



SECTORAL STRATEGY FOR THE IMPLEMENTATION OF THE STRATEGIC PLAN FOR THE PERIOD 2017-2021

INSTITUTIONAL AND ACADEMIC ADVANCEMENT THROUGH INTERNATIONALIZATION

APPROVED

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The institutional internationalization strategy of the State University “Bogdan Petriceicu Hasdeu” from Cahul was updated within the project 573921-EPP-1-2016-1-MDEPPKA2-CBHE-SP “Elevating the internationalization of higher education in Moldova” (ELEVATE), financed by the European Union through the Erasmus + program, key action 2 Capacity Building in Higher Education.

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INTRODUCTION

Globalization brings an international dimension in the activity of universities, the academic environment representing a trend generator that encourages the mobility of students and academic staff, to initiate new collaborations and the dissemination of good practices in related fields.

The objectives of internationalization are constantly evolving, ranging from educating citizens everywhere and strengthening research capacities to increasing institutional prestige.

Uneven global flows of academic staff and researchers can be mitigated by developing internationalization capacities and strategies to integrate them into joint projects. The internationalization of higher education can play an important role in developing such capabilities and opportunities around the world.

At the same time, the new world of higher education is characterized by a competition for prestige, talent and resources on both scales: national and global. National and international rankings lead universities to prioritize their policies and practices that elevate them in the hierarchy. For many institutions, internationalization is a strategic component for increasing prestige, competitiveness and attracting funds.

Internationalization of the State University "Bogdan Petriceicu Hasdeu" (USC) has been a constant effort in the last 10 years at the level of our institution, as the appetite and development of support tools, such as the TEMPUS program, ERASMUS +, which helped the initiation process and development of study programs, stimulation of mobility and exchange of experience, modernization of university infrastructure.

The strategic development plan for the period 2017 - 2021, through which the university proposes the following targets:

- Development of the educational offer in international languages, as well as of the Joint or Double Degree programs, especially those of inter- or transdisciplinary character, in order to attract more foreign students to USC.
- Stimulating the international mobility of students and academic staff (ERASMUS + incoming and outgoing, visiting academic staff and researchers, etc.).
- Increasing the international visibility of USC research centers, as well as of published journals and scientific events organized under the auspices of USC.
- Accessing international research projects, funded by European funds.
- Capitalizing on the international connections between education, research and the labor market, as well as the international connections between education, research and culture.

In addition to the image regarding the internationalization process at USC, it is worth mentioning that for the period 2016-2019, our institution was part of the ELEVATE project "Increasing the level of internationalization of higher education in the Republic of Moldova", coordinated by the Academy of Economic Studies from Moldova, with the financial support of the European Commission within the ERASMUS + Capacity Building for Higher Education (CBHE) program (ref. no. 573921-EPP-1-2016-1-MD-EPPKA2-CBHE-SP). Within the project, a study was conducted on the perception of academic staff on the internationalization degree of USC activity and the analysis of internationalization indicators. Thus, with regard to the objectives considered feasible in terms of increasing the degree of internationalization of USC in the coming 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. DESCRIPTION OF THE CURRENT SITUATION, PROBLEMS IDENTIFICATION AND GENERAL TRENDS

Currently, the university environment in the Republic of Moldova in general, and in particular at the State University “Bogdan Petriceicu Hasdeu” (USC) is facing important challenges that threaten both short-term and long-term development prospects. The most severe threats include mass migration, negative demographic change, and increased international academic competition. 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.

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
Students from institutions of higher education (thousands students)	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

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

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

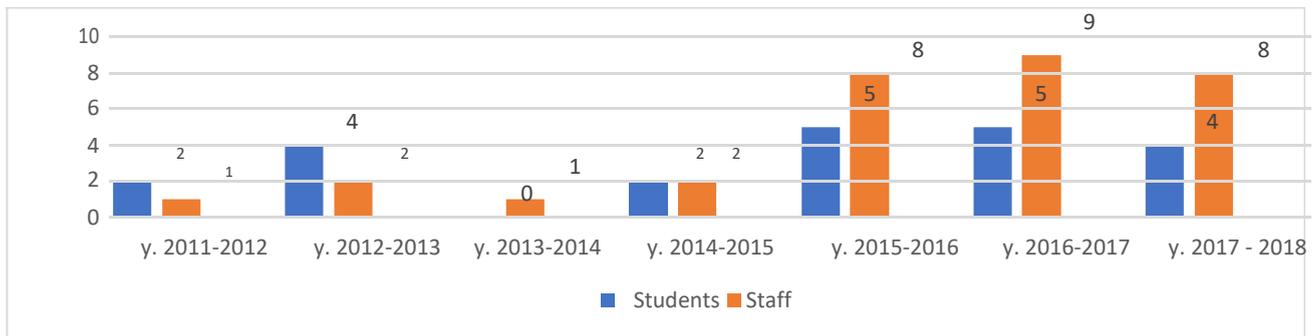
I.1. The evolution of the mobility of students and academic staff within the Erasmus + programme

