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# ACADEMY OF MUSIC, THEATRE & FINE ARTS (AMTAP) STRATEGIC PLAN ON INTERNATIONALIZATION 2019-2022



**Maastricht University, Campus Brussels**  
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European Integration and Academic Mobility Dep. (EIAMD)**

## **INTRODUCTION**

(general data, internationalization process and results overview  
international projects and programs overview, networks and  
cooperation agreements analyses)

## **STRATEGIC PART OF THE PLAN**

(SWOT/Mission /Vision/Values/Goals/Strategy choice)

## **FUNCTIONAL PART OF THE PLAN**

(Key activities/Resources mapping/Marketing plan/HR plan/Financial  
& Fundraising plan/Risk management)

## **IMPLEMENTATION, MONITORING AND RISK MANAGEMENT**

Implementation & Monitoring. Performance indicators; Risk  
management & Contingency plan; Final evaluation

# INTRODUCTION

## GENERAL DATA

The Academy of Music, Theatre and Fine Arts (AMTAP) is the only state institution in the field of higher education in the Republic of Moldova providing professional training in the field of arts (music, fine arts, theatre, cinema, choreography, cultural studies, social management).

**Students: 910** (1<sup>st</sup> cycle – 775, 2<sup>nd</sup> – 90, 3<sup>rd</sup> – 45)

**Academic staff: (227 full-time/120 part time)**

**Administrative staff: 42**

# LEGISLATION

**CODE OF EDUCATION OF THE REPUBLIC OF MOLDOVA** from 17.07.2014, Chapter 5, Higher education, Chapter 12. External relations and international collaboration in education and research, **Article 148**. International Cooperation, **Article 149**. Cooperation with regional and international organizations, **Article 150**. Admission for studies foreign citizens, rights and obligations of foreign pupils and students, **Article 151**. Studies abroad.

**STRATEGY OF CULTURE DEVELOPMENT “CULTURE 2020”** from 09.04.2014

**STRATEGY OF HIGHER INSTITUTIONS INTERNATIONALIZATION** elaborated by the Ministry of Education, Culture and Research.

**AMTAP STRATEGIC PLAN (2018-2022)**

# AMTAP STRATEGIC PLAN (2018-2022)

The word *internationalization* was not used in a previous strategic plan; the actual version, adopted on 18.12.2017, stipulates four **strategic directions**, incl. nr. 4:

**Development of national and international cooperation partnerships and programs.** Among 5 tasks, 3 are connected to internationalization.

## **4.1. Establishment of the Department for Coordination and Implementation of Projects**

Established and functional council.

Approved Procedure Guide.

Projects implemented.

# AMTAP STRATEGIC PLAN (2018-2022)

## 4.2. Facilitation of signing and cooperation within local and international partnerships

- Meetings organized at CDSI and Rectorate level.
- Collaboration contracts concluded.
- Partnerships realized
- Signing agreements and contracts on collaboration regarding students internships with the permanent social partners of AMTAP.

## 4.3. Extending collaboration with similar European institutions

- actions for compatibility of study programs.
- academic mobility programs for students and teachers realization
- internships, university courses, scientific projects, artistic activities realization in collaboration with partners

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# ACADEMIC MOBILITY

**ERASMUS MUNDUS ACTION II, HUMERIA** (8 EU+12 EaP universities (2013-2017). AMTAP was the only university from the RM: we offered: TG I – **6**, TG II – **10** mobilities;)

**CEEPUS** (**2**);

**SHORT-TIME MOBILITY PROGRAM ROMANIA-REPUBLIC OF MOLDOVA** (**8**),

**ERASMUS+** (**30**);

**INTERNSHIP** of 3 teachers from Huangang Pedagogical University, China, based on a bilateral agreement;

.Countries: Romania, Poland, Italy, Spain, Sweden



# ACADEMIC MOBILITY STATISTICS

2009	2010	2011	2012	2013	2014	2015	2016		2018
<b>OUTGOING MOBILITY</b>									
<b>Students</b>									
			1			11	8	2	7
<b>Academic staff</b>									
					1		3	1	2
<b>Administrative staff</b>									
					1		1		2
<b>INCOMING MOBILITY</b>									
<b>Academic staff</b>									
3			1	2		1		3	5
<b>Administrative staff</b>									
							1	2	3

# INTERNATIONAL RESEARCH

Internships: Rodney Garnett, a professor from Wyoming University, USA, Fulbright Program; Arina Stoenescu, Beckmans College of Design, UK;

Annual edition of 2-4 scientific and scientific-didactic collections plus international conferences: % of foreign researches:

2000-2009 - 0%

2010 **20%** 2011 **6%** 2012 **11%** 2014 **12%** 2015 **15%** 2016 **17%** 2017 **14%**;

Absence of International programs and projects on scientific activity (attempts to apply EU programs were unsuccessful)

# INTERNATIONAL EVENTS

**CLASSFEST, THE INTERNATIONAL FESTIVAL OF THEATRE SCHOOLS**, 8 editions.

Participants: Theatre and cinema institutions from EU and former Soviet countries.

