



Co-funded by the
Erasmus+ Programme
of the European Union



Sustainability Strategy

Work Package	WP8: Sustainability Promotion, Deliverable 8.1
Author(s)	Tatiana Dudoglo Levitskaia Alla Liudmila Todorich Maria Karabet
E-mail Address	alla.levitskaia@gmail.com
Institution	Comrat State University

Document History

Version	Date	Author(s)	Description
1	24.05.2019	Tatiana Dudoglo Liudmila Todorich Maria Karabet Alla Levitskaia	Draft
2	30.05.2019	Alla Levitskaia Tatiana Dudoglo	Final Draft 1
3	06.06.2019	Alla Levitskaia	Final Draft 2
4	1.11.2019	Alla Levitskaia	Final version

Disclaimer:

This project has been funded with support from the European Commission. This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Contents

1. Introduction	4
2. Summary of main results of the local stakeholder workshop	5
2.1 General information on the event	5
2.2 Summary of main outcomes and findings	6
3. Key factors for a successful continuation of the reformed MA programme.....	6
4. Roadmap to enhance the sustainable development of the reformed MA programme	10
5. Enrolment numbers of students.....	10

1. Introduction

The broader aim of WP8 is to lay the foundation for a sustainable development of the REFINE project. The WP is guided by the following objectives:

- 1) to contribute to a **sustainable development** of the reformed MA programmes in Finance in Armenia and Moldova
- 2) to **promote continuing cooperation** in the REFINE project consortium beyond the immediate lifetime of the project

The following project results will continue to be used after the formal project end in October 2020:

- The **implementation** of the 6 reformed MA programmes in Armenia and Moldova (one at each HEI) will be **continued** (building on WP2 and WP5)
- **48 sets of course materials** (8 packages at each HEI, results of WP3) will continue to be used at the Armenian and Moldovan HEIs and remain available online on the project website as Open Educational Resources for further exploitation beyond the consortium members (free of charge)
- **48 trained university teachers** (8 teachers at each HEI, results of WP4) can draw on their experience from the trainings when continuing to teach at their home institutions

The present strategy summarizes the main outputs of a stakeholder workshop, outlines key factors for a sustainable development and provides a roadmap for further steps.

2. Summary of main results of the local stakeholder workshop

2.1 General information on the event

Date: 20.05.2019

Venue: Comrat State University, s. Galatsana 17, Comrat

Number of participants: 25 (list of participants Annex 1)

Agenda:

**Stakeholder Workshops Sustainability Strategy (WP8)
of the REFINE Erasmus+ Capacity Building Project (2017-2020)
May 20, 2019**

Date: 20.05.2019

Place: 106 aud. (Economics Faculty)

Institution: Comrat State University, s. Galatsana 17, Comrat

Objective: to represent the key factors which are required for a successful continuation of the programmer including practical measures.

14.00 – 14.15	Registration of participants. Welcome coffee.
14.15-14.30	Welcome speech <i>T.Racovcena, Vice-rector for international relations</i>
14.30-15.00	Summarizing the REFINE project and explaining the objective of the workshop <i>A. Levitskaia, L. Todorich, Universities' Project coordinator</i>
15.00-16.00	Introduction round including each participant: name, function and motivation to contribute to a successful continuation and development of the reformed program. Moderator: T. Dudoglo
16.00-16.45	Key factors for a successful continuation of MA program Focus group discussion (3 groups: university representatives and higher education officials, students, employer companies). Moderator: L. Todorich, M. Karabet
16.45- 17.15	Main outcomes and findings. Discussion and conclusions

2.2 Main outcomes and findings

What are the main results of the local stakeholder workshop at your institution for ensuring a successful continuation and development of the reformed MA programme? (min. 1 page)

As part of the implementation of the master's program "Corporate Finance" the main groups of stakeholders (25 persons) were identified:

- Students studying for the master's program – 9 pers.,
- Potential employers (including graduates of MA program) – 7 pers.,
- Teachers involved in the educational process and university management – 9 pers.

