

*Approved at the Extended Session of the Senate and
General Assembly of ULIM on 29/04/2015*

STRATEGY OF ULIM DEVELOPMENT for the years 2015-2020

*Developed under the Institutional Educational Concept
and operational experience
from the foundation to the present*

I. GENERAL BACKGROUND

Currently ULIM is one of the most important universities of Moldova. It is a classical university, nationally recognized as an elite institution of higher education and one of the best appreciated in international rankings. The University is the only university in Moldova, which appears in the European ranking of universities U-Multirank (a European Commission project). One of the goals of the university is to become an internationally competitive institution. The University is an innovative institution and represents a symbiosis of the best university traditions in the world having several teaching languages (Romanian, Russian, English, French, Chinese, Korean and others).

Competitive advantages of the university are the following: the quality of academic and research staff, infrastructure and assets, academic extensions abroad, tradition combined with a culture of innovation and perpetual development, as well as national and international ULIM's brand reputation, efficiency of governance and management, handed insertion of graduates into the labor market, the quality of scientific research contracts with international missions, embassies, universities abroad interested in promoting the ideals of Europeanization and globalization.

Connecting the university transformations and changes to the contemporary society, develops in the graduates from all three study cycles adaptive qualities of creative personalities in a society with constantly changing conditions.

Europeanization and globalization are major challenges for the university, which aims to promote through the academic curricula the general human values.

As a national and international leader in education, it is essential by 2020 to increase the number of international students, the implement of ICT in education, change the mentality of academic culture, promote the model of internationalization of higher education and education in general and the massive implementation of similar trans-national processes.

ULIM promotes strict compliance and implementation of national legislation.

ULIM promotes the strategy of achieving legal framework and educational policies of the European Union by 2020 Education Strategy goals; improving the quality of research and teaching; increase students' mobility; strengthening the "knowledge triangle": education research and business; improving university management; raising employment rates of graduates, etc.

II. THE ROLE OF THE FREE INTERNATIONAL UNIVERSITY OF MOLDOVA IN THE SYSTEM OF NATIONAL, EUROPEAN AND INTERNATIONAL EDUCATION

ULIM undertakes a fundamental role in promoting the free movement of knowledge, civilization and culture, scientific research, active participation in the national circulation of spiritual values, European and global affirmation of national identity and the development of a free and democratic society in a state of law.

The mission of ULIM is the following:

- 1) to transmit and ensure the dialectic vitality of national and universal knowledge and cultural values through education and research;
- 2) to educate new generations in the spirit of participatory democracy, by respecting individual and collective rights, in a humanist, pacifist and tolerant framework, allowing multilateral development of each member of society without any discrimination;
- 3) to fully and unconditionally support the society in perpetual motion and all its members, in order to ensure economic progress, scientific and technical development, to ensure a quality of life worthy of the human being at the beginning of the third millennium.

The mission of ULIM includes the following objectives:

- 1) formation of widely developed and active personalities through training, advanced training and retraining at higher level of the specialists and academic staff in various fields, according to the European and global academic experience;
- 2) to perform entrepreneurial activities under national and international practice, in order to ensure the technical and material basis as well as the flawless operation of all university subdivisions.

ULIM's mission and goals are achieved via the following operational tools:

- a) training on the three university cycles: bachelor, master and doctoral, including jointly with international universities, of specialists in various fields: economics (business and management, marketing, finance and banking, international economic relations, etc.); law, public administration; foreign language (English language and literature, French language and literature, German language and literature, Spanish language and literature, Italian language and literature, etc.); history, international relations, political science, science, natural sciences, engineering, arts journalism and communication, psychology and social work, fine arts etc.
- b) qualitative training of specialists with higher education for the national economy so as they be competitive on the international labor market;
- c) inviting for studies talented people from around the world, their training for being competitive in a global knowledge society;
- d) participation in research, artistic and cultural creation;
- e) promoting of national, European and world cultural and spiritual values;
- f) organization of higher education, continuing education and adult educational programs, according to the Code of Education;
- g) achieve a flexible and dynamic education based on societal needs, adaptable to subsequent requests of specialization;

