



**Institutional Internationalization Strategy
of the PI “Technical University of Moldova”
for 2024 - 2029**

Code: STR-35-II

Edition 2

Review 1

Page 1/19

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**INSTITUTIONAL INTERNATIONALIZATION STRATEGY
OF THE PI “TECHNICAL UNIVERSITY OF MOLDOVA”
FOR 2024 – 2029**

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**Institutional Internationalization Strategy
of the PI “Technical University of Moldova”
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Code: STR-35-II

Edition 2

Review 1

Page 2/19

TABLE OF CONTENTS

PREAMBLE.....	3
MISSION AND VISION OF TECHNICAL UNIVERSITY OF MOLDOVA	5
STRATEGIC VISION AND MISSION OF INTERNATIONALIZATION	5
CURRENT STATE OF INTERNATIONALIZATION: SWOT ANALYSIS	6
PRIORITIES, STRATEGIC OBJECTIVES AND IMPLEMENTATION MEASURES	9
PRIORITY 1. Internalization at home (I@H).	9
PRIORITY 2. Internationalization of scientific research and collaboration for high-quality development.	12
PRIORITY 3. Enhancing the prestige and the visibility of UTM at the international level	14
PRIORITY 4. Facilitating international mobility	16
PRIORITY 5. Recruitment, admission and training of foreign students	17
PROMOTING, IMPLEMENTING AND MONITORING THE INTERNATIONALIZATION STRATEGY OF UTM	19

"Internationalization of higher education is the intentional process of integrating an international, intercultural or global dimension into the purpose, functions and delivery of post-secondary education, in order to enhance the quality of education and research for all students and staff, and to make a meaningful contribution to society".

*De Wit, H., Hunter F., Howard L., Egron-Polak E. (Eds.) (2015) “Internationalisation of Higher Education”, European Parliament, Brussels: EU.
Taken from [http://www.europarl.europa.eu/RegData/etudes/STUD/2015/540370/IPOL_STU\(2015\)540370_EN.pdf](http://www.europarl.europa.eu/RegData/etudes/STUD/2015/540370/IPOL_STU(2015)540370_EN.pdf) on September 25, 2016.*

PREAMBLE

The Internationalization Strategy of the Technical University of Moldova (UTM) represents a comprehensive roadmap and an operational tool for all members of the academic community. Developed for a five-year period, this strategy builds upon the foundation established by the prior Institutional Internationalization Strategy for 2018-2023, being a synthetic yet comprehensive document, focused on achieving general objectives.

Over the last three years, higher education system in the Republic of Moldova, including at UTM, has encountered several challenges from the perspective of internationalization, challenges, which have also provided opportunities for the enhancement and expansion of UTM's international activities and institutional capacity.

The digitization and virtualization of international activities resulting from the COVID-19 pandemic have both negative and positive impacts. While traditional international experiences have been affected negatively, it has created opportunities to make international experiences more accessible through new forms of mobility or fully virtual international events or by facilitating the development of internationalization processes at home/within the home environment. Moreover, the solidarity actions with the Ukrainian academic community have led to more flexible forms of recognition and equivalence of previous academic achievements, as well as a type of internationalization at UTM for humanitarian purposes. At the European level, the „European Universities Initiative” (<https://education.ec.europa.eu/education-levels/higher-education/european-universities-initiative>) clearly illustrates the objectives of a European Higher Education Area, emphasizing international inter-institutional collaboration, new forms of teaching and learning such as micro-qualifications, mobility as an integral part of the learning experience, research responding to ecosystem needs and higher education institutions as promoters of European values. As a result, the keywords of UTM's internationalization efforts have shifted towards *accessibility, solidarity* and *collaboration*.

In the context of the agreement on the opening of negotiations for the accession of the Republic of Moldova to the European Union, the education system in our country, particularly at UTM, finds itself in a decisive moment and in an opportune environment representing a significant potential for institutional capacity building.

However, maximizing this potential depends on the collective contribution of every member of the academic community towards implementing this Strategy. UTM’s main objective in this area is to strengthen its strategic role as a university actively committed to fostering excellence at local, national, regional and international level.

