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**INTERNATIONALIZATION STRATEGY OF THE ACADEMY  
OF ECONOMIC STUDIES OF MOLDOVA FOR THE PERIOD  
2018-2023**

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## INTRODUCTION

The internationalization of the Academy of Economic Studies of Moldova (ASEM) has been a constant effort in the last 20 years at the level of our institution, as the emergence and development of support instruments, such as TEMPUS, ERASMUS + and operational programs funded by the European Union (joint operational programs Romania-Ukraine-Moldova, Romania-Moldova) that helped the process of initiation and development of study programs, stimulation of mobility and exchange of experience, modernization of university infrastructure.

Our university aims to develop internationally, by virtue of its tradition over the years and its own vocation as an economic and business school, so that it can be a visible present, internationally recognized, as a competitive training and research option. This is done through our own study programs, including internationally accredited ones by gaining the status of agreed partner for European project consortia, as well as as an institutional member of international thematic networks.

Internationalization at sectoral / national / institutional levels is defined as a process of integrating an international, intercultural or global dimension into the purpose, functions and delivery of university education.

This definition has been subsumed in the more recent definition of "comprehensive internationalization" (defined as a commitment, confirmed by action, to instil international and comparative perspectives in teaching, research, and higher education missions, shaping institutional ethos and values; and reaching the full dimension of higher education, it is essential that it be embraced by the institutional leadership, government, faculty, students, and all academic units of services and assistance.

At the level of ASEM, within the process of strategic planning of internationalization, it is envisaged to pursue the achievement of the general objectives established in the following programmatic documents:

➤ **The strategic development plan for the period 2018-2022**, through which the university proposes the following targets:

- ✓ *Attracting students and teachers from abroad and creating a multicultural university community;*

- ✓ *Increasing the reputation of the university and consolidating the ASEM brand, as a university providing education and research, regionally and internationally.*

In addition to the general picture regarding the internationalization process at ASEM level, it is worth mentioning that for the period 2016-2019 was selected for funding the ELEVATE project "Elevating the internationalization of higher education in Moldova", coordinated by our institution with financial support of the European Commission under the ERASMUS + Capacity Building for Higher Education (CBHE) programme. Within the project, a study was conducted on the perception of teachers on the ASEM's degree of internationalization activity and the analysis of internationalization indicators. Thus, with regard to the objectives considered feasible in terms of increasing the degree of internationalization of ASEM in the next 5 years, the analysis of the participants' responses reveals that, in general, the suggested internationalization objectives are considered to be significantly feasible. In addition, there is a predominantly favorable perception of the potential for internationalization of curricula and increased student mobility in both directions, as well as a more reserved perspective on the internationalization of scientific research..

## **I. CURRENT SITUATION, IDENTIFIED PROBLEMS AND GENERAL TRENDS**

Currently, the university environment in the Republic of Moldova in general, and in particular at the Academy of Economic Studies of Moldova (ASEM) is facing important challenges that threaten both short-term and long-term development prospects. The most severe threats include mass migration of the population, negative demographic evolution, as well as increasing international competition in academia, especially in the massive allocation of government-funded scholarships for Moldovan students offered by Romania. As can be seen in Figure 1, in the last 8 years, the total number of students in higher education institutions in the Republic of Moldova has decreased by almost 40%, with a negative trend increasing in recent years. The Academy of Economic Studies of Moldova has been particularly affected by these factors with a negative impact,

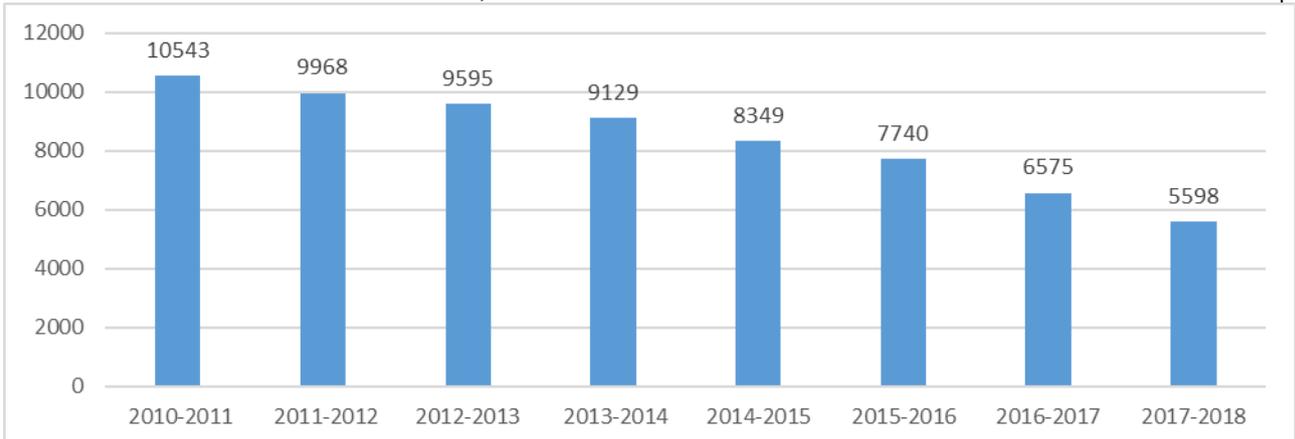
as the usual number of enrollments has decreased from 2000 in previous years to 800 today. The number of students of the institution decreased by 5125 (or almost 50%) within 7 years (figure 2).

**Figure 1. Number of students in higher education institutions in the Republic of Moldova**

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Number of students in higher education institutions in the Republic of Moldova	107.8	104	102.5	97.3	89.5	81.7	74.7	65.5
Compared to the previous period (%)	-1.9	-3.5	-1.4	-5.1	-8.0	-8.7	-8.6	-12.3

National Bureau of Statistics of the Republic of Moldova, indicator code [inv010200].

**Figure 2. The total number of students enrolled at the Academy of Economic Studies of Moldova, students**



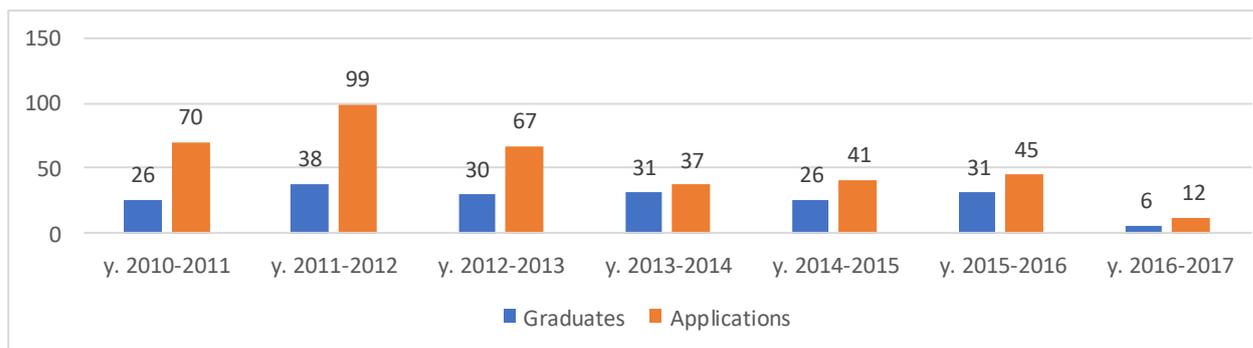
Source: ASEM activity reports, 2011-2018.

Consequently, through the current strategy, ASEM aims to become more actively involved in internationalization in order to increase its capacity and competitiveness to attract and retain as many foreign students as possible in order to develop and sustainably increase the quality of services.

### I.1. Evolution of the number of international students enrolled

In the last 7 years, the attractiveness of ASEM for international students has been quite modest, as the number of international applications compared to the total number was relatively small with the best results not exceeding 4% in 2011/12 and the lowest in the academic year 2016/17, 0.67%. On average, for the research period, 2.23% of applications come from abroad, the main countries of origin being Ukraine, Russia, Azerbaijan, Turkey and Romania. ASEM's performance in retaining foreign students until graduation is even more modest, as on average 1.39% of graduates were international, the highest level not exceeding 1.55% in 2011/12, while the lowest was only 0.45% in 2016/17. It is important to note that the number of applications and international graduates is variable (figure 3), but decreasing in recent years. In addition, ASEM managed to offer double degrees only in the period 2010/11 and 2011/12, when 26 and 36 students respectively completed the respective type of programs.