- h) continuous improvement of alumni spirit of knowledge progress and continuing education;
- i) scientific research on contract basis in the fields and specialties provided in the operating license; basic scientific research in accordance with the strategic directions of scientific teams and in compliance with topics and research projects of public entities and private businesses;
- j) university training through doctoral and postdoctoral schools, as required by law;
- k) publishing scientific annals, books, magazines, courses and course support and methodical literature, artistic, historical and other teaching and research publications;
- l) hiring professional academic staff in other countries on the basis of their merit in teaching and research;
- m) distribution of internships to students in scientific centers and universities in the country and abroad, as cooperation agreements on such activity provide;
- n) professional staff training in universities and scientific centers abroad under cooperation agreements;
- o) promotion of distance education;
- p) to contribute to sustainable socio-economic development of the country through the knowledge generation and transfer, research, innovation, interdisciplinary approach to consolidate European and global educational area;
- q) organization of social life in the university area, so as to acquire, in addition to the status of training and research center, the features of the main center of education, culture and civilization of the socio-economic community in the region where it operates;
- r) expansion development policy of international relations through cooperation agreements with prestigious universities, faculties, departments and institutes of scientific research to develop double-degree programs and contribute to increasing the mobility of academic and scientific staff as well as students and agreements with subjects of international law;
- s) founding different centers and institutions dealing with research, business, media, as well as schools, gymnasiums, colleges etc .;
- t) participation in national, European and international scientific projects;
- u) promotion and continuous improvement of ULIM extension through its subsidiaries abroad;
- v) participation in other entrepreneurial activities of production, trade, construction, tenders, tourism etc.;
- w) participation in other legal activities according to needs and possibilities;
- x) organization in the country and abroad of ULIM selection and vocational guidance centers;
- y) educational foundation incubators, technological parks and other subdivisions by

training the youth and academic staff etc.;

- z) promoting educational services marketing, research and consulting, with the direct participation of renowned university professors from Moldova and abroad, using effective promotion mechanisms, thereby reinforcing the unmistakable brand image of ULIM.

VISION

ULIM assumes the role of providing a complex education and multidisciplinary scientific research perspective of national and international importance. The university has to become a model for the national, European and international higher education system. Access to education is free and unhindered for all without any gender discrimination.

Facilitating access to education for members of particular groups, especially for those who provide their talent and valuable experience to the future of society and the nation. Special support is provided to cultural and linguistic minorities, disadvantaged groups, refugees and young people from conflict zones and countries receiving assistance from the European Union and international bodies.

Promoting excellence through innovation based on scientific research, inter- and transdisciplinary, having as objectives multidimensional social and cultural needs.

VALUES

Promoting the following virtues:

- professionalism;
- freedom of thought and speech;
- quality of education and scientific truth;
- social inclusion;
- integrity;
- equity;
- social accountability;
- respect for diversity;
- international cooperation;
- partnership with businesses, national and international public authorities, international organizations and civil society;
- loyalty and attachment to the university.

III. STRATEGIC OBJECTIVES OF ULIM EDUCATIONAL DEVELOPMENT IN LINE WITH THE CONCEPT OF EDUCATION APPROVED IN A RENOVATED VERSION IN JANUARY 2015

The strategic objectives of ULIM development for the 2015-2020 period is based on the recommendations of the Paris World Conference of Higher Education on 9 October 1998 regarding the Vision and Action for Development of Higher Education in the XXI century, the recommendations of the Conferences of Ministers of Higher Education of Europe (EHEA), Education Development Strategy for the years 2014-2020 "Education 2020" Innovation for Competitiveness 2013-2020, National Development Strategy of the Republic of Moldova 2012-2020, the Constitution, the Code of Education, other national regulations, institutional documents as the Educational Concept, Charter and Codex of ULIM, the documents issued by international bodies in respect to higher education and research. The above, as a whole, involve a unique development strategy of our institution.

