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STRATEGY

INSTITUTIONAL INTERNATIONALIZATION OF COMRAT STATE UNIVERSITY

FOR 2026–2030

INSTITUTIONAL INTERNATIONALIZATION STRATEGY OF THE COMRAT STATE UNIVERSITY FOR THE PERIOD 2026–2030

TABLE OF CONTENTS

PREAMBLE.....	
MISSION AND VISION OF COMRAT STATE UNIVERSITY.....	
VISION AND STRATEGIC MISSION REGARDING INTERNATIONALIZATION.....	
CURRENT STATE OF INTERNATIONALIZATION: SWOT ANALYSIS.....	
PRIORITIES, STRATEGIC OBJECTIVES, AND IMPLEMENTATION MEASURES.....	
PRIORITY 1. Internationalization at Home (I@ H).....	
PRIORITY 2. Internationalization of high-quality scientific research and development cooperation.....	
PRIORITY 3. Strengthening the reputation and visibility of CSU at the international level.....	
PRIORITY 4. International mobility	
PRIORITY 5. Recruitment, Admission and Education of International Students.....	
PROMOTION, IMPLEMENTATION AND MONITORING OF THE CSU INTERNATIONALIZATION STRATEGY.....	

PREAMBLE

The Strategy is based on the provisions of::

- Educational Code of the Republic of Moldova No. 152/2014 with amendments;

National Development Strategy "European Moldova 2030" (Law No. 315/2022);

- The Government Programme, the Development Strategy “Education 2030” (Resolution No. 114/2023), in line with the public policy documents and the relevant national strategic framework, reflects the commitments undertaken by the Republic of Moldova as a candidate state for accession to the European Union;

- The National Action Plan for the Accession of the Republic of Moldova to the European Union for 2024-2027 (Resolution 829/2023) aims to strengthen an open, inclusive and internationally competitive higher education system capable of actively contributing to the European integration of the Republic of Moldova;

- The program for the internationalization of higher education for 2026-2028 (approved by Order No. 2253 of 18 December 2025 of the Ministry of Education and Research), aimed at improving the quality of higher education, international openness and competitiveness of the national education system;

- Internal institutional documents of Comrat State University (CSU), reflecting commitments to internationalization at the CSU level.

This program is a tool for coordinating and stimulating internationalization processes at the systemic and institutional levels, aimed at developing an open, competitive and attractive academic environment capable of supporting academic mobility, international cooperation, attracting foreign students and the active participation of higher education institutions of the Republic of Moldova in international networks and joint programs with foreign educational institutions.

The aim of this programme is to strengthen the international competitiveness of CSU, take advantage of opportunities offered by European Union programs, and respond to the challenges posed by demographic changes and the digitalization of education.

The determining factor is the process of European integration of the Republic of Moldova, which involves deepening international cooperation in the field of education, ensuring the recognition of acquired knowledge and qualifications, promoting European academic values and creating favorable conditions for attracting foreign students, teachers and researchers.

The Internationalization Strategy of Comrat State University (CSU) represents a guiding framework for action and a working tool for all members of the academic community. Developed for a five-year period (2026–2030), the strategy continues and updates the existing Institutional Internationalization Strategy, serving as a comprehensive document aimed at achieving common goals.

In recent years, higher education in the Republic of Moldova, including at CSU, has faced a number of challenges in the context of internationalization, which have also created opportunities for developing and strengthening the international dimension of CSU’s activities and institutional potential.

At the European level, the European Universities Initiative (EUI) <https://education.ec.europa.eu/education-levels/higher-education/european-universities-initiative>) concretely illustrates the goals of the European Higher Education Area, based on international inter-institutional cooperation, new forms of teaching and learning such as micro-qualifications, mobility as an integral part of the learning process, research that responds to the needs of the ecosystems of which universities are a part, and the role of higher education institutions in promoting European values. Thus, the keywords for CSU's internationalization have become accessibility,

solidarity, and cooperation.

In the context of the decision to open negotiations on the accession of the Republic of Moldova to the European Union, the education system in our country, especially at CSU, is at a stage and in a context with very high potential for institutional capacity building.