An important role in the development of the State University "Bogdan Petriceicu Hasdeu" has the relations of close collaboration with a series of higher education institutions in the country and abroad.

Currently, the university has concluded 19 agreements within the ERASMUS + project, of which: 10 agreements with Romanian universities, 3 with Polish universities, one university in Lithuania, 4 with Turkish universities and one agreement with the Spanish university. Since 2007, within the project "Erasmus Mundus Action 2 - Strand 1 LOT7: for Belarus, Moldova and Ukraine", USC has benefited from 75 mobility of academic staff and students. Since 2015, 25 mobilities have been carried out within the Erasmus + project.

The number of mobilities of USC students is quite modest (figure 2). However, it can be seen that the number of mobilities is increasing.

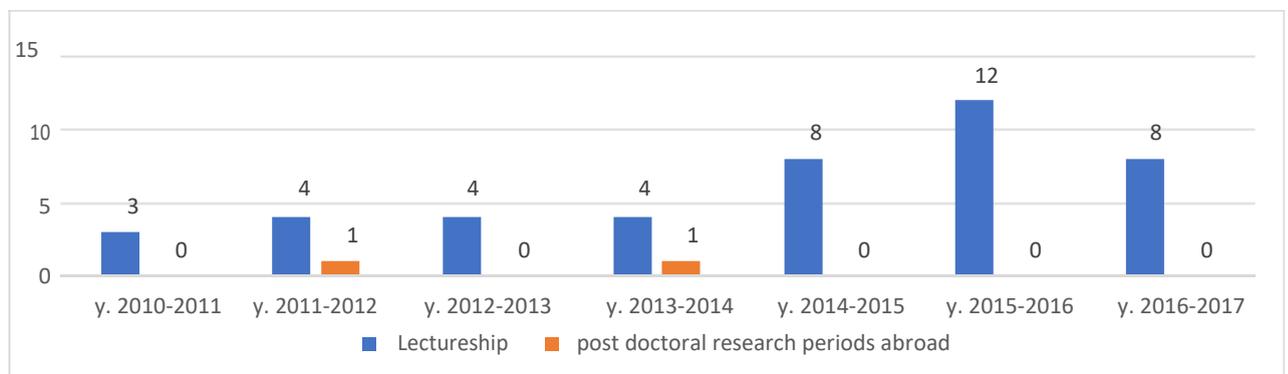
Figure 2. Number of students and teachers in Erasmus + mobilities



Source: Internationalization survey conducted within the Elevate project.

The number of university staff with post-doctoral research periods abroad is also limited, 1 academic staff (figure 3), a level that is around 0.3% of the total. The number of participation of academic staff in international conferences (with qualified contribution) registered a dynamic throughout the research period 7 in 2010/11, 19 in 2011/12, 23 in 2012/13, 17 in 2013/14, 30 in 2014 / 15, 25 and 27 in the following academic years.

Figure 3. Number of academic staff who gave at least one lecture abroad



Source: Internationalization survey conducted within the Elevate project.

In the context of the modernization and internationalization of the teaching act, the State University "B.P. Hasdeu "is actively involved in the realization of European projects in the field of education. Since 1999, the University" B.P. Hasdeu "has been involved in 26 TEMPUS projects. Currently, the university is a partner in 4 Erasmus + projects:

- **Introducing Problem Based Learning in Moldova: Toward Enhancing Students' Competitiveness and Employability” (PBLMD).** The project aims to improve the quality of teaching and learning methodologies and higher education programs in Moldova, while increasing their relevance for the labor market and disadvantaged groups in society.