Education

Strategic Objective 1. Providing an education adapted to the knowledge society:

- development and promotion of the three cycles new curricula (licence, master, doctorate), oriented toward interdisciplinary and connected to labor market demand and trends;
- strengthening the quality of curricula and their full national and selectively international accreditation;
- increase of the web component in training programs and the development of open educational resources (open learning resources);
- capacity building for developing distance learning curricula;
- formation of transversal skills complementary to professional knowledge;
- provide curricula compatible with European and international standards;
- initiation and development of internships projects with organizations, institutions and businesses that show excellence;
- increase the share of professional internships provided by study programs, initiating and supporting programs for the connection of practical activities based on the economic and social environment requirements nationally and internationally;
- initiate and support students national and international programs of academic mobility for all levels of education;
- gain the internationalization of studies supporting study programs conducted in foreign languages, attracting visiting professors from prestigious universities, attracting a growing number of international students, extension of study programs under the "joint degree" at the three levels of education;
- creating of the Global University in partnership with international universities;

- designing and delivering innovative programs of continuing education and training of academic and research staff in academic centers of excellence abroad;
- to develop programs to motivate student participation in research;
- promoting results students as well as academic and research staff scientific research in the educational process;
- computerization of the process of insertion into labor market and professional development of graduates monitoring and collecting feedback for continuous updating of curricula in compliance with the requirements and the dynamics of the professional fields.

Strategic Objective 2. Promoting quality culture

- developing institutional strategies of quality assurance;
- ensuring excellence in teaching, research and extracurricular activities;
- application and enforcement of national and European standards in the recruitment and promotion of academic and research staff in accordance with institutional, national, European and worldwide experience;
- occupying teaching and research positions through competition based on performance and societal awareness;
- periodic evaluation and accreditation of education and research every five years;
- establishing additional criteria that ensure quality of education in order to increase the value and competitiveness of ULIM, in accordance with educational and professional reference standards in Europe and the world;
- providing access to competitions for teaching and research positions without any national, gender, religious and political discrimination;
- improvement of evaluation methods and diversifying methods of encouraging the achievements of the academic and research staff;
- to ensure sustainable functioning of the institution by forecasting needs and human resource development;
- to promote uniform ULIM standards within its academic extensions;
- to promote the policy of rejuvenating the potential of the academic and research staff;
- attracting renowned teaching specialists from various fields of economic, administrative and governmental organizations from Moldova and abroad;
- attracting professors from academic centers of excellence from abroad under partnership agreements or university consortia, development and implementation of European and international joint projects;
- performing higher education by promoting and implementing joint degree programs at the three university cycles issuing double or joint diplomas;
- institutionalization of students, academic staff and employees anonymous surveys in

order to collect feedback needed to improve the quality of education and research;

- development of relations with alumni of ULIM in order to provide training programs and develop a mechanism for evaluating the academic and research staff. Enhancing Academic Services Department activity in order to provide methodological support and advice to students and academic staff.

Strategic Objective 3. Enhancing plurilinguistic and intercultural aspect

- strengthening the intercultural dimension by promoting education, research and community involvement achieved through the joint participation of university degree lines;
- initiate and develop new curricula within the oriental line languages (Korean, Chinese, Arabic);
- strengthening the international dimension at ULIM;
- promoting interculturalism and harmonious development of society;
- improving the language skills of students as well as academic and research staff;

Scientific research

Strategic Objective 1 - Research Quality Assurance

- increasing the quality and applied level of research through the creation of doctoral schools and improvement of curricula as recommended by EURODOC;
- increasing the quality of research at ULIM by targeting to achieve scientific products according to international standards;
- development of infrastructure for research and support programs, innovative vanguard projects, offering high international recognition and validation;
- identifying centers of excellence and support programs and inter- and transdisciplinary strategic projects on major national and international issues;
- promoting interdisciplinary cooperation between ULIM faculties and other universities;
- increasing the importance and role of research in long-term institutional development;
- increasing the quality and number of publications produced by the university's academic and research staff as well as of the papers indexed internationally;

Strategic Objective 2 - Improving scientific partnerships and capitalization of highly specialized competence and expertise

- ULIM research unities reorganization in order to increase their efficiency, the number

of programs, projects and assignments funded and the volume of public and private funds attracted by competition;