With a vast network of over 500 active institutional partners worldwide and numerous international projects and initiatives undertaken annually, UTM aims to enhance its international visibility, to integrate seamlessly into the European Higher Education and Research Area, with a growing community of graduates, serving as future international ambassadors, as a result of a diversified educational offer adapted to the needs of contemporary society.

Enhancing the internationalization process at UTM stands as a key objective aimed at increasing the quality of the entire academic process, while boosting UTM’s visibility and recognition at international level. Achieving this objective requires the concerted coordination of the activities among all the stakeholders involved.

In this context, specific roles are assigned to formal promoters of internationalization within UTM:

- ✓ Rector;
- ✓ Vice-Rector for Finance and International Relations;
- ✓ International Relations Office (Head of the Office, Head of Erasmus+ Centre, and Head of Foreign Students Office);
- ✓ Deans of Faculties;
- ✓ Director of the Scientific Library;
- ✓ Directors of Research Institutes.

Each of these stakeholders plays an essential role in driving forward the internationalization agenda, ensuring its effective implementation and success.

The objectives outlined in the proposed strategy align with those set forth in the [Institutional Strategic Development Plan of the Technical University of Moldova for 2021-2026](#).

MISSION AND VISION OF TECHNICAL UNIVERSITY OF MOLDOVA

UTM assumes the **overall mission** of advancing scientific research and education, with a focus on generating and transferring knowledge to society through:

- Conducting scientific research, development, innovation and technology transfer, through individual and collective creation, as well as actively leveraging the exploitation and dissemination of their results;
- Providing initial and continuous education at the university level, aiming at personal development, professional integration and addressing the skills needs of the socio-economic environment.

Moreover, UTM undertakes its unique **mission** as a catalyst for the development of Moldovan society by creating an innovative and collaborative environment for scientific research, learning and creative endeavours, transferring skills and knowledge to the community through educational, research and consultancy services that it provides to partners in the economic and socio-cultural environment.

The **vision** of UTM is to emerge as a national leader in higher education, basic and applied scientific research, and to rank among the top universities both nationally and regionally.

STRATEGIC VISION AND MISSION OF INTERNATIONALIZATION

The **strategic vision for internationalization at UTM: internationalization underscores its significance** as a key process for achieving UTM's mission as a catalyst for societal development in the Republic of Moldova, being also viewed as instrumental in accomplishing the UTM vision to become an institution renowned for its excellence in education and research, characterized by its openness to international experiences within the global educational and research landscape, as well as by its proactiveness and flexibility in addressing the societal challenges of the 21st century through its internationalization efforts.

Strategic mission of internationalization at UTM: internationalization must be integrated into the activities of the academic community, becoming an indispensable component. The university should create optimal conditions to ensure that all members of the institution have access to opportunities for international collaboration, through establishing collaboration agreements with higher education institutions abroad, promoting academic mobility, and facilitating participation in international projects and programmes.

Mobility and international cooperation stand as core elements within the UTM Institutional Strategy. It is crucial to internationalize our activities and academic environment to effectively achieve our mission. We are committed to educate and train graduates, who will acquire high international competences (knowledge, skills and attitudes), able to remain competitive in a global economy and society and to face the challenges and demands of a dynamic labour market. Furthermore, UTM graduates should possess intercultural as well as transversal competences that facilitate adaptation and social integration in various social groups. It is impossible to achieve this objective without establishing and dynamically leveraging partnerships with universities and companies abroad in the field of education, research and innovation. Teamwork, coupled with the global exchange of knowledge, resources and technologies, is the key to faster progress for both the university and its partners. At the same time, international activities should go in tandem with actions within the UTM community by encouraging the reconceptualization and diversification of the educational offer, while expanding and modernizing educational and research infrastructure.

Acknowledging that competition stimulates progress, we are committed to actively participate in and consolidate our positions in important international rankings, consistently striving for recognition as one of the best universities in the region in these rankings.

Our strategic vision of internationalization strongly focuses on the balance between UTM academic offerings and the demands from both the international arena and the university itself.