- **„Creating Moldovan E-network for promoting innovative e-teaching in the continuing professional education” (TEACH ME)** - the general objective of the project is to promote the integration of e-Learning technologies in the in-service training programs for academic staff.
- **„Elevating the Internationalization of Higher Education in Moldova” (ELEVATE)** - the project focuses on three main objectives: the development and promotion of national legislation that will raise the process of internationalization of Moldovan higher education and research; creating the function of university integration through institutional policies for the internationalization of education, research, mobility and services; enhancing institutional capacities for effective participation in large-scale international collaborations.
- **“Reinforce entrepreneurial and digital skills of students and academic staff to enhance the modernization of higher education in MOLDOVA” (ReSTART)** - the general objective of the project ReSTART is to extend the benefits and increase the impact of the entrepreneurial curriculum on students and academic staff by capitalizing on advanced experience in the field.

I.2. Bilateral and multilateral academic cooperation partnerships

USC is currently a partner in 21 collaboration agreements with international universities, as shown in the table below:

Areas of interest	Number of agreements
Neighborhood	Romania (10), Ukraina (5), Belarus (1)
European Union	European Union Delegation (1), Poland (1)
Europe (other than the first 2 groups)	Serbia (1)
Asia	Azerbaijan (1), Georgia (1)

Within the Erasmus + program, the State University “B. P. Hasdeu ”concluded 19 cooperation agreements, including with the following universities: Universidad de Deusto, Spain; Banat University of Agricultural Sciences and Veterinary Medicine in Timisoara, Romania; Middle East Technical University (METU), Ankara, Turkey; Celal Bayar University, Manisa, Turkey; Dicle University, Turkey; Cankiri Karatekin University, Turkey; Babes-Bolyai University of Cluj-Napoca, Romania; Stefan cel Mare University of Suceava, Romania; “Vasile Goldis” Western University of Arad, Romania; Alexandru Ioan Cuza University of Iasi, Romania; “December 1, 1918” University of Alba Iulia, Romania; University of Oradea, Romania; Polytechnic University of Bucharest, Romania; Polytechnic University of Timisoara, Romania; West University of Timisoara, Romania; University of Vilnius, Lithuania; Powislanski College in Kwidzyn, Poland; Business Academy in Dobrowa Gronicza, Poland.

I.3. SWOT analysis of internationalization within USC

At the institutional level, the internationalization strategy is based on the needs and aspirations identified by students, academic and administrative staff of USC. The strategy focuses on the following identified strengths:

- The important number of Erasmus + projects carried out at USC;
- The university's relations with the important actors of the Southern Region;

- Students' access to mobility programs within the Erasmus + programme;
- Important links with the business community in the region;
- The existence of areas with great potential for internationalization;
- Conditions for learning modern languages;
- Existence of favorable conditions for studies and living;
- Student associations are part of international networks;
- Some of USC's study programs have international accreditation.

The university's efforts to ensure efficient internationalization are diminished by a number of "weaknesses" regarding the internationalization process:

- Lack of a budget dedicated to internationalization;
- Sometimes excessive procedures, derived from the need to comply with all legal provisions governing the field;
- Lack of a department specialized in international marketing and international recruitment abroad;
- Limited presence, for financial reasons, at international educational fairs abroad;
- The beginning of the development of mechanisms for promoting USC through foreign students.

The process of internationalization can be facilitated by the existence of opportunities or strengths:

- Cahul is a dynamic city, where the cost of living is bearable;
- Reduced tuition fees;
- Functional Alumni Network;
- Interaction with local authorities and NGOs;
- Organizing national and international conferences for students;
- The internationalization process takes place at regional level.

Promoting the internationalization process can be distorted by the following threats:

- Unfavorable economic and political climate;
- The downward demographic trend in Moldova;
- Lack of normative provisions regarding joint type programs
- Unfair competition in the field of education both nationally and internationally;
- Lack of a national strategy on attracting foreign students;
- The limited budget allocated to regional universities;
- Difficult recognition of international qualifications;
- The brain drain process;
- Decreasing the attractiveness of certain fields / specializations and the need to reinvent them.

As a result of this analysis, the internationalization of USC will try to capitalize on and maximize the institution's potential in terms of educational infrastructure, international skills and cooperation relations, in the context of opportunities offered by the external environment, materialized by accessing international sources of funding for transnational cooperation. capitalizing on the results of participation in various international events and the possibility of increasing international prestige. A priority will also be the involvement of USC professors in the process of amplifying internationalization.

The elaboration of the USC Internationalization Strategy was one of the results of the Erasmus+ CBHE project “Increasing the level of internationalization of higher education in the Republic of Moldova - ELEVATE” in the period 2016-2019 (www.elevate-project.md), in general, and of a process of evaluation, analysis and strategic planning, which begins in February 2017, when the questionnaire was developed and tested, which was the basis for the study on academic staff perception of the degree of internationalization of USC activity, in particular.