**Figure 3. Number of international applications and international graduates, students**



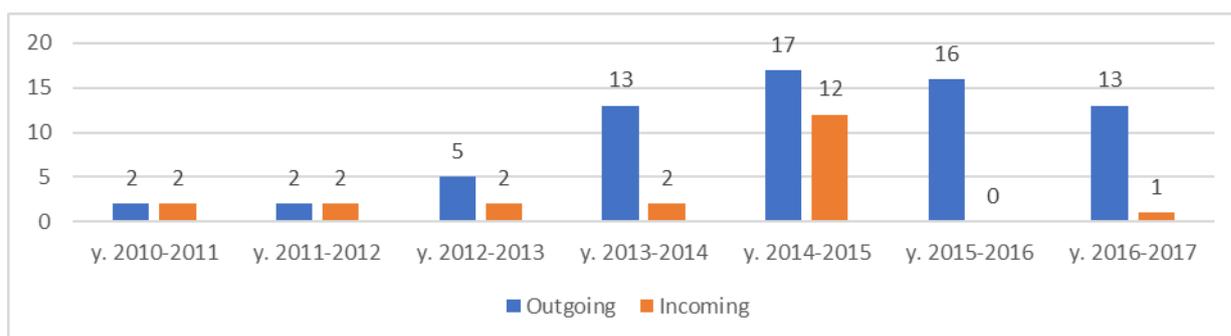
Sorse: Internationalization survey conducted within the ELEVATE project.

Strengthening internationalization efforts is imperative to increase the number of applications abroad, as well as to provide strong opportunities for international students to keep them until graduation. Moreover, it is necessary to increase the number of double / joint degree programs in order to gain a competitive advantage over the domestic and international environment.

## I.2. Evolution of the number of Moldovan students in Erasmus + mobilities

The number of mobility of ASEM students is quite modest (figure 4), so that during the whole period it did not exceed 17 students per year (or 0.24% of the total number of students enrolled in ASEM). However, it can be seen that at the beginning of the period, only 2 students of the Academy (0.02% of the total) studied abroad, through an exchange program, while for the last 3 years this rate increased to 0, 24%. The attractiveness of ASEM for entry mobility remains limited, so that in the last 2 years, the University has hosted only 1 incoming student. In addition, the performance for the entire period was rather low, because in 4 years of all reflected, ASEM hosted no more than 2 international students per year. In 2014/15 alone, ASEM managed to bring in 12 foreign students. The number of international student exchange programs involving the mobility of at least one person has varied between 1 (2010/11) and 5 (2013 / 14-2014 / 15), and in the last two years only 4 initiatives have been effective in this regard.

**Figure 4. Number of students participating in outgoing / incoming mobility programs**



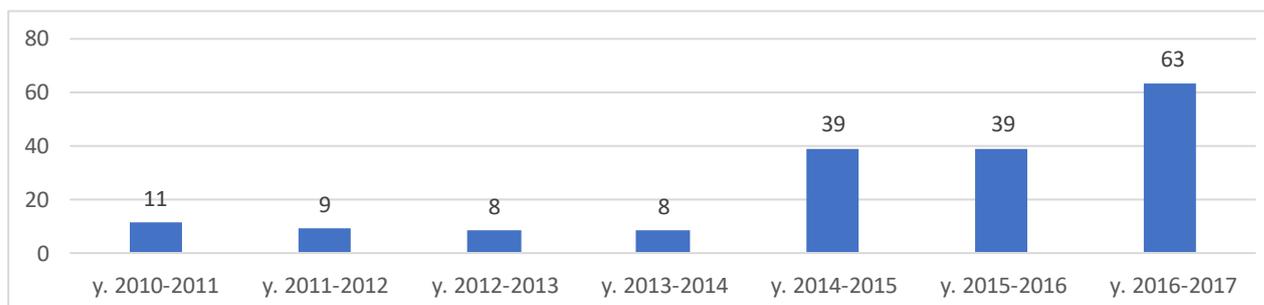
Source: Internationalization survey conducted within the ELEVATE project.

Thus, ASEM has only a few bilateral agreements through which student mobility can be achieved, namely with the University of Economics in Krakow, the Stockholm School of Economics based in Riga and within the Erasmus plus program with the D.A. Tsenov Academy of Economics in Svishtov; "Vasile Alecsandri" University of Bacau; University of Granada; Polytechnic University of Timisoara; University of Southern Brittany; Mykolo Romerio University, Vilnius and "Al.I. Cuza" University of Iasi.

### I.3. The evolution of academic staff mobility

Unlike the dynamics recorded in the field of student mobility, it can be seen that the number of academic staff who made study visits abroad is increasing, reaching the number of 63 people in 2016/17, which represents 16% of the total number of teachers, compared to only 9% in the previous two years or compared to 1-2% in the rest of the period (figure 5). At the same time, it is important to note that the number of external lectures of ASEM's staff has increased to 7 in the last year, from 0 at the beginning of the period (Figure 6). Approximately 19% of all teachers have an advanced degree of knowledge of a foreign language, being able to lead courses. Despite the fact that the number of teachers who possess a foreign language in absolute values decreased from 95 in 2010-11 to 75 in 2016-17, as a share, the levels remain more or less the same. It is also worth mentioning that in the last three years 139 teachers have benefited from language courses organized by ASEM. It should be noted that only 5 professors from abroad were appointed to lead lessons at the Academy in 2014/15 and 2015/16, which is a very low level.

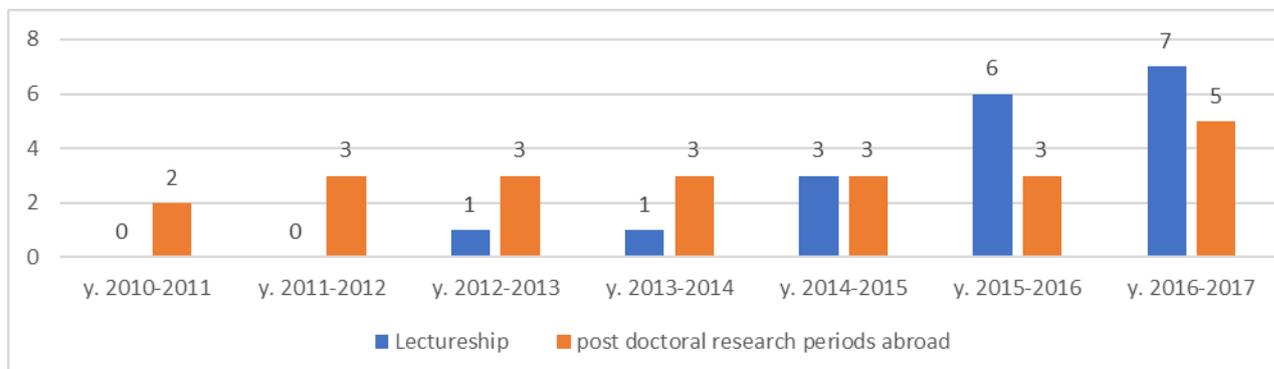
**Figure 5. Academic staff who have conducted study visits abroad**



Source: Internationalization survey conducted within the ELEVATE project.

The number of academic staff with periods of postdoctoral research abroad is also limited, 5 professors (figure 6), a level that is around 1.3% of the total. The number of participation of academic staff in international conferences (with qualified contribution) registered negative dynamics throughout the research period 80 in 2010/11, 82 in 2011/12, 93 in 2012/13, 86 in 2013/14, 90 in 2014 / 15, 74 and 76 in the next two academic years.

**Figure 6. Number of academic staff who have given at least one lecture abroad**



Source: Internationalization survey conducted within the ELEVATE project.