CURRENT STATE OF INTERNATIONALIZATION: SWOT ANALYSIS

To develop and implement a realistic and achievable Internationalization Strategy of UTM, it is important to conduct a thorough examination of existing institutional policies highlighting their strengths and weaknesses, to assess the institutional vision concerning international engagement, along with identifying pertinent opportunities and risks. This comprehensive assessment will serve as the foundation for developing the Strategy and initiating the requisite activities necessary for its successful implementation.



**Institutional Internationalization Strategy
of the PI “Technical University of Moldova”
for 2024 - 2029**

Code: STR-35-II

Edition 2

Review 1

Page 7/19

Strengths

Attitudes

- Embedding internationalization within the University Charter, Institutional Strategic Development Plan of UTM 2021-2026, and annual operational plans of UTM;
- Fostering increased interest among students and academic staff for international mobility opportunities;
- Enhancing opportunities for international mobility for both students and academic staff members.

Quality:

- Ensuring the recognition of UTM diplomas abroad and by international companies;
- Maintaining a consistent presence in select international rankings, while also asserting leadership in the national market for educational services.

Educational Offer:

- Implementation of study-programmes in international languages: 1st cycle, Bachelor’s degree study-programmes **Software Engineering** and **Business and Administration (English)** and **Information Technology** and **Food Technology** (French), 2nd cycle, Master’s degree study-programmes **Information Technology for Business** (English) and integrated studies in **Veterinary Medicine** (English);
- Providing double degree programmes in collaboration with partner universities from Romania;
- Offering cotutelle doctoral degree programmes with other European university doctoral schools;
- Organisation and implementation of various cooperation and partnership activities as part of international projects with foreign universities; Active involvement in various strategic inter-university alliances, structures, and networks.

Service

- University campus equipped with various amenities including teaching rooms, library, gyms, and access to a corporate Wi-Fi network;
- Affordable tuition fees for training programs;
- Low cost of living in the Republic of Moldova;
- Extending and strengthening a dedicated team responsible for institutional internationalization efforts;

- Providing complimentary English language courses for the academic staff;
- Offering optional German and Chinese language courses for students.

Weaknesses

- Limited experience/tradition in applying for international research and educational projects;
- Inadequate/Insufficient financial and human resources allocated to promoting international relations and attracting foreign students;
- Limited/Insufficient international prestige in research and recognized achievements.
- Absence of the university from certain internationally recognized university rankings;
- Inadequate proficiency in international languages among teaching and administrative staff;
- Absence of a comprehensive database of international alumni and visiting professors;
- Limited availability of study-programmes taught in international languages;
- Underdeveloped study and accommodation infrastructure compared to the conditions offered by universities abroad;
- Passive engagement of a considerable number of students and faculty members towards internationalization efforts.

Opportunities

- Favourable legal framework facilitating the diversification of educational offerings for young people at all levels, including double degree programs in collaboration with EU universities;
- Increasing global interest in studying fields such as engineering, agricultural sciences and veterinary medicine;
- Establishment of Centres of Excellence within UTM, gaining visibility at both national and international levels (Tekwill, Zip House, FabLab, Agrotek Arena, Cybercore, etc.);
- Providing assistance, financial support and technical resources from international donors (European Commission, USAID, US Embassy, AUF, UKAID, etc.);
- Strengthening the alignment of national policies to promote innovation in the development and delivery of international education services;
- Encouraging academic staff, through institutional policies, to integrate international dimensions into curricula and course content.

Threats

- Limited motivation among students and academic staff to use/study in foreign languages;
- Frequently encountered bureaucratic and inflexible procedures for obtaining residence permits and arranging visas for foreign students;
- Inadequate internationalization of public services, resulting in limited outreach to international audiences;
- Limited interest in internationalization and intercultural experiences among the university community.