**BRAIN MAP EUROPE** (partner: *Goethe Institut Bukarest*. 1<sup>st</sup> edition (12-18 October 2014), 2<sup>nd</sup> edition (2-13 November 2015). Coach: M. Smeşnoi, cello, concert master at RSO Stuttgart.

Auditions for **YOUNG OPERA ARTISTS PROGRAM** of the Bolshoi Theatre, Moscow, since 2013

**I, CULTURE Orchestra**, international youth orchestra and workshops project (partner: [Adam Mickiewicz Institute](#)) since 2010

**DONAUFEST**, Ulm, Germany. The international orchestra project and contests of trumpet, piano and violin, clarinet, since 2013

**STUDENTS SYMPHONY ORCHESTRA MASTERCLASSES AND CONCERTS** with Polish Embassy, Embassy of Germany etc.

**BUNKER EXPOZITION CENTRE** at Fine Arts Faculty supported by *Goethe Institut*

**CREATIVE HUB** at Fine Arts Faculty, supported by USAID, Embassy of Sweden etc. will be open in December 2019.

**CREATIVE SUMMER CAMP&SYMPOZION**, since 2006 in collaboration with UAGE

# I. STRATEGIC PART OF THE PLAN

## SWOT: INTERNAL FACTORS (S)

- experience in international projects/programs
- reach international agenda
- impressive list of international partners
- efficient cooperation with development partners, embassies, cultural centers etc.;
- favorable topographical location of AMTAP in the historical and cultural center;
- creative HUB in the 3<sup>rd</sup> building under construction;
- free Internet and WI-FI access in all study buildings, including campus spaces;

## SWOT: EXTERNAL FACTORS (O)

### PEST ANALYSES

- (P)** EU integration docs, papers on international collaboration released by the Ministry of Education, Culture and Research, by Parliament etc.
- (E)** A relative low rate of local living costs
- (S)** Lack of racial, ethnical intolerance of locals towards foreigners;
- (T)** Developed IT, of Internet speed, free WF zones etc. popularity of social media etc. among AMTAP students

# SWOT: **INTERNAL FACTORS (W)**

- Lack of professional knowledge in international marketing and management of EIAMD staff and administrative staff in general
- Overworking of staff because of bad financing
- Low level on language skills, esp. in English of academic and administrative staff
- Resistance of academic/administrative staff towards mobility
- Lack of experience and motivation of students/teachers
- Exaggerated fees for international students (2000 euro per year at AMTAP, 1500 euro at the Vienna University of music and Performing Arts)
- Absence of campus for foreign students

# SWOT: **EXTERNAL FACTORS** (T)

- A complex and hard procedure of obtaining residence visa for foreign students
- Risk of AMTAP reorganization
- Lack of interest of EU partners (esp. students) in incoming mobility

# MISSION

- AMTAP is the only higher institution in the Republic of Moldova which offers all the areas of artistic education
- Being a successor of different institutions of 20<sup>th</sup> century and developing different traditions of arts training, we combine achievements of European and Russian schools
- Our historical role is, keeping our multicultural traditions, to offer a dynamic and modern educational environment, training a high class specialists able to be competitive both on a local and international artistic market



# VISION

An open university which offer its students, teachers, researchers and administrative staff an international level of studies, a wide range of study/exchange opportunities, an attractive cross-culture communication

# VALUES

- **Talent promotion**, individual approach, capacity for thought, critical spirit, freedom of artistic expression
- favorable conditions for students, teachers, researchers and administrative staff
- atmosphere which stimulate collaboration, team work, shared effort aimed to assure a **creative spirit** of university

# STRATEGY CHOICE

The SWOT analysis demonstrates that **weaknesses** and **opportunities** dominate.