However, maximizing this potential depends on the contribution of every member of the academic community to the implementation of this Strategy. CSU's primary goal in this area is to strengthen its strategic role as a university actively engaged in promoting excellence at the local, national, regional, and international levels.

With a portfolio of over 70 active institutional partners worldwide and a multitude of international projects and initiatives underway each year, CSU aims to become an internationally visible university, integrated into the European Higher Education and Research Area, with a growing alumni community – future international ambassadors – thanks to a diverse educational offering adapted to the needs of modern society.

Strengthening the process of international integration at CSU is an important task aimed at improving the quality of the entire academic process, as well as increasing the recognition and international visibility of CSU, and achieving this goal requires mandatory coordination of actions by all parties involved.

In this context, specific roles within the CSU are assigned to official promoters of internationalization:

- Rector;
- Vice-Rector for Science and International Relations;
- International Department;
- Head of the Foreign Students Department;
- Deans of faculties;
- Director of the Scientific Library.

The objectives of the proposed strategy are developed in accordance with the objectives of the Strategic Plan for the Institutional Development of CSU for the period 2022–2027.

VISION AND STRATEGIC MISSION REGARDING INTERNATIONALIZATION

CSU sets itself the overall goal of conducting advanced scientific research and providing education, accumulation and transfer of knowledge to society through:

- scientific research, development, innovation and technology transfer through individual and collective creativity, as well as the use and dissemination of their results;
- initial and continuing education at the university level with the aim of personal development, increasing competitiveness in the labor market and meeting the needs of the socio-economic environment for competencies.

CSU also aims to become a catalyst for the development of Moldovan society by creating an innovative and participatory environment for scientific research, education, and creativity, transferring competencies and knowledge to the community through educational, research, and consulting services that it provides to partners from the economic and socio-cultural spheres.

CSU's vision is to become a national leader in higher education, fundamental and applied scientific research, and to be among the best universities both nationally and regionally.

STRATEGIC VISION AND MISSION IN THE FIELD OF INTERNATIONALIZATION

CSU's strategic vision for internationalization: Internationalization is a key process for fulfilling CSU's mission as a catalyst for the development of Moldovan society, as well as for achieving the goal of becoming an institution recognized for excellence in education and research, open to international experience in the global space of education and research.

CSU's strategic mission regarding internationalization: internationalization should become an integral part of the academic community's activities, and the university should create optimal conditions that allow all members of the university to have opportunities for international cooperation through cooperation agreements with higher education institutions abroad, facilitating academic mobility and participation in international projects/programs.

Thus, international mobility and collaboration are a central element of CSU's institutional strategy. It is essential to become international, through the internationalization of our activities and academic environment to fulfill our mission. We strive to educate and prepare graduates who will acquire high-level international competencies (knowledge, skills, and attitudes) that will enable them to remain competitive in the global economy and society, and to cope with the challenges and demands of a dynamic labor market.

CSU graduates must also possess intercultural and universal skills that facilitate adaptation and social integration into various social groups. This is impossible without establishing and actively leveraging partnerships with international universities and companies in the fields of education, research, and innovation.

Teamwork, combined with the global exchange of knowledge, resources, and technology, is the solution to significantly faster progress for both the university and its partners. International efforts should be complemented by actions within the CSU community, facilitating the rethinking and diversification of educational offerings and the modernization of educational infrastructure.

Our strategic concept for internationalization places particular emphasis on the balance between supply and demand, both from the international arena and from within the university.

CURRENT STATE OF INTERNATIONALIZATION: SWOT ANALYSIS

To develop and implement a realistic and feasible internationalization strategy for CSU, it is important to identify the strengths and weaknesses of existing institutional policies and assess the institutional vision for international engagement, opportunities, and risks. This work will enable the development of the Strategy and the implementation of the measures necessary for its successful implementation.

Strengths:

- promotion of internationalization is enshrined in the University Charter, the strategic plan and annual operational plans of CSU;
- increasing the interest of students and teachers in international mobility;
- increasing the number of opportunities for international mobility of students and faculty.

Quality:

- recognition of CSU diplomas abroad and by international companies;
- constant presence in certain international rankings, as well as positioning as a leader in the national educational services market.

