, for the guidance, and assistance offered during the preparation of the strategy.



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“Internationalisation is the process of integrating an international or intercultural dimension into the teaching, research, and service functions of an institution of higher learning”¹

Context and challenges

Amplification of globalization has led to increasing the importance of international collaboration. In a global economy, in which they are promoted the free movement of individuals, diversity, multiculturalism, education also becomes global. The globalization and internationalization processes of the past two decades have generated important challenges for higher education and led both to increasing cooperation between universities as well as fierce competition between them.

Continuing reforming of higher education in the Republic of Moldova over more than two decades (started with the proclamation of Independence in 1991) has led to relevant changes in this area: expanding access to higher education, implementation of the higher education structure based on three cycles (bachelor, master, doctorate), institutionalizing university autonomy and financial of the higher education institutions, the modification of the university governing system, etc. A particularly important role in the achievement of these reforms has reverted to studying international experience on all dimensions of higher education activity and the transfer of good practices to the national higher education system at the level of national policy, but also at the institutional level.

With the accession to the Bologna Process (2005), signing the Association Agreement Republic of Moldova - European Union (2014) our country has firmly expressed its commitment to European values, including higher education, where quality assurance prevails. Higher Education (EHEA) and Scientific Research (ERA) urgently and further urge the need to amplify the processes of internationalization of higher education. This desiderate is also particularly important and in the context of the objective of ensuring by 2020 that at least 20% of university graduates in the European area should attend a period of study abroad².

Amplification of globalization processes, the opening of higher education institutions, including the Cooperative Trade University of Moldova (further University), for cooperation on the international dimension, the rapid implementation of information technologies in the educational field, facilitates the exclusion of time and space barriers in communication and contributes to strengthening sustainable interinstitutional partnerships.

Under the conditions of the internationalization of education, amplification of the processes of economic globalization, increasing the mobility of knowledge, catalysing the labor mobility the plenary integration in the international circuit has become a university development priority, which is noted in

¹ Knight, J. (1993). Internationalization: management issues and strategies. International education. CBIE, p. 21.

² <http://www.ehea.info/cid101040/ministerial-conference-leuven-louvain-neuve-2009.html>



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the Strategic Development Plan of the Co-operative Trade University of Moldova for the period 2016-2020.

The Education Code, the Education Strategy 2020, requires substantial reforms and changes both conceptual, strategic and procedural, procesual on all components of the university's activity: education, research, management, internationalization, support activities (finance, logistics, marketing, etc.).

The pro-European orientation, on the one hand, and the internal needs of transforming higher education generally and each university, in particular, into an important factor of progress and of economic and social growth, assigns the quality of higher education and the performance of the education system a priority status and requires effective solutions in the field, which can be capitalized, primarily through the internationalization of the University's activity. The risks of staying behind or ignoring this important aspect are considerable and will have an impact over time.

Brief history and current size of TCUM

The Co-operative Trade University of Moldova (further TCUM) was founded (based on the Cooperative College (founded in 1944)) by Government decision of the Republic of Moldova no.376 of June 22, 1993 and the decision of the Central Union of Consumer Cooperatives of Moldova (Moldcoop), no. 10 of 24 June 1993, with the major aim of training highly qualified staff for the cooperative field as well as for other sectors of the national economy.

Over the years TCUM has become *the only higher education institution in the country with a commercial-economic profile*. Today, TCUM is a modern cooperative university complex of initial and continuing vocational training as well as research-innovation through the harmonious integration of all university cycles: bachelor, master, doctorate.

Academic Programs Offered: Upper Bachelor Degree - 8; master studies - 16; Doctoral studies - 7; continuous training - about 30 programs. All license programs are accredited nationally or internationally, master's degrees are licensed under the law or have international accreditation.

Research:

- Institutional Scientific Accreditation (2014) with the qualification "*International Competitive Organization*" assigned in the base of the decision of the National Council for Accreditation and Attestation of December 29, 2014, valid for 2014-2019,
- positioning on the 8th place in the ranking of higher education institutions regarding to scientific performance (from 31 universities of the country)
- the achievement of institutional research projects, obtained through competition at national level and registered in the State Register of projects in the field of science and innovation - 5 projects, TCUM being the only non-budgetary higher education which implements such projects,



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- Establishing and accrediting the scientific journal "*Journal of Research on Trade, Management and Economic Development*", edited in English, registered in 21 international databases with international visibility.