#### 1.4. Bilateral and multilateral academic cooperation agreements

ASEM is currently a partner in 66 collaboration agreements with international universities, as shown in the table below:

Interest zones	Number of agreements
Neighborhood	Romania (18), Ukraine (14), Russian Federation (2), Belarus (3) and other CIS countries (0)
European Union	Latvia (2), France (5), Poland (1), Bulgaria (1), Italy (1), Greece (1), Czech Republic (1), Spain (1), Lithuania (2), Slovenia (1), Austria (1)
North America	USA (2)
Europe (other than the first 2 groups)	Serbia (1), Macedonia (1), Norway (1), Switzerland (1), Sweden (1)
Latin America	0 agreements
Asia	China (2), Azerbaijan (2)
Middle East	Turkey (1)

Under the Erasmus + programme, the Academy of Economic Studies of Moldova has concluded 9 cooperation agreements, including with the following universities: Mykolas Romeris University (Lithuania), Univesridad de Granada (Spain), Universite de Bretagne Sud (France), Alma Mater Studiorum - University of Bologna (Italy), Polytechnic University of Timișoara (Romania), Alexandru Ioan Cuza University of Iași (Romania), Transilvania University of

Braşov (Romania), International School of Social and Business Studies (Slovenia), National Academy of Economics DA Tenov (Bulgaria).

### **I.5. SWOT analysis of internationalization within ASEM**

The strategy proposed in this document is developed based on the needs and suggestions identified by ASEM students and staff. Based on an analysis of the current situation in the field of international academic activity and internationalization study, the following SWOT analysis is provided.:

<b>Strengths</b>	<b>Weaknesses</b>
<p>Developed educational infrastructure, learning-research environment, supported by free high-speed Internet access across campus</p> <p>ASEM – University Specialized in Economics, which gradually opened up related fields such as public administration, sociology, human resources, law</p> <p>Availability of bachelor's and master's programs in a foreign language, conducted at the Faculties of International Economic Relations, Business and Business Administration and Finance ASEM, which allows direct access to foreign students</p> <p>Diversified and updated book fund in the ASEM library and access to international databases</p> <p>Cooperation relations developed with the European university environment</p> <p>Cooperation relations at an early stage, but very good with the university environment in North America</p>	<p>Lack of organizational culture oriented towards internationalization</p> <p>The reserved perception of ASEM teachers regarding the need to internationalize their curricula</p> <p>Reduced number of bachelor's and master's degree programs</p> <p>Low international visibility of most ASEM study programs</p> <p>Absence of a marketing and communication strategy for the institutional promotion of ASEM and its research offer</p> <p>Low budget for internationalization activities and low predictability in its use</p> <p>Lack of support services for the global internationalization of the university and lack of a recruitment service</p> <p>Poor use of social media channels to promote the educational offer in English and Romanian</p>

<p>Very good perception of ASEM students pursuing further studies in European higher education</p> <p>Presence in Chisinau of institutions and organizations promoting cooperation in the field of education and culture (Konrad Adeneuer, USAID, EU delegation, AUF)</p>	<p>Low level of participation in international research programs due to lack of financial resources allocated for this purpose</p> <p>Low level of short-term mobility of students and teachers (incoming and outgoing)</p> <p>Absence of a comprehensive register of individual and institutional internationalization actions</p> <p>Absence of an association of foreign graduates who studied in ASEM, with the potential to promote the image and benefits of ASEM studies</p> <p>Difficulties in retaining and returning ASEM students studying abroad, due to the lack of incentives at national level</p>
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<b>Opportunities</b>	<b>Threats</b>
<p>Opportunity to access European funds to finance opportunities for transnational cooperation in European programs</p> <p>Capitalizing the results of participation in various international rankings</p> <p>Rich experience in organizing international scientific events</p> <p>Network of Moldovan graduates, especially those who work / study abroad, as a means of institutional promotion</p> <p>The friendly and safe socio-cultural</p>	<p>Lack of a culture of cooperation within the university community and stakeholders in the country and abroad</p> <p>Lack of international accreditations related to the university environment</p> <p>Existence of a research deficit with international visibility, at national and institutional level</p> <p>Lack of an institutional system to reward internationalization initiatives</p> <p>Poor funding for higher education in Moldova</p>

environment in Chisinau and the diversity of events, i.e. arts and entertainment that promote interculturality

Relatively low cost of living and studying in Chisinau compared to other European destinations

The proximity of Chisinau to areas with high tourist attractiveness in all seasons

The unstable political environment in Moldova, the adoption of controversial laws

As a result of this analysis, the internationalization of ASEM will seek to capitalize on and maximize the institution's potential in terms of educational infrastructure, international skills and cooperation relations, in the context of external opportunities, materialized by accessing international sources of funding for transnational cooperation, capitalizing on the results of participation in various international ratings and the possibility of increasing international prestige through graduates of the Alumni Network of Moldova who work / study abroad. A priority will also be the involvement of ASEM professors of economics, business and public administration in the process of amplifying internationalization.

## **II. GENERAL AND SPECIFIC OBJECTIVES**

The strategic approach to internationalization at the level of ASEM must aim at the pragmatic integration of a set of conditionalities specific to the internationalization process within the institutional strategic approach:

- The dynamic nature of internationalization processes and their growing importance for institutional and national reforms;
- General re-evaluation of the reasons and goals of internationalization in higher education;
- Demand for increased accountability of higher education institutions, which are required to demonstrate the benefits of internationalization;
- The investments needed to achieve success in internationalization.

The elaboration of the Internationalization Strategy of ASEM was the result of the Erasmus + CBHE project “Elevating the internationalization of higher education in Moldova - ELEVATE” in the period 2016-2019 ([www.elevate-project.md](http://www.elevate-project.md)), in general, and a process of evaluation, analysis and strategic planning, which began in February 2017, when the questionnaire was developed and tested, which was the basis for the study on teachers' perception of the degree of internationalization of ASEM’s activity, in particular.

In this context, taking into account the results of the SWOT analysis carried out, given the programmatic overall level at ASEM (vision, mission, values), taking into account the conclusions of the discussions held in the various forms of strategic consultation (working group meetings within ELEVATE project, benchmarking with relevant people), we consider and propose that the **Priority Areas of strategic planning in the field of internationalization** be defined as follows:

- **Internationalization at home** (to incorporate the internationalization in systems and culture of ASEM, respectively the approaches in the classroom, on campus or in the academic community, which help the university community to develop international knowledge and understanding and intercultural skills);
- **Internationalization abroad** (respectively activities that require crossing borders, including mobility of students, teachers and researchers, internationalization of study programs);
- **Internationalization of research** (respectively the set of actions to allow the expansion of collaborative research, development, innovation (RDI) networks of ASEM researchers, to encourage the formation of international research consortia or accession to already existing and functional consortia, to ensure an efficient framework training of ASEM researchers in line with new trends in RDI);
- **Strengthening external prestige** (respectively the set of actions to increase the international visibility of ASEM and to allow the university to position itself as a regional leader, Eastern Europe and the Eastern Partnership, in economic higher education).