Educational programs:

- implementation of double degree programs with partner universities in Romania and Turkey;
- organizing and conducting various events on cooperation and partnership within the framework of international projects with foreign universities;
- active participation in various strategic inter-university alliances, structures and networks.

Services:

- University campus with many amenities (classrooms, library, gyms, free access to the corporate Wi-Fi network);
- relatively affordable cost of education;
- low living costs in Moldova;
- expansion and strengthening of the team responsible for internationalization at the institutional level;
- free English courses for teachers and students.

Weaknesses:

- lack of experience/practice in participating in international research and educational projects;
- insufficient financial and human resources for the development of international relations and attracting foreign students;
- insufficient international prestige in the field of research and recognized results;
- the absence of the university in some international rankings recognized in the international academic world;
- insufficient knowledge of foreign languages by teaching and administrative staff;
- lack of a database of foreign graduates and visiting teachers;
- insufficient number of programs taught in international languages;
- less developed educational and living infrastructure compared to the conditions offered by foreign universities;
- passivity of a significant number of students and teachers with regard to internationalization.

Opportunities:

- favorable legal conditions for the diversification of educational programs for young people at all levels, including double degree programs in partnership with EU universities;
- the presence of centers of excellence within CSU, which have high national and international reputation (Tekwill, etc.); assistance, financial and technical support from international donors (European Commission, TIKa, etc.);
- enhancing the relevance of national policies to promote innovation in the development and delivery of international educational services;
- encouraging academic staff through institutional policies to integrate international aspects into curricula and course content.

Threats:

- lack of motivation among students and teachers to use/learn foreign languages;
- often bureaucratic and strict procedures for obtaining residence permits and visas for foreign students;
- low/insufficient level of internationalization of public services; low interest in internationalization and intercultural exchange.

PRIORITIES, STRATEGIC OBJECTIVES, AND IMPLEMENTATION MEASURES

To successfully achieve the internationalization objective, the following strategic priorities were identified:

Priority 1. Internationalization at Home (I@ H);

Priority 2. Internationalization of high-quality scientific research and development cooperation;

Priority 3. Strengthening the reputation and visibility of CSU at the international level;

Priority 4. International mobility;

Priority 5. Recruitment, Admission and Education of International Students.

PRIORITY 1. Internationalization at Home (I@ H); Strategic goal: Internationalization of curricula and training plans by increasing the number of joint programs with foreign educational institutions and the number of programs taught in foreign languages.				
Measure No.	Measure	Responsible person	Measurable indicators	Amount allocated for implementation (lei)
1	2	3	4	5
Specific Goal 1.1 Development of curricula in foreign languages at CSU (English, German)				
A 1.1.1	Launch of training programs in English or German	Deans, heads of departments; vice-rector for academic affairs; vice-rector for research and international relations.	At least one faculty-level study programme taught in one of the world languages: English or German	60,000
Specific Goal 1.2 Improving the content of curricula and strengthening the international aspect of curricula and individual courses				
A 1.2.1	Adaptation of the content of educational programs taking into account the development of international cooperation (student mobility, double degrees, etc.).	Deans, heads of departments; vice-rector for academic affairs; vice-rector for research and international relations.	Revise at least one curriculum annually at the faculty level.	50,000
A 1.2.2	Involving foreign teachers to teach courses.		Every year, at least one internationally recognized teacher is invited to teach courses in one of the world languages: English or German.	120,000
Specific Goal 1.3 Enhancing internationalization competencies and strengthening the ability of academic staff to teach in English or German.				
A 1.3.1	Strengthening the capacity of the Department of Foreign Languages through TEFL/TESOL certification.	Department of Foreign Languages	Annually - at least 2 teachers (of different levels).	50,000
A 1.3.2	Expansion and diversification of the		Every year, at least 10 teachers will take	60,000