Graduates: during its period of activity, the university has launched in the labor market approximately 7700 specialists with higher education, mainly in the economic and commercial area, engineering, service, which successfully operate in the most diverse areas of the public and private sectors in the country and abroad.

Funding: mostly from own funds (98%).

Ensuring the quality of university benefits: TCUM is the first higher education institution in the Republic of Moldova that has implemented and certified externally (a.2009, 2012, 2015) the Quality Management System (SMC) based on ISO 9001: 2008, and in 2018 the first recertified SMC in accordance with the new ISO 9001: 2015 standard. This experience is successfully disseminated in the academic environment in the country and abroad.

This situation of the university honors us and at the same time compels us to think of university development strategies and programs that would strengthen our current position and performances achieved, and would catalyze the further development of the university in all its dimensions.

The University has resources, skills, conditions and international partnerships to become *an educational center and scientific-cultural creative, innovative, attractive, internationally recognized, marked by continuous development.*

Situation in the field of internationalization of the University's activity

TCUM has supported collaboration with foreign universities as an important direction of development right from its foundation. Institutional internationalization has always been and continues to be and nowadays a priority for the University and an essential condition for the prestige of the institution and increasing its visibility at national and international level.

The integration of TCUM into the international circuit is advantageous by two major opportunities:

- TCUM is part of the community of signatory universities of Magna Charta Universitatum, signing this document of major significance, which states the fundamental principles of the academic mission in 2011 at Bologna. Currently, it associates 816 universities from 86 countries. It offers vast opportunities to promote international academic values and develop international partnerships;
- TCUM is part of the community of over 1.2 billion cooperative members worldwide, associated with the International Co-operative Alliance (ICA), promoting international cooperative values at national and local level, having the opportunity to cooperate with colleagues from different countries.



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TCUM is a member of the International Association of Universities (1999), of the Memorandum of Cooperation of the co-operative institutions of higher education from CIS countries (1995), of the International Association of Commercial and Economic Education (2000), of the International Association of Merceologists and Technologists (2006), of the International Co-operative Academy (2008) and other international structures.

The University has established and capitalizes collaborative relationships with about 40 universities from abroad, choosing to promote international academic values.

In the internationalization activity are involved, as a priority:

- *the governing bodies*: the Senate of the institution, the Quality Council, the faculty councils;
- *internal structures*: internationalization and promotion service, departments, faculties, Center guidance and career counseling, Trade Research Laboratory and Consumer Co-operation;
- *responsible*: vice rectors, heads of academic and functional subdivisions, appointed officials, internal auditors.

Some vocational training programs have successfully passed international accreditation, such as:

- Higher education program of license in "Law" by the Romanian Agency for Quality Assurance in Higher Education (ARACIS), 2014;
- Higher education program of master in "Public Law" by the Quality Assurance Agency of Estonian Higher Education (EKKA), 2015.

This is a proof of international recognition of the quality of educational benefits offered by TCUM.

TCUM participated and continues to implement a number of international projects supported by the European Commission (TEMPUS, ERASMUS-MUNDUS, ERASMUS + etc.) in consortia with other universities from the country and abroad. Among those are: "Integrated University Management System: EU Experience to CIS Countries" (INURE), "Bachelor's and Master's Degree Programs in the area of management of hotel activities for the development of tourism industry in Georgia, Azerbaijan and Moldova "(LMPH)," The creation of the university network in applied and economic sciences ", etc. In this regard, TCUM collaborates effectively with institutions from France, Spain, Germany, Poland, Hungary, Italy, Austria, Romania, the Netherlands, Slovak Republic, Slovenia and others.

An important role is given to the academic mobility of students and teachers. The onset of student mobility has taken place in the 2012-2013 academic year, the onset of student mobility has taken place in the 2012-2013 academic year, when four students of TCUM have attended in student exchange projects at "George Bacovia" University in Bacau, Romania and the Co-operative University of Economics and Law of Belgorod, Russia.