PRIORITIES, STRATEGIC OBJECTIVES AND IMPLEMENTATION MEASURES

To successfully achieve the internationalization mission, the following strategic priorities have been delineated:

- Priority 1. Internationalization at home (I@H);**
- Priority 2. Internationalization of scientific research and collaboration for high-quality development;**
- Priority 3. Enhancing the prestige and visibility of UTM internationally;**
- Priority 4. Facilitating international mobility;**
- Priority 5. Recruitment, admission and training of foreign students.**

PRIORITY 1. Internationalization at home (I@H).

Strategic objective: Internationalization of study-programmes and university curricula by increasing the number of joint degree programmes with institutions abroad and the number of degree programmes taught in international languages.

Action no.	Action	Persons in charge	Measurable indicators
1	2	3	4
<i>Specific objective 1.1</i>			
<i>Development of study-programmes taught in international languages at UTM (English, French, German)</i>			
A 1.1.1	Launching study-programmes taught in English, French or German	Deans, heads of departments, heads of study-programmes; DAMQA; Vice-Rector for Didactic Activity; Vice-Rector for Finance and International Relations.	At least 1 study-programme at university level taught in one of the international languages: English, French or German

1	2	3	4
Specific objective 1.2			
<i>Improving the curricular content and international dimension of study-programmes, as well as the content of individual courses</i>			
A 1.2.1	Redesigning the curricular content to facilitate the development of international cooperation (student mobility, double degree programs, etc.).	Deans, heads of departments, heads of study-programmes; DAMQA; Vice-Rector for Didactic Activity	Annually, at least 2 study-programmes redesigned at faculty level.
A 1.2.3	Recruiting international academic staff to deliver courses.		Annually, at least 1 internationally recognized teacher for delivering courses at department level.
Specific objective 1.3			
<i>Improving skills focusing on internationalization by improving the English, French or German teaching proficiency skills of all academic staff</i>			
A 1.3.1	Strengthening the capacity of the Foreign Languages Department through TEFL/TESOL certification programs.	Department of Foreign Languages	Annually, at least 2 teachers (at different levels).
A 1.3.2	Extending and diversifying the range of language skills training courses for academic staff, particularly focusing on proficiency in international languages.		Annually, at least 30 teachers will graduate English, French or German language courses (at different levels).
A 1.3.3	Providing official certification of English, French, or German proficiency for teachers through the issuance of supporting documentation.		Compulsory prerequisite for all teachers: proficiency in a foreign language (English, French, German, or another internationally recognized language).
Specific objective 1.4			
<i>Organization of international events at UTM</i>			
A 1.4.1	Regularly organizing and hosting international events with participation from partners affiliated with international programs, projects, or organizations.	Vice-Rector for Finance and International Relations; International Relations Office	Annually, at least 1 event organized at faculty level in collaboration with international partners.



**Institutional Internationalization Strategy
of the PI “Technical University of Moldova”
for 2024 - 2029**

Code: STR-35-II

Edition 2

Review 1

Page 11/19

1	2	3	4
<p><i>Specific objective 1.5</i> <i>Establishment of double degree programmes in partnership with strategic Higher Education Institutions (HEIs) for UTM</i></p>			
A 1.5.1	Establishing new double degree programmes for Bachelor’s, Master’s and Doctoral degree programmes.	Deans, heads of departments, Vice-Rector for Didactic Activity; Vice- Rector for Finance and International Relations	At least 2 double degree programmes (at faculty level).
A 1.5.2	Increasing the number of students enrolled in all double degree programmes.		Increasing the number of students enrolled in all double degree programmes by 10% at least.
<p><i>Specific objective 1.6</i> <i>Improving students' language proficiency levels in English, French or German</i></p>			
A 1.6.1.	Extending the language courses provided through optional courses and/or extra-curricular modules in English, French or German.	Department of Foreign Languages	Annually, at least 10 students will obtain an international certificate of proficiency in English, French or German.

PRIORITY 2. Internationalization of scientific research and collaboration for high-quality development

Strategic objective: Technical University of Moldova prioritizes internationally competitive research as a key objective in achieving the university's mission and enhancing its international visibility.