	range of language training courses offered to academic staff (knowledge of international languages).		courses in English or German (at different levels).	
A 1.3.3	Teachers confirm their level of proficiency in English or German by obtaining a confirmation document.		A mandatory requirement for all teachers: knowledge of one foreign language (English, German or another international language).	50,000
Specific Goal 1.4 Holding international events at CSU				
A 1.4.1	Regular organization of international events with the participation of international partners within the framework of programs/projects of international organizations	Deans, heads of departments; vice-rector for science and international relations.	Every year, at least one event organized at the faculty level in cooperation with international partners.	150,000
Specific Goal 1.5 Development of double degree programs in partnership with strategically important higher education institutions for CSU				
A 1.5.1	Implementation of new dual degree programmes at the bachelor's and master's levels	Deans, heads of departments; vice-rector for academic affairs; vice-rector for research and international relations.	At least 1 double degree program (at faculty level).	80,000
A 1.5.2	Increasing the number of students studying in dual degree programs across all educational programs.		Increase the number of students studying in dual degree programs by at least 10%	50,000
Specific Goal 1.6 Improving students' English or German language proficiency				
A 1.6.1	Expansion of the language training offer through optional courses and/or extracurricular modules in English or German	Deans, heads of departments; vice-rector for academic affairs; department of foreign languages.	Every year, at least 10 students will receive an international certificate of proficiency in English or German.	250,000
PRIORITY 2. Internationalization of High-Quality Research and Development Cooperation Strategic goal: CSU aims to ensure the competitiveness of scientific research at the international level as one of the main goals in fulfilling the university's mission, as well as in order to increase its international reputation.				
Specific objective 2.1 Development and strengthening of international capacity, as well as transfer of knowledge and technology				
A 2.1.1	Developing research-focused scientific partnerships with universities, research	Deans, heads of departments; vice-rector for academic affairs;	Increase in the number of international partnerships by 5% per year.	60,000

	institutions, the Moldovan diaspora and foreign companies from Europe and around the world.	vice-rector for research and international relations.		
A 2.1.2	Organization of prestigious international scientific events.		Conducting at least 4 prestigious international scientific events.	80,000
A 2.1.3	Participation in prestigious international scientific events.		Annual participation in at least 10 prestigious international scientific events.	100,000
A 2.1.4	Attracting experts with international reputation to participate in international scientific events.		Annual participation of at least 5 experts with international reputation in scientific events organized at CSU.	80,000
Specific objective 2.2 Active participation of scientists and research centers in the process of international integration of scientific research, innovation and creation of start-ups, as well as recognition of achievements in the field of innovation and scientific research				
A 2.2.1	Development and submission of applications for participation in international competitions for research projects within the framework of international research consortia (Horizon Europe, COST, bilateral and cross-border projects Moldova-Romania, etc.).	Deans, heads of departments; vice-rector for research and international relations.	Submission of at least 5 applications for international projects per year.	150,000
A 2.2.2	Implementation of international research projects with foreign partners within the framework of international research consortia (Horizon Europe, bilateral and cross-border projects Moldova – Romania, etc.).		100% of completed international projects find concrete application in business, production, society, etc.	150,000
A 2.2.3	Joining international research consortia, scientific networks, platforms and grant schemes (COST, ERASMUS+, etc.).		Every year, at least 5 young scientists will participate in academic mobility programs at prestigious foreign research centers.	120,000
Specific objective 2.3 Achieving high results in scientific research				
A 2.3.1	Encouraging and facilitating the publication of scientific papers in journals/collections/monographs indexed in international databases WoS,	Deans, heads of departments; vice-rector for research and international relations.	To ensure an annual increase of at least 5% in the number of articles published in prestigious journals with international renown.	200,000