A special place is the cooperation on the mobility dimension with other universities in the European community. In recent years have benefited of mobility scholarships 22 people: 13 students (University of Montpellier, France, Rovira I Virgili University, Tarragona, Spain, Babeş Bolyai University of Cluj-



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Napoca, Romania, Girona University, Spain, Valencia University, Spain) and 9 teaching staff (Rovira I Virgili University, Tarragona, Spain, Montpellier University, France, Babeș Bolyai University of Cluj-Napoca, Romania, University of Valencia, Spain).

At the same time, 23 teachers from other European institutions (France, Spain, Romania, Portugal, Italy, Bulgaria, Greece, etc.) have held courses, public lessons for students and shared their experience with the TCUM teachers.

A Double Diploma Agreement was signed in 2015 between Co-operative Trade University of Moldova and University of Girona (UdG), Spain, to achieve in partnership the interdisciplinary master program, Management and marketing in tourism, hotel and restoration industry. The first student graduated the joint master program in 2017. This experience is to be extended from the following year of study with Rovira I Virgili University, Tarragona, Spain, based on the Double Diploma Agreement between our universities. It gives possibility to pursue studies at the master and granting double diploma in the Business Administration specialization.

University undertake more efforts for "home internationalization" and to reduce the migration of young people. In this regard, in the framework of cooperation between the TCUM and the "Dunarea de Jos" University from Galați, Romania, TCUM students have the opportunity to follow simultaneously license and master programs of this university. Studies are unfold in the TCU M spaces, the study process being assured mainly by the invited teachers from the partner university, the students having the opportunity to attend the courses taught by the teachers of Galati University and to benefit from scholarships, this has multiple cost and quality advantages. In this way students can obtain two diplomas at the completion of their studies: one of TCUM and another of the University of Galati.

Thanks to the international projects the academic infrastructure of the university was developed, was created The Center for Information and Communication Technologies, Center for Studies and Cooperative Resources, Resource Center in Tourism and Hospitality Services, equipped with modern information equipment and resources, which are accessible not only to students, to the university's academic staff, but also to applicants from other educational institutions and from the business environment, including the co-operative one.

Nevertheless, the challenges of the ever changing environment, as well as unvalued reserves in the field of internationalization of the University's activity, requires amplification of internationalization processes and acceleration of integration into the international circuit, in the European area of education and research, promoting the culture of internationalization within the university. At the same time, the classification of universities according to the hierarchy of study programs, provided by the Education Code, brings with it for our University competitive and reputational challenges both domestically and internationally and requires efforts to place us in the upper category.

Steps regarding to the Strategy development

Having in mind the importance of developing international partnerships, of the TCUM Internationalization Strategy, for its developing, were initiated more steps:



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- a) the analysis of the normative framework and national strategic development in the fields of education and research;
- b) assessing the European regulatory and development framework for higher education and research;
- c) the study of relevant assessing documents, the implementation of national and international programs in the field of higher education and research;
- d) analysis of the implementation of the Strategic Development Plan of TCUM in the period 2016-2020, the international relations component;
- e) SWOT analysis of the activity in the field of internationalization of the University;
- f) identifying the internal needs faced by the University, the needs of the stakeholders (students, stakeholders), including international relations and competitiveness on the international market;
- g) consultation of the main actors (students, scientific and didactic staff, employers, partners, other beneficiaries), etc.

All these have allowed to establish the institutional framework for the elaboration of the Internationalization Strategy and the identification of the strategic and specific objectives, of the priority actions for their valorisation.

SWOT analysis of internationalization activity

Strengths (S)

1. Promotion and consistent implementation of the provisions of the Bologna Process. Structuring higher education in three cycles.
2. Promotion of state standards of the university curriculum, educational content compatible with the National Qualifications Framework and the European Qualifications Framework
3. Educational resources offered to students and other beneficiaries through a range of diversified higher education programs (cycles: I - Bachelor, II - Master, III - PhD), as well as continuous training programs, permanently adapted to the requirements of the socio- economic environment.
4. National and International Accreditation of Vocational Training Programs (2015, 2017, 2018), as well as the accreditation of UCCM as an organization in the field of science and innovation (2014-2019).
5. International cooperation in the achievement of institutional research projects, obtained through competition.
6. Highly qualified human resources, which are distinguished by scientific, scientific and didactic elaborations, articles in national and international publications, participations in projects, international cooperation.