In order to implement these strategic priority areas, the following strategic and specific objectives are set out:

<b>STRATEGIC PRIORITY AREA 1: Internationalization at home</b>	
<b>Strategic objective 1.1.</b> Internationalization of the curriculum	
	<b>Specific objective 1.1.1.</b> Development of double diploma and joint degree programs

	<b>Specific objective 1.1.2.</b> Diversification of study programs with foreign language teaching and cross-cultural training programs and international accreditation, as well as increasing the number of Jean Monnet chairs
	<b>Specific objective 1.1.3.</b> Defining and operationalizing an integrated structure of international extra-curricular activities (summer schools, ASEM International Week, etc.)
<b>Strategic objective 1.2.</b> Increasing the number of international students and the number of foreign teachers teaching at ASEM	
	<b>Specific objective 1.2.1.</b> Increasing the number of foreign students in all types of study programs by intensifying promotion and awareness actions
	<b>Specific objective 1.2.2.</b> Attracting international teaching and research staff
	<b>Specific objective 1.2.3.</b> Defining and operationalizing an integrated support services structure for international students and teachers abroad
<b>STRATEGIC PRIORITY AREA 2: Internationalization abroad</b>	
<b>Strategic objective 2.1.</b> Increasing the European and international mobility of ASEM students and academic staff	
	<b>Specific objective 2.1.1.</b> Increasing the European and international mobility of ASEM students
	<b>Specific objective 2.1.2.</b> Increasing the international mobility of academic staff in order to improve the quality of teaching, improve research skills
	<b>Specific objective 2.1.3.</b> Improving the administrative staff involved in specific internationalization activities
<b>Strategic objective 2.2.</b> Development of international partnerships	
	<b>Specific objective 2.2.1.</b> Strengthen existing bilateral cooperation agreements and define the strategic framework for prioritizing international academic cooperation
	<b>Specific objective 2.2.2.</b> Increasing the involvement of partners in the multi and transnational business environment in the internationalization activity
	<b>Specific objective 2.2.3.</b> Increasing the share of revenues as a result of the implementation in partnership of international projects
<b>STRATEGIC PRIORITY AREA 3: Internationalisation of research</b>	
<b>Strategic objective 3.1.</b> Increasing international scientific cooperation and international visibility of ASEM research results	

	<b>Specific objective 3.1.1.</b> Increasing participation in relevant international conferences and international training courses for academics and students
	<b>Specific objective 3.1.2.</b> Increasing the participation of researchers and research entities from ASEM in the process of international integration of scientific research, as well as the recognition of performance in innovation and research
	<b>Specific objective 3.1.3.</b> Supporting high-performance scientific research and increasing the organizational capacity to transfer research results in the field of international research
<b>STRATEGIC PRIORITY AREA 4. Consolidation of external prestige</b>	
<b>Strategic objective 4.1.</b> Increasing the international visibility of ASEM as a regional provider of excellence in economic higher education	
	<b>Specific objective 4.1.1.</b> Increasing the administrative capacity of marketing and promoting the offer of studies on the international educational market
	<b>Specific objective 4.1.2.</b> Innovative regional and international promotion of ASEM's areas of excellence
	<b>Specific objective 4.1.3.</b> Concentrating efforts to improve the position of ASEM in relation to internationalization indicators

### **III. MEASURES / ACTIVITIES REQUIRED TO ACHIEVE THE EXPECTED OBJECTIVES AND RESULTS**

**Specific objective 1.1.1. Development of double diploma and joint degree programs, so that by 2023 there will be at least 5 double diploma and 2 joint degree programs.**

**Priority actions:**

- 1.1.1.1. Development of double degree study programs.
- 1.1.1.2. Development of joint degree programs

**Specific objective 1.1.2. Diversification and international accreditation of foreign language study programs and cross-cultural training programs, as well as an increase in the number of Jean Monnet chairs, so that 10% of the programs are internationally accredited and 1 new Jean Monnet chair existing, until 2023.**

**Priority actions:**

- 1.1.2.1. Creation of new programs with teaching in international languages.

1.1.2.2. Development and implementation of projects that include curriculum development and transfer of good practices.

1.1.2.3. Development of language skills of teachers involved in study programs with teaching in languages of international circulation.

1.1.2.4. Harmonization of the organization of study programs and internal reporting rules with the requirements of the main accreditation bodies.

1.1.2.5. Preparation of international institutional accreditation and study programs

1.1.2.6. Development and promotion of inter and trans-disciplinary summer schools, study visits and continuing education programs for international students, organized in partnership with partner universities in the country and abroad.

**Specific objective 1.1.3. Defining and operationalizing an integrated structure of international extra-curricular activities (summer schools, ASEM International Week, etc.), so that the number of international students involved in extra-curricular activities increases by at least 50% annually.**

**Priority actions:**

1.1.3.1. Initiation and development of International Inter and Trans-disciplinary Summer Schools.

1.1.3.2. Initiating, developing and promoting an On Job Training program for international students within ASEM partner companies that have an intense intercultural environment.

1.1.3.3. Increasing the number of international events (symposia, summer schools, workshops, seminars, sports competitions, concerts, exhibitions, etc.) organized by ASEM.

**Specific objective 1.2.1. Increasing the number of foreign students in all types of study programs by intensifying promotion and awareness actions, so that the number of foreign students enrolled in ASEM is increasing by at least 100 people annually (reaching in 2022-2023 500 people )**

**Priority actions:**

1.2.1.1. Recruitment of international students for study programs (through educational platforms, recruitment agencies, foreign students of ASEM)

1.2.1.2. Creating a comprehensive system for online admission of international students, regardless of whether they opt for mobility or a full cycle of studies at ASEM.

1.2.1.3. Increasing the number of incoming students in mobility programs and bilateral agreements.

1.2.1.4. Initiation and intensification of cooperation with Erasmus Students Network ASEM for the organization of thematic events.

1.2.1.5. Initiation and development of "International Student Week" at ASEM, following the model of "Erasmus Welcome Week" in European Union countries.

**Specific objective 1.2.2. Attracting international academic staff and research staff, so that the number of recruited academic staff will increase by 10% annually, and the research by 5%, respectively.**

**Priority actions:**

1.2.2.1. Identifying and attracting guest teachers from abroad.

1.2.2.2. Recruitment of academic staff and researchers from abroad.

1.2.2.3. Development of cultural centers and study centers in geostrategic areas, within ASEM.

**Specific objective 1.2.3. Defining and operationalizing an integrated structure of support services for foreign students and academic staff abroad.**

**Priority actions:**

1.2.3.1. Improving the services offered to international students by operationalizing an integrated structure of reception and orientation for student life.

1.2.3.2. Elaboration of the Guide for foreign students and academic staff in the languages of international circulation (informative materials about the services offered by ASEM, accommodation, scholarships, etc.).

1.2.3.3. Development of a structure to facilitate the accommodation of academic staff from abroad within ASEM.

**Specific objective 2.1.1. Increasing the European and international mobility of ASEM students, so that the number of mobilities will increase by 10% annually.**

**Priority actions:**

2.1.1.1. Increasing the number of candidates for mobility programs.

2.1.1.2. Providing funding through mobility.

2.1.1.3. Development of students' language skills.

#### **2.1.1.4. Organizing information sessions for ASEM students on mobility opportunities / international placement and services provided by the International Relations Service**

**Specific objective 2.1.2. Increasing the international mobility of academic staff in order to improve the quality of teaching, improve research skills, so that the number of mobility is increasing by 20% annually.**

**Priority actions:**

2.1.2.1. Supporting the participation of ASEM academic staff for teaching missions abroad.

2.1.2.2. Development of mobility programs for academic staff.

2.1.2.3. Development of intercultural competencies of academic staff involved in curricula with teaching in international languages.

**Specific objective 2.1.3. Improving the administrative staff involved in specific internationalization activities, so that the number of participations in training sessions, etc. to be increased by 5% annually.**

**Priority actions:**

2.1.3.1. Development and consolidation of the International Relations Service by creating the technical-material base necessary to intensify its activities.

2.1.3.2. Development and provision of a technical assistance package (training, guidance, infrastructure support, networking) for ASEM staff involved in specific internationalization activities.

2.1.3.3. Improving the collaboration between the International Relations Service and the faculties, departments and other services of ASEM

Obiectiv specific

**2.2.1. Strengthen existing bilateral cooperation agreements and define the strategic framework for prioritizing international academic cooperation, so that by 2020 all existing bilateral agreements will be revitalized.**

**Priority actions:**

2.2.1.1. Qualitative analysis of existing international cooperation agreements and definition of a procedural framework for action in the field.

2.2.1.2. Joining international university networks.

2.2.1.3. Leveraging the opportunities offered by the international university environment by increasing the number of international collaboration agreements concluded and implemented.

**Specific objective 2.2.2. Increasing the involvement of multi-business and transnational business partners in the internationalization activity, so that the number of international companies involved will increase by 2% annually.**

**Priority actions:**

2.2.2.1. Defining and implementing an action plan on the involvement of multi and transnational companies in internationalization activity.