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

- Internationalization at home (internationalization of study programs, development of educational offer in foreign languages, as well as Joint or Double Degree programs, especially those of inter- or transdisciplinary character, in order to attract more foreign students to USC, stimulating international student mobility, both incoming and outgoing).
- Internationalization abroad (respectively activities that require crossing borders, including mobility of students, academic staff and researchers, internationalization of study programs);
- Internationalization of research, access to international research projects, funded by European funds, expansion of research, development, innovation (RDI) networks, stimulating the international mobility of academic staff, increasing the international visibility of USC research centers, as well as published journals and scientific events, organized under the auspices of USC).
- Strengthening the external prestige (capitalizing on the international connections between education, research and the labor market, as well as the international connections between education, research and culture, which would allow to increase the international visibility of USC)

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

II. GENERAL AND SPECIFIC OBJECTIVES OF INTERNATIONALIZATION

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

	Specific objective 1.1.2. Diversification of study programs with foreign language teaching and cross-cultural training programs and international accreditation, in order to attract more foreign students to USC.
Strategic objective 1.2. Increasing the number of international students and the number of foreign professors who teach at USC	
	Specific objective 1.2.1. Increasing the number of international students in all types of study programs by intensifying promotion and awareness actions
	Specific objective 1.2.2. Attracting international academic and research staff
	Specific objective 1.2.3. Defining and operationalizing an integrated support services structure for foreign students and academic staff abroad
PRIORITY AREA 2: Internationalization abroad	
Strategic objective 2.1. Increasing the European and international mobility of USC students and academic staff	
	Specific objective 2.1.1. Increasing the European and international mobility of USC students
	Specific objective 2.1.2. Increasing the international mobility of academic staff in order to improve the quality of teaching, and research skills
	Specific objective 2.1.3. Improving the administrative staff involved in specific internationalization activities
Strategic objective 2.2. Development of international partnerships	
	Specific objective 2.2.1. Strengthen existing bilateral cooperation agreements and define the strategic priority framework for academic cooperation
	Specific objective 2.2.2. Increasing the involvement of many business partners and transnational in the internationalization activity
	Specific objective 2.2.3. Increasing the share of revenues as a result of the implementation in partnership of international projects
PRIORITY AREA 3: Internationalization of research	
Strategic objective 3.1. Increasing international scientific cooperation and the international visibility of USC research results	
	Specific objective 3.1.1. Increasing participation in relevant international conferences and international training courses for academics and students

	Specific objective 3.1.2. Increasing the participation of USC researchers and research entities in the process of international integration of scientific research, as well as the recognition of performance in innovation and research
	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 AREA 4. Consolidation of external prestige	
Strategic objective 4.1. Increasing the international visibility of USC as a regional provider of excellence in education	
	Specific objective 4.1.1. Increasing the administrative capacity and promoting the study offer on the international educational market.
	Specific objective 4.1.2. Innovative promotion in regional and international plan of USC priority areas

III. MEASURES / ACTIVITIES REQUIRED TO REACH EXPECTED OBJECTIVES AND RESULTS

Specific objective 1.1.1. Development of double degree and joint degree programs, so that by 2023 there will be at least 1 double degree and 1 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 study programs with foreign language teaching and cross-cultural training programs, so that 5% of the programs are internationally accredited.

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 academic staff 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

Specific objective 1.2.1. Increasing the number of international students in all types of study programs by intensifying promotion and awareness actions, so that the number of foreign students enrolled at USC is increasing.

Priority actions:

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

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

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

Specific objective 1.2.2. Attracting international academic and research staff so that the number of academic staff recruited is increasing.

Priority actions:

1.2.2.1. Identifying and attracting guest academic staff 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 USC.

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. Creation of 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 international students and academic staff in the languages of international circulation (informative materials about the services offered by USC, accommodation, scholarships, etc.).

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

Specific objective 2.1.1. Increasing the European and international mobility of USC students, so that the number of mobilities will increase by 5% 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 USC students on mobility opportunities / international placement and services provided by the External Relations and Academic Mobility 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 10% annually.

Priority actions:

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

2.1.2.2. Development of mobility programs for academic staff.

2.1.2.3. Development of intercultural competences 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 3% annually.

Priority actions:

2.1.3.1. Development and consolidation of the External Relations and Academic Mobility 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 USC staff involved in specific internationalization activities.