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7. Initiating academic mobility for students and teachers within inter-university consortia.
8. Integration into international networks in the field of education.
9. Student access to academic mobility projects and programs.
10. Promoting a coherent management system of TCUM quality.
11. Managerial resources for ensuring the quality of didactic and research processes through the establishment of internal quality assurance structures and internal and external evaluation mechanisms of the university processes and services.
12. The existence of a managerial team motivated to continuously change and improvement of its performance, the university's activity and to international co-operation.
13. Active involvement of students in academic mobility activities and the expansion of international cooperation.
14. The support of students' participation in fulfilled activities within the framework of international partnerships.
15. Continuous development of interinstitutional and international partnerships.
16. Improving the visibility of TCUM on international plan.
17. Continuous improvement of the quality of academic performance in order to increase the insertion rate of graduates in the labor market.
18. Promoting the internationalization experience for all members of the University community.

Weaknesses (W)

1. Insufficient financial resources for the promotion of international projects.
2. The lack of a budget dedicated to internationalization, as have the majority of universities abroad.
3. The level of different training of the students in terms of knowledge of languages of international circulation for training in internationalization actions, including academic mobility.
4. Reduced number of programs with teaching in languages of international circulation.
5. The difficult monitoring of the graduates' professional career, which influences on the performance indicators.
6. Low number of students attracted in national and international research programs.



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7. The low interest of some scientific-didactic and teaching staff in the field of teaching in international circulation.
8. Insufficient involvement of university staff in attracting international projects, research, consultancy services, continuous training, other activities.
9. Inefficient motivation system and rewarding of the staff according to the performance of the activity, the quality of performance, participation in university development.
10. Reduced attendance of academic and administrative staff in academic mobility programs.
11. Low impact of following-up of continuing vocational training programs by teachers, mainly participation in professional development programs in local entities
12. The international marketing and promotion activities of the university reduced.
13. Marketing and promotion compartment and other infrastructure elements insufficiently insured with staff with skills according to requirements.
14. Lack of foreign students who would like to attend vocational training programs at TCUM.
15. Insufficient exploration and capitalization of the real possibilities of collaboration and participation in networks and national and international consortia.

Opportunities (O)

1. Attracting international students.
2. Developing students' academic mobility programs, teachers and administrative staff.
3. Expansion of dual diploma programs with partner universities from abroad.
4. Wider access to European programs intended for the education and research sectors.
5. New international projects in the field of education and research.
6. Expanding opportunities to obtain international accreditations for several programs.
7. Ensuring of some fair conditions for the activity of higher education institutions, public and private.
8. Developing distance and electronic education accessible to foreign students.
9. Cooperation with international companies or operating on the foreign market.
10. Increasing employment opportunities for international students.
11. Amplification of regional internationalization.



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12. Periodical organization of international scientific events for both academic staff and students.
13. Context favorable to research, integration into the European Research Area and access to European funds intended for science.
14. Development of international relations with universities and companies from abroad for offering scholarships and practice scholarships through ERASMUS +, other programs and projects.
15. Developing of intergovernmental partnerships with the education-research component, intercultural exchanges with countries from different regions.
16. Promoting cross-border cooperation projects.
17. Access to public resources to fund study programs.
18. Reduced study fees.

Threats (T)

1. The lack or diminishing of the interest of foreign students in attending vocational training programs in universities of Moldova.
2. The amplification of the regressive demographic processes from the country and partner countries, and, respectively, reducing the number of potential candidates to higher education study.
3. Demotivating (imperfect) policies for legalizing the stay of foreign students in the country.
4. Trends of diminishing of the university's funding resources.
5. Amplifying the unidirectional flow and the migration trend of high school graduates to universities abroad.
6. Diminished motivation of the graduates to accede to studies at the next cycle of higher education.
7. Increasing competition at national and international level, competition hard to annihilate and educational and research centers in advanced countries.
8. Strong competition from state education institutions, which are financed from public sources, while TCUM operates on self-financing from own funds originated preponderantly from tuition fees.
9. Recruitment with difficulty of the didactic-scientific young staff.
10. Lack of stimulating national programs for hiring young people from abroad graduates of educational institutions of Moldova.
11. Vulnerability of the economic environment and its consequences on educational institutions.
12. Low visibility and competitiveness of the national higher education system internationally.