**Specific objective 2.2.3. Increasing the share of revenues as a result of the implementation in partnership of international projects**

**Priority actions:**

2.2.3.1. Development and consolidation of the European Projects and Program Services by creating the technical-material basis necessary to improve the collaboration with the faculties, departments and other services of ASEM;

2.2.3.2. Identification of funding programs for educational and research projects with an international dimension, which fall within the objectives of ASEM in the field of education and research;

2.2.3.3. Dissemination of information through ASEM's intranet network, as well as organization of information sessions for teachers and research on ASEM's relevant international funding programs for each academic year;

2.2.3.4. Identifying the work teams within the faculties, departments and organizing training seminars on the rules for participation in specific international funding programs and providing advice in the process of drafting and submitting the project proposal file;

2.2.3.5. Supporting ongoing international projects in which ASEM participates as a coordinator or partner by carrying out dissemination, monitoring and reporting activities.

**Specific objective 3.1.1. Increasing participation in relevant international conferences and international training courses for academics and students**

**Priority actions:**

3.1.1.1. Carrying out short-term mobility activities in order to improve the writing skills of scientific articles with international relevance for young researchers.

3.1.1.2. Stimulating participation in scholarship programs for postdoctoral researchers.

3.1.1.3. Development of mobility programs specific to scientific research for teachers.

**Specific objective 3.1.2. Increasing the participation of researchers and research entities from ASEM in the process of international integration of scientific research, as well as the recognition of performance in innovation and research**

**Priority actions:**

- 3.1.2.1. Development of mobility programs for doctoral students.
- 3.1.3.2. Stimulating the conclusion of partnerships for co-supervised doctorates.
- 3.1.3.3. Increasing the success rate of international research grants development of research teams from ASEM, in partnership with partner teams from abroad.
- 3.1.3.4. Stimulating participation in international calls for research projects.
- 3.1.3.5. International promotion of scientific events organized in ASEM and scientific publications.

**Specific objective 3.1.3. Supporting high-performance scientific research and increasing the organizational capacity to transfer research results in the field of international research**

**Priority actions:**

- 3.1.3.1. Integration of research centers within ASEM in international networks.
- 3.1.3.2. Ensuring access to specialized international literature.
- 3.1.3.3. Encourage the publication of scientific articles in international partnership in prestigious journals with international visibility.
- 3.1.3.4. Inclusion of ASEM scientific journals in several international databases
- 3.1.3.5. Stimulating and promoting the involvement of ASEM in Open Science by creating and registering ASEM researchers on various international research platforms (COST, Elsevier, European Research Gate, PURE actions)

**Specific objective 4.1.1. Increasing the administrative capacity of marketing and promoting the offer of studies on the international educational market.**

**Priority actions:**

- 4.1.1.1. Development of packages and uniform information resources for all faculties.
- 4.1.1.2. Implementing an international communication campaign and defining an international brand of ASEM.
- 4.1.1.3. Streamlining work with Social Media to promote the image of ASEM on social platforms (Facebook, LinkedIn).
- 4.1.1.4. Development of an International web page of ASEM (English version and other languages of international circulation).

4.1.1.5. Creation of an ASEM Multimedia Gallery as a multifunctional space with the role of presenting the institution (eg, "virtual tour of the university", "open educational resources").

4.1.1.6. Use of partnerships and university networks of which ASEM is part to promote the image of the university.

#### **Specific objective 4.1.2. Innovative regional and international promotion of ASEM's areas of excellence**

##### **Priority actions:**

4.1.2.1. Defining an action plan, involving relevant stakeholders, to define and integrate innovative events on ASEM's areas of expertise.

4.1.2.2. Use of search engines / systems as a method of bringing the target group directly to the ASEM site (Google, Yandex) and their financial support.

4.1.2.3. Participation in educational fairs abroad, especially in the geographical areas of interest of ASEM (Central and South-East Asia, Russia, Ukraine, Turkey, Israel)

#### **Specific objective 4.1.3. Concentrating efforts to improve the position of ASEM in relation to internationalization indicators**

##### **Priority actions:**

4.1.3.1. Elaboration of the action plan on the inclusion of ASEM in a larger number of international rankings, in accordance with the evaluation criteria of each type of targeting

4.1.3.2. Periodic internal evaluation of Bachelor's and Master's programs based on international accreditation criteria / respectively based on indicators related to international rankings.

### **IV. ESTIMATING THE IMPACT AND FINANCIAL AND NON-FINANCIAL COSTS OF IMPLEMENTATION**

The costs of implementing this Strategy can be quite high and are difficult to estimate in the absence of additional details on how to specifically implement priority actions. Consequently, the exact costs for the implementation of the Strategy will be estimated by ASEM in the strategic planning process, in particular in the preparation of the annual budget, as well as in the process of prioritization of funding requests from development partners. The financing of the implementation processes of the Strategy will be carried out from the ASEM budget, by attracting grants, funds, sponsorships and other legal sources..

Even if the exact costs for the implementation of the Strategy can only be presented in the operational planning process, the general expenditure framework can be estimated, starting from the estimated costs in the budget planning process in the Strategic Development Plan of ASEM for 2018-2023 and the projects' external assistance scheduled for the next few years.

The table below shows the expenditures from the estimated budget, distributed on the specific objectives of the Strategy, which include both the expenditures estimated in the Strategic Development Plan of ASEM for the period 2018-2023, and the external assistance projects scheduled for the next few years, that come to support the objectives of the Strategy.

**Table 1. Expenditures according to the objectives of the Strategy, Euro**

<b>Strategic objective</b>	<b>Necesar finanțare / Valoare estimată totală</b>	<b>Surse de finanțare:</b>
<b>1.1 Internationalization of the curriculum</b>	300.000	ASEM budget, Erasmus + CBHE, bilateral funds, others
<b>1.2. Increasing the number of international students and the number of international academic staff for teaching at ASEM</b>	200.000	ASEM budget, Erasmus + CBHE, bilateral funds, others
<b>2.1. Increasing the European and international mobility of ASEM students and academic staff</b>	150.000	ASEM budget, Erasmus + CBHE, bilateral funds, others
<b>2.2. Development of international partnerships</b>	150.000	ASEM budget, Erasmus + CBHE, bilateral funds, others
<b>3.1. Increasing international scientific cooperation and international visibility of ASEM research results</b>	100.000	ASEM budget, Erasmus + CBHE, bilateral funds, others
<b>4.1. Increasing the international visibility of ASEM as a regional</b>	100.000	ASEM budget, Erasmus + CBHE, bilateral funds, others

**provider of excellence in  
 economic higher  
 education**

**Total financing required for the period 2018-2023 - 1,000,000 Euro**

## **V. EXPECTED RESULTS AND PROGRESS INDICATORS**

Given the strategic priority areas and the stated objectives, this strategy aims at the following measurable outcome targets through performance indicators.:

### **In relation to the objectives subsumed in Priority Area I - Internationalization at home:**

- ✓ increasing the number of programs in international languages: from 4 to 10 programs, ensuring the continuity of studies from undergraduate to master's programs.
- ✓ increasing the number of programs with double and joint degree: from 1 to 5 programs.
- ✓ increasing the number of extra-curricular events: minimum 25 events per year, until 2023.
- ✓ increasing the percentage of international students in university study programs: from 2% to approx. 5% of the total number of students (L + B).
- ✓ increasing the number of academic staff of foreign citizens: approx. 5% of the total number of academic staff, foreign teachers involved in teaching activities, in 2023.

### **In relation to the objectives subsumed in Priority Area II - Internationalization abroad:**

- ✓ approx. 5% outgoing students out of the total student population by 2023.
- ✓ approx. 75% of the academic staff employed to carry out at least one international activity every 2 years until 2023.
- ✓ increasing the number of international cooperation agreements by 2023, as follows:
  - from 9 partnership agreements within the Erasmus program to approx. 20 agreements, on the established priority axes,
  - from 66 bilateral cooperation agreements to approx. 150 agreements, mainly on the priority geographical areas set out in the strategy.
- ✓ increasing the number of international actions (internship for Moldovan students abroad and international students in Moldova, international competitions, conferences, workshops, etc.) in partnership with the business environment, at approx. 100 shares in 2023.