Action no.	Action	Persons in charge	Measurable indicators
1	2	3	4
<i>Specific objective 2.1 Strengthening capacity building and knowledge, and technology transfer at international level</i>			
A 2.1.1	Developing research-focused scientific partnerships with universities, institutions, the Moldovan diaspora and foreign companies across Europe and worldwide.	Vice-Rector for Research, Scientific Research Management Department, Research Centres/Laboratories	Increasing the number of partnerships by achieving a minimum annual increase of 5% in the number of strategic collaborations
A 2.1.2	Organizing and hosting prestigious international scientific events.		Annually, organizing at least 4 prestigious international scientific events.
A 2.1.3	Participating in prestigious international scientific events.		Annually, participating in at least 10 prestigious international scientific events.
A 2.1.4	Inviting internationally recognized experts to participate in international scientific events.		Annually, the participation of at least 5 internationally recognized experts in international scientific events organized at UTM.
<i>Specific objective 2.2 Active participation of researchers and research centres in the international integration of scientific research, innovation, start-up creation and recognition of innovation and research performance</i>			
A 2.2.1	Developing and submitting to international competitions for research projects in international research consortia (Horizon Europe, COST, bilateral projects, cross-border projects Moldova - Romania etc.).	Vice-Rector for Research, Scientific Research Management Department, Research Centres/Laboratories	Annually, submitting at least 5 international research project proposals.

1	2	3	4
A 2.2.2	Implementing international research projects with foreign partners within international research consortia (Horizon Europe, bilateral projects, Moldova-Romania cross-border projects, etc.).	Vice-Rector for Research, Scientific Research Management Department, Research Centres/Laboratories	100% of international projects successfully completed with relevant implementations in various sectors including business, production, society, etc.
A 2.2.3	Applying for membership status in various international scientific consortia, projects, platforms and research grants (COST, ERASMUS+ etc.).		Annually, at least 5 young researchers will undergo academic mobility in prestigious research centres abroad, fostering cross-cultural exchange and enriching their academic experiences.
<i>Specific objective 2.3 Creating high performance in scientific research</i>			
A 2.3.1	Stimulating and promoting the publication of scientific papers in journals, collections, and monographs indexed in international databases such as WoS and SCOPUS, including with impact factor/CiteScore.	Vice-Rector for Research, Scientific Research Management Department, Research Centres/Laboratories; UTM Doctoral School	Annually, achieving a minimum 5% increase in the number of articles published in prestigious journals with international visibility.
A 2.3.2	Motivating researchers to achieve high performance results: the publication of scientific papers in prestigious journals, collections, and monographs indexed in international databases such as WoS and SCOPUS, which include impact factor or CiteScore rankings.		Annually, reviewing and applying the methodology for awarding the performance bonuses for research and innovation activity within UTM, and implementing necessary adjustments to ensure fairness, transparency, and alignment with the institution's goals and values.

	Institutional Internationalization Strategy of the PI “Technical University of Moldova” for 2024 - 2029	Code: STR-35-II
		Edition 2
		Review 1
		Page 14/19

PRIORITY 3. Enhancing the prestige and visibility of UTM at the international level

Strategic objective: Developing UTM projects and programmes in the field of international cooperation.

Action no.	Action	Persons in charge	Measurable indicators
1	2	3	4
Specific objective 3.1			
Strengthening the international visibility of UTM. Focusing efforts on enhancing internationalization indicators within international rankings			
A 3.1.1	Identifying UTM's areas of excellence and promoting them at the international level.	First Vice-Rector; Vice-Rector for Research; Vice-Rector for Finance and International Relations	Achieving successful positioning in the rankings
Specific objective 3.2			
Promoting and strengthening cooperation with international organizations that finance development programs in the Republic of Moldova (USAID, GIZ, JICA, LED etc.).			
A 3.2.1	Initiating or updating cooperation agreements with international organizations operating in the Republic of Moldova.	Vice-Rector for Finance and International Relations; International Relations Office	Annually, at least to sign 2 updated agreements or to initiate and sign a new one.
Specific objective 3.3			
Promoting, initiating and implementing international projects			
A 3.3.1	Disseminating timely and comprehensive information about available calls with funding opportunities for HEIs, students and teaching staff.	Vice-Rector for Finance and International Relations; International Relations Office	Annually, organising at least 2 events at faculty level in collaboration with the UTM International Relations Office.
A 3.3.2	Providing assistance to university teams in developing and writing of new international project proposals.		Annually, at least 4 projects submitted in collaboration with EU HEIs (at the university level). Annually, at least one project won in collaboration with partners EU partners (at the university level).
A 3.3.3	Providing assistance to university teams in implementing international projects.		Organizing information and training sessions on proposal writing/elaboration and submission of international projects.