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The vision and objectives in the field of internationalization

A priority objective for today's universities is to develop the international dimension of their activity, enabling them to become the main actors in a knowledge society, a fundamental factor in increasing international competitiveness. Internationalization involves not only the teaching mission, but also research and the transfer of knowledge. In conditions of increasing globalization, higher education institutions need to be internationalized if they want to be part of the global knowledge network and to provide valuable services to society.

According to the mission assumed by the Cooperative-Commercial University of Moldova and transposed into the Charter of the University, approved by the decision of the TCUM Senate of May 19, 2015, TCUM opts to become an educational and research center of high achiever, a national leader in the field of commercial-economic education and of consumer co-operation.

The internationalization of universities has become stringent for several reasons, including:

- the need to prepare graduates open to global challenges, with skills
- ready for a career that does not yet exist, based on rapidly changing technologies and are difficult to predict,
- *the opportunity to connect research at global level,*
- *the competition for placing in a better position in the international rankings,*
- *attracting and enrolling foreign students to cover the effects of the "demographic pit"*

The vision in the field of internationalization of the University derives from the mission and the general vision of the Co-operative Trade University of Moldova and is focused on: adapting to the challenges of the international environment, increasing the international visibility of the university, promoting intercultural exchanges, integrating into the European space of education and research.

TCUM believes that internationalization should be found in every basic process (education, research, human resource development, etc.).

In line with this **vision**, the following **strategic objectives** of the University were identified in the field of internationalization:

- 1. Internationalization of the University's activity and promoting the culture of internationalization within the institution,***
- 2. Internationalization of vocational training programs, increasing their degree of competitiveness, increasing the number of international students,***
- 3. The internationalization of research activity and increasing its multidimensional impact,***
- 4. Development and motivation of human resources (personnel, students) engaged in internationalization activities,***
- 5. Increasing the international visibility of the University.***





Each strategic objective includes *specific objectives*. In setting these strategic objectives there have been identified several actions to follow. These actions will be measured by monitoring indicators, which have been established in coordination with academic and administrative subdivisions and responsible persons.

The mentioned objectives are coordinated with the values and the institutional objectives defined in the TCUM Strategic Development Plan for the period 2016-2020.

OS.1 Internationalization of the University's activity and promotion of the culture of internationalization within the institution

Specific objectives

- A.1.1. harnessing of existing partnership agreements and the expansion of international relations by signing new cooperation agreements, including bilateral partnership agreements under ERASMUS + program;
- A.1.2. facilitating university participation in ERASMUS +, H2020, other international projects;
- A.1.3. supporting the exchange of experience of teachers, scientific and teaching staff administrative staff, between TCUM and partners from abroad to acquire knowledge, experience, and new skills;
- A.1.4. developing the strategic partnerships, which will have as an object, creating consortia with university centers, including from abroad, and participation in international projects;
- A.1.5. strengthening the institutional and human capacity of the internationalization and promotion service;
- A.1.6. intensifying exchanges of good practices with performing universities in internationalization activity;

OS.2. Internationalization of vocational training programs, increasing their degree of competitiveness, increasing the number of international students

Specific objectives

- A.2.1. increasing the number of course units and teaching programs in languages of international circulation, increasing their international visibility;
- A.2.2. supporting and encouraging the academic mobility of students, teachers and administrative staff;
- A.2.3. increasing the visibility and transparency of academic mobility contests for students and academic staff;
- A.2.4. increasing the number of international students in professional training programs, notably through the Erasmus + programs and bilateral agreements, etc.





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A.2.5. cooperation with universities from abroad for the achievement of joint study programs (double degree, joint degree);

A.2.6. the development of "home internationalization", including through the development of cooperation by "visiting professor" .

OS.3. Internationalization of research activity and increasing its multidimensional impact

Specific objectives

A.3.1. the correlation of research and doctoral themes with research directions at national and international level;

A.3.2. collaborating with educational and research institutions from abroad for carrying out research programs of common interest, encouraging the establishment of international collectives for this purpose;

A.3.3 participation in international research projects, creation of a favorable framework for attracting funding sources for research from international projects;

A.3.4. periodic organization of international scientific events and participation as partners in scientific events from abroad;

A.3.5. increasing the visibility of research results both in the country and abroad, stimulating publications in international prestigious magazines with impact factor;

A.3.6. development of the assessing methodology of the research performances of the scientific-didactic staff in accordance with the international experience in the field, implementing efficient mechanisms of stimulation the researchers for outstanding results.