**In relation to the objectives subsumed in Priority Area III - Internationalization of research:**

- ✓ increasing the number of participations of young researchers in international research projects: minimum 20 participations by 2023,
- ✓ increasing the number of international mobility of doctoral students and young researchers, including co-supervised doctorates: from 2 people in 2018 to approx. 20 people by 2023,
- ✓ annual increase in the number of international agreements with universities, companies and other relevant institutions having exclusively scientific research objectives: approx. 10 by 2023,
- ✓ increasing the number of international research grants, from 0 in 2018 to approx. 2-3 in 2023,
- ✓ increasing the number of participations in international conferences and training internships: minimum 200 conferences / internships per year until 2023.

**In relation to the objectives subsumed in Priority Area IV - Strengthening external prestige:**

- ✓ annual participation in at least 2 international educational fairs,
- ✓ annual hosting of at least 10 relevant international events
- ✓ permanent updating of the ASEM International website
- ✓ participation in at least 2 evaluations regarding the inclusion in international classification rankings of universities.

## **VI. IMPLEMENTATION, MONITORING AND EVALUATION OF THE STRATEGY**

From the perspective of permanent monitoring of the implementation of the Strategy, a set of measures and tools will be considered to facilitate this activity.:

- **establishment, institutionalization and operationalization of the Working Group for Internationalization** (consisting of RI vice-rector, deans, vice deans as appropriate, senior experts in the field of international relations within ASEM) regular analysis meetings, will formulate recommendations, will participate in the process of identifying the areas of excellence of ASEM, will coordinate the internal evaluation of all specializations based on the internationalization criteria provided by QS and EU-Multiranking, etc .

- **establishment of an Advisory Committee for Internationalization**, which will be invited to participate representatives of prestigious foreign universities, professors Honoris Causas of ASEM, representatives of relevant stakeholders - central public authorities, embassies, partner companies;
- **the departments within ASEM involved in the implementation of the Strategy** will perform annual analyzes, materialized in the form of monitoring reports, as well as questionnaire activities at the level of the academic community and students, annually.

In order to ensure a satisfactory impact of the monitoring process from the perspective of the quality of the reported data, action will be taken to establish a unitary mechanism for collecting information on the progress made in the internationalization process. Thus, this process will be carried out at the level of the International Relations Service (IRS), within which a follow-up sheet of indicators from all areas of action of the strategy will be designed, the information will be collected every six months.

The sources of information are both the IRS's own databases and the information held by the faculties, teaching and administrative departments. Based on the half-yearly sheets as well as the annual analyzes elaborated, the Vice-Rector of IR elaborates the Annual Report on the Internationalization of ASEM which will be presented to the Administration and the ASEM Senate. The report will include information on the degree of fulfillment of the indicators, the budget spent, but also possible proposals for the revision of the elements of the strategy depending on their impact (deadlines, resources, indicators, etc.).

Any decisions to modify the strategy will be taken by the Administration of ASEM and submitted to the Senate for approval.

Given the increased importance given to international rankings both by potential candidates and international partners and by national bodies (see in this regard the initiative of the Ministry of Education, Culture and Research of the Republic of Moldova to introduce meta-ranking as a criterion in allocating university funding), we consider that the presence and consolidation of the position in prestigious international rankings is a catalyst for institutional development.

ASEM is present in Eduniversal, Webometrics, QS World University Ranking and U-Multirank and aims to participate in other recognized rankings, while preparing the international accreditation of study programs. We consider that

the indicators used in the institutional evaluation, in rankings such as QS WUR, ARWU - Academic Ranking of World Universities (Shanghai) or THE - Times Higher Education World University Rankings, translate into a set of institutional performance indicators, which ensure sustainable development and competitiveness of our university.

## **VII. RISKS IN THE STRATEGY IMPLEMENTATION PROCESS**

The approach to risk issues aims to identify the major risks for the strategy, as well as the probability of their occurrence. The risks are related to the underestimation of costs, the overestimation of revenues, the change of the internal and external environmental conditions of the university. The analysis should reveal whether the risks were taken into account in estimating the costs, which are the measures envisaged to mitigate the negative impact of the major risks and the measures considered to minimize the risks.

In the medium and long term, this strategy highlights low risks in terms of implementation. The main risks identified are:

**Financial risks:** poor financing of higher education in the Republic of Moldova which may lead to a lack of complementary funding sources for internationalization

- The management of these risks will consist in: the most realistic estimation of the operating and implementation costs, the provision in the organization's budget of the financial resources related to the financing.

**Legal risks:** frequent and unpredictable legislative changes, tightening of visa policy in the context of migration but also of the terrorist phenomenon

- The management of these risks is difficult to control because they are completely independent of the organization, but a proactive approach to the national and supranational legal framework will minimize the negative impact of this type of risk.

**Institutional risks:** in relation to possible uncertainties generated by the activity of the cooperation partners.

The impact of the assessed risks can be managed through a risk-taking strategy. Complete risk elimination is a utopian picture of the problems or, at best, a cost-effective option. Risk management does not completely eliminate this phenomenon, organizational efforts should not be directed to achieve this goal,

but to monitor it, and when the risk threshold becomes unacceptable, action is taken to reduce the negative impact.

In conclusion, taking on the internationalization process involves a number of challenges and risks associated with this process, including:

- ✓ the risk of losing, through migration, an important resource of human capital (brain-drain);
- ✓ the competition between universities, determined by the classification in the international tops, which can affect the image of the university at international level;
- ✓ the decrease or stagnation of the financing of scientific research from public funds, which contributes to the widening of the gaps between the universities in our country and the prestigious universities abroad;
- ✓ increasing the pressure on the university to diversify its funding sources.

# INTERNATIONALIZATION STRATEGY OF ASEM

## OF THE ACADEMY OF ECONOMIC STUDIES OF MOLDOVA

### FOR THE PERIOD 2018-2023

#### ACTION PLAN FOR THE YEAR 2018 – 2023

<b>STRATEGIC PRIORITY AREA 1: Internationalization at home</b>				
<b>Strategic objective 1.1. Internationalization of the curriculum</b>				
<b>Specific objective 1.1.1. Development of double diploma and joint degree programs</b>				
No. d/o	Activities	Implementation period	Responsible	Expected results
1.	Development of double degree study programs.	2018-2022	Vice-Rector for International Relations and European Projects, Vice-Rector for Academic activity, Heads of Departments	At least 5 (five) double and / or multiple degree programs
2.	Development of joint degree programs	2018-2022	Vice-Rector for International Relations and European Projects, Vice-Rector for Academic activity, Heads of Departments	At least 1 (one) joint degree program

<b>Specific objective 1.1.2. Diversification of study programs with foreign language teaching and cross-cultural training programs and international accreditation, as well as increasing the number of Jean Monnet chairs</b>				
1.	Creation of new programs with teaching in international languages.	2018-2023	Vice-Rector for International Relations and European Projects, Vice-Rector for Academic activity, Heads of Departments	At least 10 (ten) programs with teaching in an international language
2.	Development and implementation of projects that include curriculum development and transfer of good practices.	2018-2023	Vice-Rector for International Relations and European Projects, Vice-Rector for Academic activity, Heads of Departments	At least 3 (three) Erasmus + projects (CBHE and / or Jean Monnet) funded and implemented
3.	Development of language skills of teachers involved in study programs with teaching in languages of international circulation	2018-2023	Vice-Rector for International Relations and European Projects, Vice-Rector for Academic activity, Heads of Departments	At least 10% annual increase of academic / administrative staff, etc.) performing and competitive at European and international level (TOEFLE certificates; At least 1 (one) project developed for the modernization of language study courses (Erasmus + CBHE)
4.	Preparation of international institutional accreditation and study programs	2018-2023	Vice-Rector for International Relations and European Projects, Vice-Rector for Academic activity, Heads of Departments	Increasing the ASEM level in international, regional, national rankings; Increasing the number of international study programs Increasing the number of foreign students
5.	Development and promotion of inter and trans-disciplinary summer schools, study visits and continuing education programs for international students, organized in partnership with partner universities in the country and abroad.	2018-2023	Vice-Rector for International Relations and European Projects, Vice-Rector for Academic activity, Heads of Departments	At least 20 (twenty) events annually