2.1.3.3. Improving the collaboration between the External Relations and Academic Mobility Service and the faculties, departments and other services of USC.

Specific objective 2.2.1. Strengthen existing bilateral cooperation agreements and define the strategic framework for prioritizing international academic cooperation, so that by 2021 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 business and transnational partners in internationalization activity.

Priority actions:

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

Specific objective

Specific objective 2.2.3. Increasing the share of revenues as a result of the implementation of international projects' partnerships

Priority actions:

- 2.2.3.1. Development and consolidation of the Science and Editorial Policies Service by creating the technical-material base necessary to improve the collaboration with the faculties, departments and other services of USC;
- 2.2.3.2. Identification of funding programs for educational and research projects with an international dimension, which fall within the objectives of USC in the field of education and research;
- 2.2.3.3. Dissemination of information through the USC intranet network, as well as the organization of information sessions for teachers and research on the relevant international funding programs of the USC 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 USC 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 academic staff 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 academic staff.

Specific objective 3.1.2. Increasing the participation of USC researchers and research entities 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 USC, 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 at USC 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 USC research centers into 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 USC scientific journals in several international databases (Thompson Reuters, Scopus, ERIH Plus, CEEOL, etc.)

Specific objective 4.1.1. Increasing the administrative capacity and promoting the study offer 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.
- 4.1.1.3. Efficient work with Social Media to promote the image of USC on social platforms (Facebook, LinkedIn).
- 4.1.1.4. Development of a USC International website (English and other international languages).
- 4.1.1.5. The use of partnerships and university networks of which USC is part to promote the image of the university.

Specific objective 4.1.2. Innovative promotion in regional and international plan of USC priority areas

Priority actions:

- 4.1.2.1. Defining an action plan, involving relevant stakeholders, to define and integrate innovative events on USC's areas of expertise.
- 4.1.2.2. Participation in educational fairs abroad, especially in the geographical areas of interest of USC (Europe, Russia, Ukraine, Turkey, etc.)

IV. ESTIMATING THE IMPACT AND FINANCIAL AND NON – FINANCIAL COSTS 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 USC in the strategic planning process, especially in the preparation of the annual budget, as well as in the process of prioritizing funding requests from development partners. The financing of the implementation processes of the Strategy will be carried out from the USC budget, by attracting grants, funds, sponsorships and other legal sources.

V. EXPECTED RESULTS AND PROGRESS INDICATORS

Given the priority strategic 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 0 to 2 programs, ensuring the continuity of studies from undergraduate to master's programs.
- ✓ increasing the number of programs with double diploma and joint: from 0 to 1 programs.
- ✓ increasing the number of extra-curricular events: minimum 3 events per year, until 2021.
- ✓ increasing the percentage of international students within the university study programs: from 0% to approx. 2% of the total number of students (L + B).

- ✓ increasing the number of foreign national academic staff: approx. 2% of the total number of academic staff, foreign academic staff involved in teaching activities, in 2021.

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

- ✓ approx. 3% outgoing students out of the total student population by 2021.
- ✓ approx. 25% of the teaching staff employed to carry out at least one international activity every 2 years until 2021.
- ✓ increasing the number of international cooperation agreements by 2021, as follows:
 - from 19 partnership agreements within the Erasmus program to approx. 30 agreements, on the established priority axes,
 - from 20 bilateral cooperation agreements to approx. 40 agreements, mainly on geographical areas priorities 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. 5 shares in 2021.

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 10 participations by 2021,
- ✓ increasing the number of international mobility of doctoral students and young researchers, including co-supervised doctorates: from 0 people to approx. 2 people until 2021,
- ✓ the annual increase of the number of international agreements with universities, companies and other relevant institutions having exclusively scientific research objectives: approx. 5 by 2021,
- ✓ increasing the number of international research grants, from 0 in 2018 to approx. 1-2 in 2021,
- ✓ increasing the number of participation in international conferences and internships: minimum 5 conferences / internships per year until 2021.

In relation to the objectives subsumed in Priority Area IV - Consolidation of external prestige:

- ✓ annual participation in at least 1 international educational fairs,
- ✓ annual hosting of at least 2 relevant international events
- ✓ permanent updating of the USC International website

VI. MONITORING AND REPORTING PROCEDURES

During the implementation of the Strategy, the permanent monitoring of the obtained results will be performed, based on the coordination of the actions of all the factors involved in achieving the objectives of development and advancement of the performance of the staff employed in USC.