	SCOPUS, including those with impact factor/CiteScore			
A 2.3.2	Encouraging researchers to publish: scientific papers in journals/collections/monographs indexed in international databases WoS, SCOPUS, including those with an impact factor/CiteScore		Annual review and application of the methodology for calculating awards for achievements in the field of research and innovation activities within university.	250,000
PRIORITY 3. Strengthening the reputation and visibility of CSU at the international level				
Strategic goal: Development of CSU projects and programs in the field of international cooperation.				
A 3.1.1	Identifying areas in which CSU has achieved high results and promoting them at the international level.	Deans, heads of departments; vice-rector for academic affairs; vice-rector for research and international relations.	Improved performance in international university rankings	300,000
Specific Goal 3.2				
Development and strengthening of cooperation with international organizations that finance development programs in the Republic of Moldova (GIZ, TIKA, LED, etc.).				
A 3.2.1	Conclusion or renewal of cooperation agreements with international organizations operating in the Republic of Moldova.	Deans, heads of departments; vice-rector for academic affairs; vice-rector for research and international relations.	Annually - at least two updated contracts or one new signed contract.	50,000
Specific Goal 3.3				
Promotion, initiation and implementation of international projects				
A 3.3.1	Informing the university community about funding opportunities for higher education institutions, students and faculty.	Deans, heads of departments; vice-rector for academic affairs; vice-rector for research and international relations.	At least two faculty-wide events per year, in collaboration with the CSU International Relations Office.	80,000
A 3.3.2	Providing assistance to university teams in developing new international projects.		Every year – at least 4 projects submitted in cooperation with higher education institutions from EU countries (at the institutional level).	200,000
A 3.3.3	Providing assistance to university teams in the implementation of international projects.		Every year - at least one project won in collaboration with partners	200,000
Specific goal 3.4.				

Participation in associations, unions and university networks				
A 3.4.1	Identifying and joining new relevant university networks/associations.	Deans, heads of departments; vice-rector for research and international relations.	Connecting to new networks	60,000
Specific goal 3.5. Internationalization through the involvement of faculty and researchers from abroad.				
A 3.5.1	Attracting teachers from abroad to participate in the educational process through invitations sent to them within the framework of such programs as Erasmus+, CEEPUS, FULBRIGHT, EXCHANGE SPEAKER PROGRAM, etc.	Deans, heads of departments; vice-rector for research and international relations.	Annual increase in the number of visiting professors by 5%	250,000
PRIORITY 4. International Mobility Strategic goal: to intensify the university's efforts to encourage the participation of faculty and students in mobility and international cooperation programs.				
Specific goal 4.1. Increasing the level of participation in Erasmus+ KA1 programmes and other mobility programmes: CEEPUS, AUF, FULBRIGHT, EXCHANGE SPEAKER PROGRAM, etc.				
A 4.1.1	Updating the regulations governing the implementation of Erasmus+ mobility programmes for both students and staff.	Deans, heads of departments; vice-rector for research and international relations.	Updated regulatory documents	50,000
A 4.1.2	Organising campaigns to promote faculty mobility, involving students receiving international mobility scholarships and disseminating their experiences.		At least twice a year, at the launch of international calls for applications.	100,000
A 4.1.3	Providing assistance and advice to students and faculty on participation in international mobility programs.		Ensuring an annual increase in the number of participants in international exchange programs (students, faculty and administrative staff) by 5%.	50,000
A 4.1.4	Assessing the quality of student mobility based on assessment methods and tools (questionnaires, interviews, mobility reports, etc.).		Completing a questionnaire for each case of participation in international exchange programs (students, teachers and administrative staff).	50,000
A 4.1.5	Increasing the flexibility of procedures for		Developed procedures	50,000

	recognizing academic results and competencies acquired through international mobility.			
PRIORITY 5. Recruitment, Admission and Education of International Students Strategic goal: To intensify the process of attracting international students to bachelor's, master's and doctoral programs taught in international languages or in Russian/Romanian based on preparatory courses for international students.				
Specific goal 5.1. Developing a university marketing policy and strategy to promote CSU's educational services in order to attract international students.				
A 5.1.1	Development of an information and reference guide for international students and a promotional video (in English and German).	Deans, heads of departments; Vice-Rector for Research and International Relations, International Office; Head of the International Students Office.	Prepared advertising materials	250,000
A 5.1.2	Participation in various exhibitions with the aim of promoting educational programs and expanding the network of student recruitment agencies.		Constant and varied participation	200,000
Specific goal 5.2. Cooperation with diplomatic missions to disseminate information about CSU educational programs.				
A 5.2.1	Organizing meetings with representatives of embassies of other countries in the Republic of Moldova, including identifying possible ways of interacting with embassies of the Republic of Moldova in regions of interest in terms of recruiting foreign citizens.	Deans, heads of departments; Vice-Rector for Research and International Relations, International Office; Head of the International Students Office.	Agreements with diplomatic missions	50,000
Specific goal 5.3. Regular dissemination of information about CSU educational programs				
A 5.3.1	Regularly updating the CSU website with all necessary information for potential international students, as well as constantly updating information on legislative changes.	Deans, heads of departments; Vice-Rector for Research and International Relations, International Office; Head of the International Students Office.	The official website of CSU, which contains essential information, as well as a section that is regularly updated.	50,000