<b>Specific objective 1.1.3.</b> Defining and operationalizing an integrated structure of international extra-curricular activities (summer schools, ASEM International Week, etc.)				
1.	Initiation and development of International Inter and Trans-disciplinary Summer Schools.	2018-2023	Vice-Rector for International Relations and European Projects, Vice-Rector for Academic activity, Heads of Departments	At least 2 (two) summer schools per year (total of 10)
2.	Initiating, developing and promoting an On Job Training program for international students within ASEM partner companies that have an intense intercultural environment.	2018-2023	Vice-Rector for International Relations and European Projects, Vice-Rector for Academic activity, Heads of Departments	At least 2 (two) “On Job Training” programs initiated and developed
3.	Increasing the number of international events (symposia, summer schools, workshops, seminars, sports competitions, concerts, exhibitions, etc.) organized by ASEM	2018-2023	Vice-Rector for International Relations and European Projects, Vice-Rector for Academic activity, Heads of Departments	The number of international events organized within ASEM increasing by 10% annually
<b>Strategic objective 1.2.</b> Increasing the number of international students and the number of foreign teachers teaching at ASEM				
<b>Specific objective 1.2.1.</b> Increasing the number of foreign students in all types of study programs by intensifying promotion and awareness actions				
1.	Recruitment of international students for study programs (through educational platforms, recruitment agencies, foreign students of ASEM)	2018-2023	Vice-Rector for International Relations and European Projects, Vice-Rector for Academic activity, Heads of Departments	At least 100 foreign students enrolled annually (total 500 in 2023)
2.	Creating a comprehensive system for online admission of international students, regardless of	2018-2023	Vice-Rector for International Relations and	An online admission system for international students created and operational by 2023

	whether they opt for mobility or a full cycle of studies at ASEM.		European Projects, International Relations Department	
3.	Increasing the number of incoming students in mobility programs and bilateral agreements.	2018-2023	Vice-Rector for International Relations and European Projects, Vice-Rector for Academic activity, Heads of Departments, International Relations Department	Increase by at least 20% annually the number of students "incoming" in mobility programs and bilateral agreements.
4.	Initiation and intensification of cooperation with Erasmus Students Network ASEM for the organization of thematic events.	2018-2023	Vice-Rector for International Relations and European Projects, International Relations Department	Erasmus Students Network ASEM created and functional (at least 2 events per year organized with international students)
5.	Initiation and development of "International Student Week" at ASEM, following the model of "Erasmus Welcome Week" in European Union countries.	2018-2023	Vice-Rector for International Relations and European Projects, International Relations Department	"International Student Week" organized annually in ASEM

**Specific objective 1.2.2. Attracting international teaching and research staff**

1.	Identifying and attracting guest teachers from abroad.	2018-2023	Vice-Rector for International Relations and European Projects, Vice-Rector for Academic activity, Heads of Departments, International Relations Department	Increase by at least 10% annually of academic staff invited from abroad for teaching at ASEM
2.	Recruitment of academic staff and researchers from abroad.	2018-2023	Vice-Rector for International Relations and European Projects, Vice-Rector for Academic activity, Heads of Departments,	The number of academic staff recruited increased by 10% annually, and the number of researchers by 5%, respectively

3.	Development of cultural centers and study centers in geostrategic areas, within ASEM	2018-2023	Vice-Rector for International Relations and European Projects, Vice-Rector for Academic activity, Heads of Departments,	At least 2 (two) initiated and functioning cultural centers
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**Specific objective 1.2.3. Defining and operationalizing an integrated support services structure for international students and teachers abroad**

1.	Improving the services offered to international students by operationalizing an integrated structure of reception and orientation for student life.	2018-2023	Vice-Rector for International Relations and European Projects, International Relations Department	Increasing the professional capacities and abilities of the administrative staff;
2.	Elaboration of the Guide for foreign students and academic staff in the languages of international circulation (informative materials about the services offered by ASEM, accommodation, scholarships, etc.).	2018-2023	Vice-Rector for International Relations and European Projects, International Relations Department	Number of participations in training sessions
3.	Development of a structure to facilitate the accommodation of academic staff from abroad	2018-2023	Vice-Rector for International Relations and European Projects, International Relations Department	A Guide developed and published on the ASEM international website

**STRATEGIC PRIORITY AREA 2: Internationalization abroad**

**Strategic objective 2.1. Increasing the European and international mobility of ASEM students and academic staff**

**Specific objective 2.1.1. Increasing the European and international mobility of ASEM students**

1.	Increasing the number of candidates for mobility programs.	2018-2023	International Relations Department, Heads of Departments	The number of ASEM (outgoing) student mobility should increase by 10% annually
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2.	Providing funding through mobility.	2018-2023	Vice-Rector for International Relations and European Projects, Programs and Projects Department	Increase the number of agreements under the Erasmus + Credit Mobility program by 10% annually
3.	Development of students' language skills.	2018-2023	Vice-Rector for International Relations and European Projects, International Relations Department, Heads of Departments	Increasing the number of certified students (eg TOEFL)
4.	Organizing information sessions for ASEM students on mobility opportunities / placement in international practice and services provided by the International Relations Service	2018-2023	Vice-Rector for International Relations and European Projects, International Relations Department	At least 2 (two) training seminars organized per year

**Specific objective 2.1.2.** Increasing the international mobility of academic staff in order to improve the quality of teaching, improve research skills

1.	Supporting the participation of ASEM academic staff for teaching missions abroad.	2018-2023	Vice-Rector for International Relations and European Projects, International Relations Department, Heads of Departments	The number of participation of academic staff for teaching abroad increased by 3% annually
2.	Development of mobility programs for academic staff.	2018-2023	Vice-Rector for International Relations and European Projects, International Relations Department, Heads of Departments	At least five (5) programs initiated
3.	Development of intercultural competencies of academic staff involved in curricula with teaching in international languages	2018-2023	Vice-Rector for International Relations and European Projects,	At least one (1) seminar organized per year

			International Relations Department, Heads of Departments	
<b>Specific objective 2.1.3. Improving the administrative staff involved in specific internationalization activities</b>				
1.	Development and consolidation of the International Relations Service by creating the technical-material base necessary to intensify its activities.	2018-2023	Vice-Rector for International Relations and European Projects, International Relations Department,	Strengthening the integrative institutional structure of ASEM; Updated and consolidated operating regulations, job descriptions drawn up, professional skills consolidated
2.	Development and provision of a technical assistance package (training, guidance, infrastructure support, networking) for ASEM staff involved in specific internationalization activities.	2018-2023	Vice-Rector for International Relations and European Projects, International Relations Department,	At least (1) one information session organized per year, participations in mobility for international relations officers
3.	Improving the collaboration between the International Relations Service and the faculties, departments and other services of ASEM	2018-2023	Vice-Rector for International Relations and European Projects, International Relations Department, Heads of Departments	Increasing the internationalization indicators of ASEM by at least 10% annually
<b>Strategic objective 2.2. Development of international partnerships</b>				
<b>Specific objective 2.2.1. Strengthen existing bilateral cooperation agreements and define the strategic framework for prioritizing international academic cooperation</b>				
1.	Qualitative analysis of existing international cooperation agreements and definition of a procedural framework for action in the field.	2018-2023	Vice-Rector for International Relations and European Projects, International Relations Department,	Updating and consolidating (revitalizing) the 66 existing agreements and Identifying at least 20 Strategic Partnership Agreements
2.	Joining international university networks.	2018-2023	International Relations Department,	At least 3 (three) agreements signed and capitalized