The evaluation of the implementation of the Strategy will be performed annually, being appreciated the degree of achievement of the expected results and being proposed measures to recover the situation in case of need.



ACTION PLAN FOR THE YEAR 2017 - 2021

OBJECTIVES AND ACTIVITIES

according to the internationalization priority areas

<u>PRIORITY AREA 1: Internationalization at home</u>				
Strategic objective 1.1. Internationalization of the curriculum				
Specific objective 1.1.1. Development of double and joint degree programs				
Nr.	Activities	Implementation period	Responsible	Results
1	Development of double degree study programs.	2017-2021	Vice -Rectors, Heads of departments	At least 2 (two) programs with double and / or multiple degree
2	Development of joint degree programs	2017-2021	Vice -Rectors, Heads of departments	At least 1 (one) joint degree program
Specific objective 1.1.2. Diversification and international accreditation of study programs with foreign language teaching and cross-cultural training programs, so that 5% of the programs are internationally accredited.				
1	Creation of new programs with teaching in international languages.	2017-2021	Vice -Rectors, Heads of departments, International relations and Academic Mobility department	At least 2 (two) teaching programs in a language of international circulation
2	Development and implementation of projects that include curriculum development and transfer of good practices.	2017-2021	Vice -Rectors, Heads of departments,	At least 1 (one) Erasmus + project (CBHE and / or Jean Monnet)

			International relations and Academic Mobility department	
3	Development of language skills of academic staff involved in study programs with teaching in languages of international circulation.	2017-2021	Vice -Rectors, Heads of departments, International relations and Academic Mobility department	2% annual increase of academic / administrative staff, etc.)
4	Harmonization of the organization of study programs and internal reporting rules with the requirements of the main accreditation bodies.	2017-2021	Vice -Rectors, Heads of departments,	High-performance and competitive level European and international
5	Preparation of international institutional accreditation and study programs	2017-2021	Vice -Rectors, Heads of departments,	Increasing the number of programs international studies Increasing the number of foreign students
Strategic objective 1.2. Increasing the number of international students and the number of foreign professors who teach at USC				
Specific objective 1.2.1. Increasing the number of international students in all types of study programs by intensifying promotion and awareness actions, so that the number of international students enrolled at USC is increasing.				
1	Recruitment of international students for study programs (through educational platforms, recruitment agencies, etc.)	2017-2021	Vice -Rectors, Heads of departments, International relations and Academic Mobility department	At least 5 foreign students enrolled annually
2	Increasing the number of incoming students in mobility programs and bilateral agreements.	2017-2021	Vice -Rectors, Heads of departments, International relations and Academic Mobility department	Increase by at least 2% annually of the number of incoming students in under the mobility programs and al bilateral agreements.
3	Initiation and intensification of cooperation with Erasmus Students Network for the organization of thematic events.	2017-2021	Vice -Rectors, Heads of departments, International relations and Academic Mobility department	Events, organized together with Erasmus Student Network (at least 1 event per year)

Specific objective 1.2.2. Attracting international academic and research staff so that the number of academic staff recruited is increasing.

1	Identifying and attracting guest academic staff from abroad.	2017-2021	Vice -Rectors, Heads of departments, International relations and Academic Mobility department	Increase by at least 3% annually of academic staff invited from abroad in teaching activities of USC
2	Recruitment of academic staff and researchers from abroad.	2017-2021	Vice -Rectors, Heads of departments, International relations and Academic Mobility department	The number of academic staff recruited in annual growth, and research, respectively.
3	Development of cultural centers and study centers in geostrategic areas, within USC.	2017-2021	Vice -Rectors, Heads of departments, International relations and Academic Mobility department	

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

1	Creation of services offered to international students by operationalizing an integrated structure of reception and orientation for student life.	2017-2021	Vice -Rectors, International relations and Academic Mobility department	Increasing abilities and professional skills of administrative staff; Number of participations in training sessions;
2	Elaboration of the Guide for international students and academic staff in the languages of international circulation (informative materials about the services offered by USC, accommodation, scholarships, etc.).	2017-2021	Vice -Rectors, International relations and Academic Mobility department	A Guide developed and published on the USC International webpage;
3	Development of a structure to facilitate the accommodation of academic staff from abroad within USC.	2017-2021	Vice -Rectors, International relations and Academic Mobility department	Increasing the number of academic staff from abroad in USC by at least 3% annual