OS.4. Development and motivation of human resources (personnel, students) engaged in internationalization activities

Specific objectives

A.4.1. supporting the study of languages of international circulation by academic and administrative staff;

A.4.2. increasing the number of mobilities of the students and academic staff (incoming, outgoing) at universities from abroad for taking over and the implementation of international experience in teaching-learning- assessment;

A.4.3. development of administrative staff through cooperation with universities from abroad (staff training);



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A.4.4. organizing internal trainings on internationalization and mobility activities;

A.4.5. extending the endowment of the scientific library with information resources in languages of international circulation and access to international databases;

A.4.6. facilitating the deep study of foreign languages by students by introducing into the curriculum of studying 2 foreign languages.

OS.5. Increasing the international visibility of the University

Specific objectives

A.5.1. continuously updating the University's web page, ensuring the presence of relevant information in English and other languages;

A.5.2. organizing and hosting of some international events (international conferences, summer schools, extracurricular meetings, etc.);

A.5.3. supporting the participation of teachers and students in cultural events, international scientific events from abroad, promoting research results of internationally;

A.5.4. expanding international relations by placing the university on national and international networks of universities;

A.5.5. the advancement of the University in international rankings;

A.5.6. participation in exhibitions, international fairs in order to promote the educational offer, of research areas and of the University.

The specific objectives are detailed in the implementation action Plan of the Internationalization Strategy and in the complex annual activity Plan of the University, approved by the Senate of the institution.

Expected results and progress indicators

Evaluation of the implementation of the Strategy will be carried out at the end of the main activities on the basis of indicators for assessing the progress, the results obtained and their estimated impact.

At the same time, the following *progress and performance indicators* have been established in time horizon 2022 :





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- signing at least 5 new bilateral cooperation agreements with educational, research institutions, other foreign partners,
- ensuring a 10% share of the courses taught in English and at least one program in languages of international circulation,
- signing at least 5 bilateral agreements of academic mobility Erasmus + and 2 bilateral agreements for dual degree programs with universities from abroad,
- increasing the number of student's mobility of the University to foreign institutions, the participation of 30 TCUM students in such programs,
- recruitment of foreign students for studies at the TCUM, increasing their number to 15,
- training of at least 10 foreign teachers in the educational and research process within the University, including by visiting professor,
- participation by each scientific-didactic framework at least at one academic, scientific, international cultural event,
- completing the internationalization and promotion service with the international marketing and recruitment component,
- joining at two educational consortia or of international research,
- leading of 3 master / doctoral theses with the help of foreign teachers,
- participation in 5 international joint research projects in partnership with foreign institutions,
- organizing annually, independently or in partnership with foreign institutions, at least one international scientific event of the scientific-didactic staff,
- organizing within the University of English study courses for all members of the academic community, the University's partial financial support for the achievement of this program,
- participation in exchange and experience, programs of mobility (training mobility) of 2 representatives of the internationalization and promotion service in universities with performances in internationalization activities,
- organizing annual trainings on internationalization actions and mobility programs,
- introducing in curricula to higher education of license of studying 2 foreign languages,
- the presence of the university webpage in at least three languages (Romanian, English, Russian),
- the presence of the University in the international rankings, the positioning at the average level in the ranking of the institutions of the country.

Monitoring and reporting

The implementation of this Strategy will be carried out by involving all academic and functional subdivisions of the University, of all the staff of the institution and students. In the period of the Strategy implementation will be organized a continuous monitoring process, evaluation and reporting. Monitoring and evaluation will be done on the basis of the progress indicators listed above.

The unfolded activity for achieving the strategic goals will be monitored by:

- the academic and administrative structures involved,
- the internationalization and promotion service,



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- internal auditors and the external evaluation authority of the Quality Management System.

Strategy achievement will be monitored periodically by the responsible persons.

The academic and administrative structures are responsible for the implementation of the established objectives within the Strategy with reference to their area of competence. Reporting will be carried out semester by them in their half-yearly activity reports.

The Internationalization and Promotion Service is institutional responsible for monitoring and will present to the Senate the Annual Synthesis Report on the implementation of the Strategy's actions.

As the case, in accordance with the presented reports and in accordance with the established objectives, the Action Plan will be revised regarding to the implementation of the Strategy.



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