3.	Leveraging the opportunities offered by the international university environment by increasing the number of international collaboration agreements concluded and implemented	2018-2023	International Relations Department,	From 66 bilateral cooperation agreements to approx. 150 agreements, mainly on the priority geographical areas set out in the strategy
<b>Specific objective 2.2.2.</b> Increasing the involvement of partners in the multi and transnational business environment in the internationalization activity				
1.	Defining and implementing an action plan on the involvement of multi and transnational companies in internationalization activity	2018-2023	Vice-Rector for International Relations and European Projects, International Relations Department, Vice-rector on research	Initiation, development and consolidation of at least one dual study program "cooperative or job integrated education"
<b>Specific objective 2.2.3.</b> Increasing the share of revenues as a result of the implementation in partnership of international projects				
1.	Development and consolidation of the European Projects and Program Services by creating the technical-material basis necessary to improve the collaboration with the faculties, departments and other services of ASEM;	2018-2023	Vice-Rector for International Relations and European Projects, Programs and Projects Department	Strengthening the integrative institutional structure of ASEM; Updated and consolidated operating regulations, job descriptions prepared
2.	Identification of funding programs for educational and research projects with an international dimension, which fall within the objectives of ASEM in the field of education and research;	2018-2023	Programs and Projects Department	Database of relevant international funding programs of ASEM;
3.	Dissemination of information through ASEM's intranet network, as well as organization of information sessions for teachers and research on ASEM's relevant international funding programs for each academic year;	2018-2023	Vice-Rector for International Relations and European Projects, Programs and Projects Department	Operational plan of the calls of proposals for 2018
4.	Identifying the work teams within the faculties, departments and organizing training seminars on the rules for participation in specific international funding programs and providing advice in the	2018-2023	Vice-Rector for International Relations and European Projects, Programs and Projects Department	Strengthening the collaboration between the institutional structures of ASEM;

	process of drafting and submitting the project proposal file;			
5.	Supporting ongoing international projects in which ASEM participates as a coordinator or partner by carrying out dissemination, monitoring and reporting activities	2018-2023	Programs and Projects Department	Number of information sessions

### **STRATEGIC PRIORITY AREA 3: Internationalisation of research**

**Strategic objective 3.1.** Increasing international scientific cooperation and international visibility of ASEM research results

**Specific objective 3.1.1.** Increasing participation in relevant international conferences and international training courses for academics and students

1.	Carrying out short-term mobility activities in order to improve the writing skills of scientific articles with international relevance for young researchers.	2018-2023	Vice-Rector for International Relations and European Projects, international Relations department, Vice-rector for research and partnerships	Increasing the number of mobility for master and doctoral students by 10% annually
2.	Stimulating participation in scholarship programs for postdoctoral researchers.	2018-2023	Vice-Rector for International Relations and European Projects, international Relations department, Vice-rector for research and partnerships	At least 2 (two) training seminars organized per year
3.	Development of mobility programs specific to scientific research for teachers.	2018-2023	Vice-Rector for International Relations and European Projects, international Relations department, Vice-rector for research and partnerships	At least 1 (one) scientific research-specific mobility project for academic staff obtained (Horizon 2020)

<b>Specific objective 3.1.2. Increasing the participation of researchers and research entities from ASEM in the process of international integration of scientific research, as well as the recognition of performance in innovation and research</b>				
1.	Development of mobility programs for doctoral students.	2018-2023	Vice-Rector for International Relations and European Projects, international Relations department, Vice-rector for research and partnerships	At least 2 mobility programs for doctoral students obtained
2.	Stimulating the conclusion of partnerships for co-supervised doctorates.	2018-2023	Vice-Rector for International Relations and European Projects, international Relations department, Vice-rector for research and partnerships	Increasing the number of partnerships concluded for co-supervised doctorates
3	Increasing the success rate of international research grants development of research teams from ASEM, in partnership with partner teams from abroad.	2018-2023	Vice-Rector for International Relations and European Projects, international Relations department, Vice-rector for research and partnerships	At least 3 research projects obtained for funding
4.	Stimulating participation in international calls for research projects.	2018-2023	Vice-Rector for International Relations and European Projects, international Relations department, Vice-rector for research and partnerships	At least two (2) training sessions organized annually
5.	International promotion of scientific events organized in ASEM and scientific publications	2018-2023	Vice-Rector for International Relations and European Projects, international Relations department, Vice-rector for research and partnerships	Increasing the visibility of ASEM research results, increasing the level of internationalization

<b>Specific objective 3.1.3. Supporting high-performance scientific research and increasing the organizational capacity to transfer research results in the field of international research</b>				
1.	Integration of research centers within ASEM in international networks.	2018-2023	Vice-Rector for International Relations and European Projects, international Relations department, Vice-rector for research and partnerships	Ensuring excellence through internationalization and scientific recognition of ASEM; at least 2 partnership agreements
2.	Ensuring access to specialized international literature.	2018-2023	Vice-Rector for International Relations and European Projects, international Relations department, Vice-rector for research and partnerships	Increasing the number of accesses to specialized international literature.
3.	Encourage the publication of scientific articles in international partnership in prestigious journals with international visibility.	2018-2023	Vice-Rector for International Relations and European Projects, international Relations department, Vice-rector for research and partnerships	Increasing the number of publications indexed in international databases
4.	Inclusion of ASEM scientific journals in several international databases	2018-2023	Vice-Rector for International Relations and European Projects, international Relations department, Vice-rector for research and partnerships	Extending the indexing of ASEM scientific journals in international databases
5.	Stimulating and promoting the involvement of ASEM in Open Science by creating and registering ASEM researchers on various international research platforms (COST, Elsevier, European Research Gate, PURE actions)	2018-2023	Vice-Rector for International Relations and European Projects, international Relations department, Vice-rector for research and partnerships	Number of profiles registered on international research platforms;

## **STRATEGIC PRIORITY AREA 4. Consolidation of external prestige**

**Strategic objective 4.1.** Increasing the international visibility of ASEM as a regional provider of excellence in economic higher education

**Specific objective 4.1.1.** Increasing the administrative capacity of marketing and promoting the offer of studies on the international educational market

<b>1.</b>	Development of packages and uniform information resources for all faculties.	2018-2023	International Relations Department, Deans of Faculties	Number of promotional materials (educational offer)
<b>2.</b>	Implementing an international communication campaign and defining an international brand of ASEM.	2018-2023	Vice-Rector for International Relations and European Projects, International Relations Department	Number of digital tools used in communication with the target audience
<b>3.</b>	Streamlining work with Social Media to promote the image of ASEM on social platforms (Facebook, LinkedIn).	2018-2023	International Relations Department	ASEM international Facebook page created and functional; Number of visitors
<b>4.</b>	Development of an International web page of ASEM (English version and other languages of international circulation).	2018-2023	Vice-Rector for International Relations and European Projects, International Relations Department	Improving the visual presentation of ASEM on the Internet;
<b>5.</b>	Creation of an ASEM Multimedia Gallery as a multifunctional space with the role of presenting the institution (eg, "virtual tour of the university", "open educational resources").	2018-2023	Vice-Rector for International Relations and European Projects, International Relations Department	Increasing the easy navigation of foreign internet users
<b>6.</b>	Use of partnerships and university networks of which ASEM is part to promote the image of the university.	2018-2023	International Relations Department, Vice-rector for research and partnerships	A video spot about ASEM ("virtual tour of the university") placed on the ASEM international website

<b>Specific objective 4.1.2. Innovative regional and international promotion of ASEM's areas of excellence</b>				
1.	Use of search engines / systems as a method of bringing the target group directly to the ASEM site (Google, Yandex) and their financial support.	2018-2023	Vice-Rector for International Relations and European Projects, International Relations Department	Increasing the international visibility of ASEM;
2.	Participation in educational fairs abroad, especially in the geographical areas of interest of ASEM (Central and South-East Asia, Russia, Ukraine, Turkey, Israel)	2018-2023	Vice-Rector for International Relations and European Projects, International Relations Department	Number of search systems used
<b>Specific objective 4.1.3. Concentrating efforts to improve the position of ASEM in relation to internationalization indicators</b>				
1.	Elaboration of the action plan on the inclusion of ASEM in a larger number of international rankings, in accordance with the evaluation criteria of each type of targeting	2018-2023	Vice-Rector for International Relations and European Projects, International Relations Department	Increasing the placement of ASEM in international rankings
2.	Periodic internal evaluation of Bachelor's and Master's programs based on international accreditation criteria / respectively based on indicators related to international rankings	2018-2023	Vice-Rector for International Relations and European Projects, International Relations Department, Heads of Departments, Vice-Rector for Academic Affairs	Increasing the level of internationalization of ASEM by at least 10% annually