- analytical services testing, assessment, expertise in research and / or education;
- developing the strategy of the Innovation Park in partnership with East Asian businesses, mainly from South Korea, China, Japan, Malaysia;
- carrying out scientific researches on demand of businesses, international organizations and other beneficiaries in order to generate and enhance innovative ideas, enhancing technology transfer process;
- increasing the participation of academic and research staff in national and international knowledge networks to ensure the visibility of human potential and facilitating the knowledge exchange;
- supporting the participation in regional or international associations of researchers according to their fields of science and research;
- to identify and attract new sources of funding for research, especially from the business environment;
- adopting financing strategies based on differential allocation of resources based on performance;
- dissemination of research results through publications and periodicals of national and international prestige.

Strategic Objective 3. Modernizing the research infrastructure and promoting research results as well as scientific products and services offer

- subscription to recognized online databases and libraries;
- signing collaborative agreements of using university library resources, national and international public libraries, pending libraries of international organizations;
- increasing the number of national and international thematic projects to improve the quality of research infrastructure;
- signing cooperation agreements of using the research infrastructure according to the research profiles;
- creating conditions for improving the quality of publishing scientific journals of each profile;
- providing software and specialized services for publishing scientific journals;
- digitalizing the scientific products of the academic and research staff and developing the concept of ULIM Virtual Library;
- improving the quality of scientific journals, providing national accreditation and cataloguing them into international inventories.

Strategic Objective 4. Developing skills in project management and creating research support services

- training academic and research staff in project management;
- participation of each scientific profile in national and international project competitions as *Horizon 2020, Erasmus Plus, Trans-border cooperation program, Young Researchers Program, for purchasing scientific equipment, technology transfer* etc.
- creating support service for research teams in developing, organizing, promoting and monitoring of research;

Community Services

Strategic Objective 1. Developing services for the business, civil society, public administration environments

- initiating and developing new programs for fundraising and financing of the academic and research staff through funding programs, projects and topics oriented toward major issues defined together with businesses, civil society and public administration;
- initiating and developing a sector of business and consulting service to government and business environment, the proceeds will be allocated primarily to support teaching and research programs;
- increasing public dissemination and use in society of the research results;
- establishment of a think-tank to debate critical issues regarding the development trends, issues and challenges of the Republic of Moldova and the contemporary world.

Strategic Objective 2. Emphasizing the role of the university as the main culture, sport and education center

- development of partnerships with cultural, arts and sports institutions at national and international level organizing common events;
- organizing cultural and sporting events both for local and regional and national or international;
- involving ULIM as a partner of Chisinau and other sites of the country.

Strategic Objective 3. Increasing the involvement of the university in the community

- active involvement of civil society in university debates;
- initiating and supporting the CSR (Corporate Social Responsibility) program for the identification, promotion and implementation of actions to improve the living

conditions of disadvantaged groups and communities;

- university involvement into the community by actions of its extensions and by exploiting existing capital in the economic relations with partners, civil society and government, respectively Alumni;

Management and support services

Strategic Objective 1. Development of a competitive and innovative management

- linking the university's development objectives with available (human, financial, infrastructure) resources;
- funding strategy redefinition of educational and research activities and streamline administrative activities;
- reorganization of teaching, research and administration within the university so as to ensure their financial sustainability and increase the efficiency of activities performed;
- optimizing the ratio between the number of students, academic and support staff;
- performing a program of efficient use of real estate assets of ULIM;
- financial decentralization, to the level of faculties and departments, through the distribution of financial resources allocated from ULIM under the internal rules by withholding a royalty by the university for maintenance and infrastructure investment;
- development and promotion of organizational culture within the University;
- updating the procedures of assessing the performance differentiated by main fields of activity (teaching, research, technical and administrative) and using differentiated and transparent allocation of resources;
- ensure decent incomes for academic and auxiliary staff;
- carrying out a program of monitoring and evaluation of fulfillment of performance indicators, developing coherent strategies on the medium and long-term University development (communication and marketing strategy, human resources, information resources, quality assurance);
- internal processes democratization by decentralizing the decision-making, both vertically and horizontally of institutional charter by extensively consulting the opinion of teachers and students;
- academic freedom will be correlated with increased responsibility and personal discipline, responsibility and organization.