PRIORITY AREA 2: Internationalization abroad

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

Specific objective 2.1.1. Increasing the European and international mobility of USC students, so that the number of mobilities will increase by 5% annually

1	Increasing the number of candidates for mobility programs.	2017-2021	Vice -Rectors, International relations and Academic Mobility department	Number of student mobility USC (outgoing) to increase by 3% annual
2	Providing funding through mobility.	2017-2021	Vice -Rectors, International relations and Academic Mobility department	Increasing the number of agreements in under the Erasmus + Credit program Mobilities with 5% annually
3	Development of students' language skills.	2017-2021	Vice -Rectors, International relations and Academic Mobility department	Increasing the number of certified students
4	Organizing information sessions for USC students on mobility opportunities / international placement and services provided by the External Relations and Academic Mobility Service.	2017-2021	Vice -Rectors, International relations and Academic Mobility 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, so that the number of mobility is increasing by 10% annually.

1	Supporting the participation of USC academic staff for teaching missions abroad.	2017-2021	Vice -Rectors, International relations and Academic Mobility department	
2	Development of mobility programs for academic staff.	2017-2021	Vice -Rectors, International relations and Academic Mobility department	
3	Development of intercultural competences of academic staff involved in curricula with teaching in international languages.	2017-2021	Vice -Rectors, International relations and Academic Mobility department	

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 3% annually.

1	Development and consolidation of the External Relations and Academic Mobility Service by creating the technical-material base necessary to intensify its activities.	2017-2021	Vice -Rectors, International relations and Academic Mobility department	Strengthening the institutional integrative function of USC; updated and consolidated operating regulations, job descriptions elaborated;
2	Development and provision of a technical assistance package (training, guidance, infrastructure support, networking) for USC staff involved in specific internationalization activities.	2017-2021	Vice -Rectors, International relations and Academic Mobility department	
3	Improving the collaboration between the External Relations and Academic Mobility Service and the faculties, departments and other services of USC.	2017-2021	Vice -Rectors, International relations and Academic Mobility department	Increasing the internationalization indicators of USC with at least 3% per year

Strategic objective 2.2. Development of international partnerships

Specific objective 2.2.1. Strengthen existing bilateral cooperation agreements and define the strategic framework for prioritizing international academic cooperation, so that by 2021 all existing bilateral agreements will be revitalized.

1	Qualitative analysis of existing international cooperation agreements and definition of a procedural framework for action in the field.	2017-2021	Vice -Rectors, International relations and Academic Mobility department	Update and consolidation (revitalization) of the 20 agreements existing and identification at least 40 Strategic Partnership Agreements
2	Joining international university networks.	2017-2021	Vice -Rectors, International relations and Academic Mobility department	
3	Leveraging the opportunities offered by the international university environment by increasing the number of international collaboration agreements concluded and implemented.	2017-2021	Vice -Rectors, International relations and Academic Mobility department	At least 1 (one) agreement signed and exploited

Specific objective 2.2.2. Increasing the involvement of business and transnational partners in internationalization activity.

1	Defining and implementing an action plan on the involvement of companies in internationalization activity.	2017-2021	Vice -Rectors, International relations and Academic Mobility department	
Specific objective 2.2.3. Increasing the share of revenues as a result of the implementation of international projects				
1	Development and consolidation of the Science and Editorial Policies Service by creating the technical-material base necessary to improve the collaboration with the faculties, departments and other services of USC;	2017-2021	Vice -Rector Department of science and editorial policies	Strengthening institutional integrative function of USC;
2	Identification of funding programs for educational and research projects with an international dimension, which fall within the objectives of USC in the field of education and research;	2017-2021	Vice -Rector Department of science and editorial policies	Database of relevant international funding programs USC;
3	Dissemination of information through the USC intranet network, as well as the organization of information sessions for academic staff and research on the relevant international funding programs of the USC for each academic year;	2017-2021	Vice -Rector Department of science and editorial policies	Strengthening the collaboration between USC institutional structures; Number of information sessions;
4	Identifying the work groups 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;	2017-2021	Vice -Rector Department of science and editorial policies	Number of training seminars; Number of project proposals submitted
5	Supporting ongoing international projects in which USC participates as a coordinator or partner by carrying out dissemination, monitoring and reporting activities.	2017-2021	Vice -Rector Department of science and editorial policies	Increasing quality international projects
<u>PRIORITY AREA 3: Internationalization of research</u>				