	Institutional Internationalization Strategy of the PI “Technical University of Moldova” for 2024 - 2029	Code: STR-35-II
		Edition 2
		Review 1
		Page 15/19

1	2	3	4
<i>Specific objective 3.4. Participating in university alliances, associations and networks</i>			
A 3.4.1	Identifying and joining new relevant university networks and associations.	Vice-Rector for Finance and International Relations; International Relations Office	Membership status in new networks
<i>Specific objective 3.6. Internationalisation by recruiting academics and researchers from abroad</i>			
A 3.6.1	Involving teachers from abroad in the educational process based on invitations via such programmes as Erasmus+, CEEPUS, FULBRIGHT, EXCHANGE SPEAKER PROGRAM etc.	Vice-Rector for Finance and International Relations; International Relations Office	Annually, aiming to achieve 10% increase in the number of invited teachers from abroad.

 UNIVERSITATEA TEHNICĂ A MOLDOVEI	Institutional Internationalization Strategy of the PI “Technical University of Moldova” for 2024 - 2029	Code: STR-35-II
		Edition 2
		Review 1
		Page 16/19

PRIORITY 4. Facilitating international mobility

Strategic objective: Enhancing university initiatives to promote the participation of teachers and students in international mobility and cooperation programs.

Action no.	Action	Persons in charge	Measurable indicators
1	2	3	4
Specific objective 4.1.			
Increasing the level of participation in such mobility programmes as Erasmus + KA1, CEEPUS, AUF, FULBRIGHT, EXCHANGE SPEAKER PROGRAM etc.			
A 4.1.1	Revision of regulations for implementing Erasmus+ mobility programs for students and staff.	Vice-Rector for Finance and International Relations; International Relations Office	Revised regulations
A 4.1.2	Organizing mobility promotion campaigns at faculties: involving students who benefited from international mobility grants to share their experience.		Annually, at least twice at the start of international calls.
A 4.1.3	Providing assistance and support services to students and staff to participate in international mobility programs.		Annually, ensuring a 5% increase in the number of participants in international mobility programs (students, teaching and administrative staff).
A 4.1.4	Evaluating student mobility quality: using assessment techniques and tools (surveys, interviews, mobility reports, etc.).		Completion of surveys for each international mobility carried out by students, teaching and administrative staff.
A 4.1.5	Improving flexibility in procedures for recognizing academic results and competences acquired during international mobility.		Elaborated procedures

	Institutional Internationalization Strategy of the PI “Technical University of Moldova” for 2024 - 2029	Code: STR-35-II
		Edition 2
		Review 1
		Page 17/19

PRIORITY 5. Recruitment, admission and training of foreign students

Strategic objective: Enhancing foreign student recruitment for Bachelor’s, Master’s and Doctoral Programmes taught in international languages or in Romanian based on the preparatory courses for foreigners.

Action no.	Action	Persons in charge	Measurable indicators
1	2	3	4
Specific objective 5.1. Developing a university marketing policy and strategy to promote TUM's educational services in order to recruit foreign students			
A 5.1.1	Developing an information and support guide for international students and producing a promotional video (available in English and French).	Vice-Rector for Finance and International Relations; International Relations Office; Public Relations and Image Promotion Office	Elaborated promotional materials
A 5.1.2	Participating in various educational fairs to promote programme offerings and expanding the recruitment agency network.	Vice-Rector for Finance and International Relations; International Relations Office; Public Relations and Image Promotion Office	Regular participation in educational fairs
Specific objective 5.2. Partnering with diplomatic missions to promote UTM's educational offerings			
A 5.2.1	Organizing meetings with representatives from embassies of other countries in the Republic of Moldova, including exploring communication channels with Moldovan embassies in targeted geographic areas for recruiting foreign citizens.	Vice-Rector for Finance and International Relations; International Relations Office	Agreements concluded with diplomatic missions