Strategic Objective 2 - Development of infrastructure and resources needed for the optimal education, research and innovation

- providing buildings and areas for education and research through modernization and

construction;

- increasing the quality of students and young teachers life through modernization of existing facilities and housing and accommodation building;
- development of infrastructure, technology, information and communication;
- implementation of more efficient data management applications;
- developing the facilities of curricula, scientific research and internal communication electronic promotion.

IV. INTERNATIONAL RELATIONS

The development policy of international relations expansion through collaborative agreements with prestigious universities, faculties, departments and institutes of scientific research and subjects of international law to develop joint-degree programs and help increase academic mobility.

- continuous reorganization of the work in international relations based on their extent and content of the regions and continents;
- strengthening relationships with universities that ULIM already signed cooperation agreements and bringing them to the level of each departments, faculties and research institute;
- signing bilateral agreements only with universities and academic centres who operate according to the European Higher Education Area (EHEA);
- expand the consolidation of ULIM academic subsidiaries abroad; institutional strengthening of professional advice, selection and guidance centers from abroad etc.;
- signing strategic partnerships with universities from other regions to promote the attractiveness of European Higher Education Area, national and international institutions and organizations (public and private) whose activity areas directly or indirectly is education and research in order to ensure:
 - stability and continuity of the didactic and scientific staff involved in these projects;
 - the promotion of the "ULIM" brand in the process of developing strategic partnerships;

Strategic Objective 1

For the years 2015-2020 ULIM has the following specific objectives:

- transforming into a university with international openness. To this end, at least 30% of the number of graduates at licence, master's and doctoral studies at ULIM should be international students;
- implementation of major cooperation programs so that they end up in scientific products and creating institutional subjects (*institutes, centers, research laboratories, research programs, training programs*), in collaboration with prestigious foreign partners;
- ensuring a massive presence of specialists in international professional scientific associations and their participation in a significant number of prestigious scientific events and meetings, as academic staff or researchers, invited members of PhD juries or integrated international research teams;
- valuing scientific research of international elites (schools, personalities, works), and education and learning programs via joint master, doctorate in joint degree, study

programs and advanced research, both through the traditional education system and in non-traditional forms (ID, E-learning);

- significant increase in scientific publications in foreign languages, increasing the number of publications (monographs, textbooks, studies, articles) published in prestigious foreign publishing houses, presence in international databases, increasing the number of international awards obtained by ULIM's teachers;
- increase in the number of monographs, textbooks and study co-edited in collaboration with prestigious publishing houses in foreign languages;
- participation in international exhibitions and fairs in order to promote ULIM studies offer, aimed at significantly increasing the number of international students in licence master and doctoral programs;
- development of effective links to applied research in relation to prestigious international companies from national, regional and European area;
- identification of new partners as prestigious universities in each country, placed in the elite area of higher education in those countries;
- increase the quality of doctoral theses and their publishing in foreign languages or prestigious publishing houses in the country and abroad;
- establishment of master and doctorate programs in co-tutelage as a form of obtaining a prestigious scientific title;
- periodical organization of high-level scientific meetings with the participation of relevant international scientific and academic partners and supporting joint publications (publications, co-published monographs, textbooks), joint publishing of internationally recognized journals and periodicals;
- affiliation to international networks formed on *university-research-business* knowledge partnership;
- stimulating the participation of academic staff as experts in European and international scientific structures, as boards members of scientific specialized publications;
- significant presence of students from Mediterranean region (Turkey, Cyprus, Israel) and Maghreb (Tunisia, Morocco, Algeria, etc.) through direct contact and through francophone networks of university collaboration;
- openness to non-European areas as the Far-Eastern zone (Japan, China, South Korea, India, etc.);
- openness to non-European areas as Latin America, Oceania, Australia and New Zealand;
- appropriate promotion of all international cooperation programs and facilities offered to students and teachers to improve the quality of international cooperation;

Strategic Goal 2

- organizing new international master's and doctoral programs, whose subject will be focused on contemporary market needs and global knowledge society;

- organizing new master's and doctoral programs in the form of Joint Master (joint degree) and Joint Doctor (co-tutelage) conducted in multiple partnerships with prestigious universities, leading to the release of two diplomas;
- providing academic exchanges to promote best practices exchange with national and international universities.