AMTAP isn't able to use fully external opportunities because of internal problems and weaknesses

## II. FUNCTIONAL PART OF THE PLAN

### 4 KEY ELEMENTS OF IoHE:

I. Students mobility

II. Academic mobility

III. International Study Programs

IV. International research and events

# I. STUDENTS MOBILITY

- To widen **mobility offer in both directions**, spreading a **geographical aspect** of mobility (EU countries for English speaking students, Romania for others)
- To stimulate **in-coming mobility** of students ( courses in English)
- to improve internal procedures for Erasmus+ (to elaborate a **Questionnaire** for mobility students and teachers)
- To require a narrative report of mobility beneficiaries
- to assure the **transparency of candidates evaluation process** (to post on a AMTAP web page the scale of evaluation criteria, the points awarded to all candidates, not only the winners etc.)
- To **improve the recognition procedures** (good practices, all the credits are recognized, because of very careful work upon LA, but some cases of conflicts with professors took place), the EIAMD negotiates, solving conflicts

# I. STUDENTS MOBILITY

- To organize all the **mobility events** (concerts, workshops, meetings) **in English** without translation in order to stimulate English studying by students and academic staff
- To **promote good practices on-line** (film with interviews of students and teachers, registration and maintaining FB profile *mobility\_amtap*, implication of alumni association)
- To **disseminate good practices off-line** (events of Erasmus + program for students and teachers e.g. meetings with students, reporting of grantees); to involve Erasmus + Alumni Association established in December 2017 in order to help new grantees
- To introduce a norm that all the students have to make a presentation on the department of faculty students meeting

## CHALLENGES:

- lack of motivation of EU teachers to work with mobility students

## II. ACADEMIC MOBILITY

- to use **administrative measures** aimed to stimulate mobility (e. g. to introduce and **adopt by Senate** a norm, that mobility is an obligatory for academic and administrative staff as well as one of the promotion criteria)
- to stimulate **participation** of our academic/administrative staff in **international activities** of AMTAP (master-classes, concerts, tours, exhibitions, as an artist or a member of administrative team). This fact also is taken in account in a process of evaluation
- To **support** students and staff **linguistic skills** development via organizing regular **English courses** for academic and administrative staff

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### III. INTERNATIONAL STUDY PROGRAMS

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- To **support** students and staff **linguistic skills** development via organizing regular **English courses** for academic and administrative staff
- To initiate **capacity building** projects, Joint Degree projects

### III. INTERNATIONAL STUDY PROGRAMS

- to elaborate and implement a **Master's Degree in English** (at least for one faculty as a pilot project)
- to develop and implement **Joint Degree in Ph.D. in Fine Arts** in collaboration with UAGE
- to simulate academic staff, introducing a norm adopted by Senate, that teachers who teach in English or other foreign languages have **20% supplement to salary**
- to **translate** the web page **content** in English, to post the *List of courses* for all specialties in English
- To develop **services for foreign students** (Mobility kit, Welcome kit, Courses Catalogue in English etc. evaluable on-line and off-line)
- To attract of **foreign teachers** (problematic because external financing is needed). As an alternative way, on-line courses might be used

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### III. INTERNATIONAL STUDY PROGRAMS

- To participate regularly at **educational fairs** abroad
- to develop and implement an **efficient marketing strategy** for recruiting foreign students inviting professionals in marketing
- to raise AMTAP visibility through participation at least one a year in a **international educational fair**
- to collaborate with **foreign partners recruiting agencies** in order to attract a bigger number of foreign students
- to use **on-line tools for AMTAP advertising**
- to **coach of EIAMD staff**, deans and other administrative staff members in **marketing** issues

## IV. INTERNATIONAL RESEARCH AND EVENTS

- Identification of **strategic partners**; planning of bilateral scientific activities (co-production of scientific journal with higher visibility, recognized by SCOPUS or other international database)
- **stimulation** participation of academic staff in conferences, symposiums **abroad?** (only administrative measures)
- To **raise** the rate of articles written **in foreign languages** (around 15% is a recent rate, 50% as a required norm)
- To introduce **Ph.D. Studies** in Fine Arts in collaboration with UAGE
- **Capacity building** and **linguistic courses** for the staff responsible for scientific activity

## OTHER TASKS:

- to establish a **post of vice-rector on international affairs** which permits to delegate him strategic tasks and general management , while EIAMD will be responsible for operational tasks (mobility programs).
- To assure regular **capacity building** of administrative and EIAMD staff within Erasmus+, other EU programs, and beyond.
- **To upgrade** of International relations **office**

# QUESTIONS?

# THANK YOU!!!!