**Institutional Internationalization Strategy
of the PI “Technical University of Moldova”
for 2024 - 2029**

Code: STR-35-II

Edition 2

Review 1

Page 18/19

1	2	3	4
<i>Specific objective 5.3. Regularly dissemination of updated information on UTM's educational offerings</i>			
A 5.3.1	Regular content updates on the UTM website, providing comprehensive information for prospective foreign students, including ongoing updates on legislative changes.	Vice-Rector for Finance and International Relations; International Relations Office	The official UTM website providing essential information
A 5.3.2	Establishing a dedicated section on the UTM website related to the application procedures and the educational offerings, and regularly sharing news updates on this process via UTM Facebook page and other networks.	Vice-Rector for Finance and International Relations; International Relations Office	Created section and regularly updated
A 5.3.3	Creation of an online study application platform for international students.	Vice-Rector for Finance and International Relations; International Relations Office	Created platform
<i>Specific objective 5.4 Improving the accommodation process for international students through engagement of UTM staff and student support in facilitating their integration into university life</i>			
A 5.4.1	Identifying target areas for orientation and recruitment of foreign citizens.	Vice-Rector for Finance and International Relations; International Relations Office	Aiming for a 10% annual increase in the number of foreign students
<i>Specific objective 5.5. Identifying the needs of prospective students in specific areas of interest by engaging in effective communication with UTM foreign conational students</i>			
A 5.5.1	Establishing an international alumni network.	Vice-Rector for Finance and International Relations; International Relations Office	Alumni network established

	Institutional Internationalization Strategy of the PI “Technical University of Moldova” for 2024 - 2029		Code: STR-35-II
			Edition 2
			Review 1
			Page 19/19

1	2	3	4
<i>Specific objective 5.7.</i> <i>Developing tutoring programmes to support the integration of foreign students into the university academic community</i>			
A 5.7.1	Developing and promoting special services for foreign students (events, programs).	Vice-Rector for Finance and International Relations; International Relations Office; Foreign Students Office	Developed services
A 5.7.2	Promoting the Romanian language as a pillar of internationalization in higher education in Moldova.	Vice-Rector for Finance and International Relations; International Relations Office; Foreign Students Office	Organizing Romanian language courses
A 5.7.3	Creating an English-language introductory course for newly enrolled foreign students, introducing them to UTM’s basic rules, procedures, environment, and practices (internal regulations regarding studies and assessments, safety guidelines, information systems, key contacts, etc.).	Vice-Rector for Finance and International Relations; International Relations Office; Foreign Students Office	Course developed in English
<i>Specific objective 5.8</i> <i>Improving services for international students</i>			
A 5.8.1	Establishing an international student support centre.	Vice-Rector for Finance and International Relations; International Relations Office; Foreign Students Office	Structure established

PROMOTING, IMPLEMENTING AND MONITORING THE INTERNATIONALIZATION STRATEGY OF UTM

The present Strategy will undergo periodic review and updated according to local, regional, national and international changes. To ensure proper assessment of progress and informed decision-making at all levels of management, necessary data will be collected for all the objectives and actions mentioned above. Activities outlined in the Strategy will be implemented based on annual operational plans, and through continuous monitoring and yearly evaluations aimed at determining the degree of achievement of the objectives stipulated in the strategic plan. The final assessment of the Strategy will be carried out in 2029 with subsequent yearly review of the operational plan involving: identification of factors blocking or delaying the implementation of planned actions; development of additional objectives and actions in line with the identified needs; assessment of stakeholders responsible for implementing the actions; allocation of necessary resources for activity plan implementation.

In the monitoring and readjustment process, staff from the International Relations Office (including Erasmus+ Centre and Foreign Students Office) and UTM faculties will be actively involved.