Strategic Goal 3

- internationalization of ULIM higher education at home. This means not only increasing the number of foreign students, but also motivating students to study local languages and collaborate with foreign institutions through on-line learning;
- participation of undergraduate, postgraduate and doctoral students within projects and online MOCS courses;
- attracting undergraduate, postgraduate and doctoral students in partnerships that encourage the recognition of professional qualifications, thereby increasing the number of international students and their employability in the labor market.

V. INFRASTRUCTURE. FUNDING

VI.1 Improving and developing University study areas depending on the content of the Educational Concept.

- modernization and redesign of classrooms and areas for scientific research;
- **current and** capital repair of classrooms, scientific research rooms and allocating funds for current and capital repairs of educational and research rooms;
- providing study and research facilities with innovative equipment in line with participatory education system (interactive whiteboards, ecological blackboards, computers, projectors, projection screens, etc.);
- expanding and building new rooms for teaching and research.

VI.2 Modernization and extension of the campus by building new study blocks and hostels, as well as renovation of existing areas

- equipping and modernizing the existing university hostel and its transformation into a **university hotel**;
- building a new hostel with a capacity of 900 seats;
- building a sports complex consisting of: gym; swimming pool; bodybuilding facilities;
- In order to rejuvenate and keep human resources, provide young academic and research professionals with service housing.

VI.3. Launching University Digital Television with national and international coverage

VI.4 Providing ongoing computerization of university management and expanding the implementation of e-learning technologies

VI.5. The foundation associated business structures in order to develop the technical and material basis of ULIM as a whole as well as improving the living conditions for employees

VI. FINANCIAL STRATEGY

Financial strategy will be achieved under a single budget from private and public sources, grants, funds, projects and complementary revenue.

Facilities and services for students and teachers

Services and facilities that will be allotted are as follows:

- grants and preferential bank loans;
- scholarships provided by non-governmental organizations;
- scholarships provided public and private economic units;
- scholarships abroad under collaborative agreements signed by ULIM;
- medical care;
- admission facilities;
- employment services, vocational guidance consultation and cooperation with the ministries, departments and private operators signatories of collaboration agreements with ULIM;
- psychological counselling and financial consulting;
- providing services through the Informational Librarian Department and media library, sports centers, sports and recreation facilities with which ULIM has signed cooperation agreements;
- providing logistical support for students' magazine issues related to culture and science;
- extension of ULIM radio broadcast channel;
- cooperation under a contract with a television station,
- stimulating student involvement in daily activities.

VII. INFORMATION LIBRARIAN DEPARTMENT

Is in charge with the following:

- developing exchanges of national and international academic publications;
- providing virtual library and the local access network for the majority of students who want to use this way of study;
- supplying and diversification of books and periodicals from the country and abroad;
- Reorganisation and development of the University Publishing house and copying systems to ensure qualitative and quantitative information sources for students and academic staff;
- general computerization and digitization of the university library funds;
- continuous modernization of reading rooms;
- subscription and connection to bibliographic databases and scientific university electronic libraries abroad.

VIII. DEVELOPMENT OF EDUCATION AND SCIENCE IN THE LIGHT OF NATIONAL AND GENERAL HUMAN VALUES, ACADEMIC FREEDOM, EUROPEAN INTEGRATION AND GLOBALIZATION

- each subdivision of the University undertakes to promote higher education and science through the lens of national, general human values, academic freedom, European integration and globalization.
- continuous updating of curricula based on the ULIM experience, national higher school traditions, standards of the prestigious university centers abroad and institutions signing collaborative agreements with our institution.
- continuous updating of the educational and research process in accordance with the pan-European and international organizations regulations as well as the provisions of the Ministry of Education strategy for the years 2015-2020.