A 5.3.2	Development of an online application platform for foreign students to study online		Developed platform	100,000
Specific Goal 5.4 Improving the process of adaptation of international students by involving CSU staff and students in the process of their adaptation to university life				
A 5.4.1	Identifying priority areas for promoting and attracting foreign citizens to study.	Deans, heads of departments; Vice-Rector for Research and International Relations, International Office; Head of the International Students Office.	Annually, the increase number of foreign students with at least 10%.	50,000
Specific goal 5.5. Identifying the needs of prospective students in areas of interest through effective communication with international students enrolled at CSU.				
A 5.5.1	Creation of an international alumni network.	Deans, heads of departments; Vice-Rector for Research and International Relations, International Office; Head of the International Students Office.	Developed services	300,000
Specific goal 5.6. Developing mentoring programs to integrate international students into the university environment				
A 5.6.1	Development and promotion of special services for international students (events, programs).	Deans, heads of departments; Vice-Rector for Research and International Relations, International Office; Head of the International Students Office.	Developed services	100,000
A 5.6.2	Promotion of the Romanian and Gagauz languages as one of the elements of the internationalization of higher education in the Republic of Moldova.		Organization of Russian/Romanian language courses	200,000
A 5.6.3	Developing an introductory course in Gagauz, Romanian, and English to familiarize newly enrolled international students with the basic rules and		The course is developed in English.	200,000

	procedures, environment, and practices of CSU (internal rules regarding teaching and assessment, security regulations, information systems, key contacts, etc.)			
Specific Goal 5.7 Improving services for international students				
A 5.7.1	Establishment of a support center for international students.	Deans, heads of departments; Vice-Rector for Research and International Relations, International Office; Head of the International Students Office.	The structure created	300,000
Note: a) Successfully attracting, integrating, and retaining international students is one of the cornerstones of CSU's institutional vision. This goal is clearly articulated in the Internationalization Strategy 2020–2025 and is inextricably linked to our commitment to academic excellence, as emphasized in the Quality Assurance Strategy 2022–2027; b) The CSU Strategic Plan establishes a comprehensive framework for attracting, integrating, and retaining international students, embracing this approach as a fundamental pillar of its institutional vision. This goal is aligned with the Internationalization Strategy for 2020–2025 and the Quality Assurance Strategy for 2022–2027, reflecting the strategic need to strengthen the global campus in the context of the Republic of Moldova's deepening relations with the European Union; c) The strategy is built on four interrelated components – access, infrastructure, satisfaction and retention – that cover the entire international student life cycle, from initial contact to post-graduation engagement.				

PROMOTION, IMPLEMENTATION AND MONITORING OF THE CSU INTERNATIONALIZATION STRATEGY

This strategy will be periodically reviewed and updated as changes occur at the local, regional, national, and international levels. Data will be collected for all the above-mentioned goals and measures to ensure proper progress assessment and decision-making at all levels of government. The activities outlined in the strategy will be implemented on the basis of annual operational plans, and their ongoing monitoring and annual evaluations will be aimed at determining the degree to which the goals set out in the strategic plan are achieved. A final evaluation of the strategy will be conducted in 2030, and the operational plan will be analyzed annually with the following objectives: identifying factors hindering or delaying the implementation of planned activities; developing additional goals and measures in accordance with identified needs; assessing the stakeholders responsible for implementing the activities; and allocating the resources necessary for the implementation of the action plan. The staff of the International Relations Service (Erasmus+ Center, International Students Office) and, frequently, CSU faculties will be involved in the monitoring and adjustment process.