Strategic objective 3.1. Increasing international scientific cooperation and the international visibility of USC 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.	2017-2021	Vice -Rectors, International relations and Academic Mobility department	Increasing the number of mobilities for master's and doctoral students with 3% annually
2	Stimulating participation in scholarship programs for postdoctoral researchers.	2017-2021	Vice -Rectors, International relations and Academic Mobility department	At least 2 (two) training seminars organized per year
3	Development of mobility programs specific to scientific research for academic staff.	2017-2021	Vice -Rectors, International relations and Academic Mobility department	At least 1 (one) scientific research-specific mobility project for teachers obtained (Horizon 2020)

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

1	Development of mobility programs for doctoral students.	2017-2021	Vice -Rectors, International relations and Academic Mobility department	At least 2 mobility programs for doctoral students obtained
2	Stimulating the conclusion of partnerships for co-supervised doctorates.	2017-2021	Vice -Rectors, International relations and Academic Mobility department	Increasing the number of partnerships concluded for co-supervised doctorates
3	Increasing the success rate of international research grants development of research teams from USC, in partnership with partner teams from abroad.	2017-2021	Vice -Rectors, International relations and Academic Mobility department	At least 2 research projects obtained for financing
4	Stimulating participation in international calls for research projects.	2017-2021	Vice -Rectors, International relations and Academic Mobility department	At least two (2) training sessions organized annually

5	International promotion of scientific events organized at USC and scientific publications.	2017-2021	Vice -Rectors, International relations and Academic Mobility department	Increasing the visibility of results USC research, raising the level of internationalization
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				
1	Integration of USC research centers into international networks	2017-2021	Vice -Rectors, Directors of the Research Centers; International Relations and Academic Mobility Department	Ensuring excellence through internationalization and recognition scientific study of USC; at least 2 Partnerships agreements
2	Ensuring access to specialized international literature.	2017-2021	Vice -Rectors, Directors of the Research Centers; International Relations and Academic Mobility Department	Increasing the number of accesses to international specialized literature.
3	Encourage the publication of scientific articles in international partnership in prestigious journals with international visibility.	2017-2021	Vice -Rectors, Directors of the Research Centers; International Relations and Academic Mobility Department	Increasing the number of publications indexed in international databases
4	Inclusion of USC scientific journals in several international databases (Thompson Reuters, Scopus, ERIH Plus, CEEOL, etc.)	2017-2021	Vice -Rectors, Directors of the Research Centers; International Relations and Academic Mobility Department	Expanding the indexing of scientific journals in international databases

PRIORITY AREA 4. Consolidation of external prestige

Strategic objective 4.1. Increasing the international visibility of USC as a regional provider of excellence in education

Specific objective 4.1.1. Increasing the administrative capacity and promoting the study offer on the international educational market.

1	Development of packages and uniform information resources for all faculties.	2017-2021	Vice -Rectors, Directors of the Research Centers; International Relations and Academic Mobility Department	Number of promotional materials (educational offer)
2	Implementing an international communication campaign.	2017-2021	Vice -Rectors, Directors of the Research Centers; International Relations and Academic Mobility Department	Number of digital tools used in communication with the target audience
3	Efficient work with Social Media to promote the image of USC on social platforms (Facebook, LinkedIn).	2017-2021	Vice -Rectors, Directors of the Research Centers; International Relations and Academic Mobility Department	USC International Facebook page created and functional; Number of visitors;
4	Development of a USC International website (English and other international languages).	2017-2021	Vice -Rectors, Directors of the Research Centers; International Relations and Academic Mobility Department	Improving the visual presentation on Internet at USC; Increasing the easy navigation of foreign internet users

5	The use of partnerships and university networks of which USC is part to promote the image of the university.	2017-2021	Vice -Rectors, Directors of the Research Centers; International Relations and Academic Mobility Department	Promoting the USC image; Strengthening USC's position in higher education in the Republic of Moldova; Increasing the attractiveness for applicants
Specific objective 4.1.2. Innovative promotion in regional and international plan of USC priority areas				
1	Defining an action plan, involving relevant stakeholders, to define and integrate innovative events on USC's areas of expertise.	2017-2021	Vice -Rectors, Directors of the Research Centers; International Relations and Academic Mobility Department	
2	Participation in educational fairs abroad, especially in the geographical areas of interest of USC (Europe, Russia, Ukraine, Turkey, etc.)	2017-2021	Vice -Rectors, International Relations and Academic Mobility Department	Annual participation in at least 1 international education fair

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