Stakeholder engagement was organized through the most popular study techniques:

- Formal meetings,
- Focus group meetings,
- One-on-one interview

We organized effective communication between all stakeholders, which are expressed in the following actions:

- Build personal relations with stakeholders,
- Creating an atmosphere of mutual understanding between the stakeholders,
- Support free expression of opinions and concerns,
- Solicit views and opinions,
- Facilitating meeting using PowerPoint presentations, comments, and questions.

As a result of focus groups opinions, were identified common 5 Key factors for a successful continuation of the reformed MA

1. **Improving** the scientific and methodological base.
2. **Increasing** student recruitment management
3. **Development** of cooperation with employers
4. **Internationalization** of the program
5. **Monitoring** and **Evaluating** lecturers performance

What are the key factors which are required for a successful continuation of the reformed MA programme at your institution? (min. 5 key factors, highest priority first)

Key factor 1:

Title of key factor:

Improving the scientific and methodological base.

Short description of key factor (min. 5 lines):

The most important factor for a successful continuation of the reformed MA programme "Corporate Finance" is improving the educational and methodological base. University management should maintain timely updating of educational and methodological base through the system of teachers motivation, expanding the technical capabilities of the

university site; supporting teachers in participating in mobility and scientific programs, internships and other opportunities to share experiences.

How can the key factor be influenced by the university (min. 5 lines):

Opinions of stakeholders demonstrate the similarity in many factors, special attention paid to the development of scientific and methodological base.

Teachers' opinion:

- introduction of modern teaching methods and the use of relevant scientific literature;
- the use of new learning technologies based on the use of computers, multimedia systems, audiovisual materials, presentations;
- development of international experience through participation in various programs of teaching mobility of international scientific conferences.

Students' opinion:

- it is necessary to constantly update the methodological base by updating publications, textbooks, lecture courses, the development of distance learning tools through the Moodle platform;
- expanding the use of information technology in education.

Employers' opinion:

- purchase and subscription of practical literature, in accordance with the requirements of the master's program;
- annual update of textbooks, lectures and presentations.

Key factor 2:

Title of key factor:

Increasing student recruitment management

Short description of key factor (min. 5 lines):

The next important factor identified by stakeholders is the development of techniques for recruiting students. In this direction, there are objective reasons as a decline in the number of youth in the region ATU Gagauzia: the decline in fertility in the period of 1995-2000, as well as the growing of the outflow of young people from Republic of Moldova to other countries and regions to study.

How can the key factor be influenced by the university (min. 5 lines):

Teachers' opinion:

- it is necessary to improve the quality of the promotional campaign in the media not only in the region but also abroad, it is necessary to widely publicize the current program, the emphasis on obtaining relevant knowledge (media, Conferences, seminars).
-

Students' opinion:

- conduct an active search for students outside the region, visit the Lyceum with an advertising campaign
 - advertising the quality of education at Comrat State University;
-

- to strengthen information about educational programs through social networks.
-

Employers' opinion:

- advertising the quality of education to potential employers;
 - development of databases on vacancies in order to increase the number of employed students.
-

Key factor 3:

Title of key factor:

Development of cooperation with employers

Short description of key factor (min. 5 lines):

Interaction between the University and employers is an important indicator of the quality and reliability of the University, one of the most important criteria of its competitiveness in the education market and the labour market. The success of the University is determined by active cooperation with employers. This is confirmed by the opinion of potential employers which highlight of the necessity of the great practical orientation of the learning process. It is necessary to develop Interaction Program with employers and updating the courses.

How can the key factor be influenced by the university (min. 5 lines):

Teachers' opinion:

- expanding the scope of cooperation with potential employers through continuous and ongoing practice;
- conducting surveys among employers regarding the professional training of students and graduates of the university;
- organization and conduct of practical training of students.

Students' opinion:

- organization of seminars, round tables with the participation of all stakeholders (employers, students and graduates, specialists from the departments);
- implementation of scientific works at the request of employers and the implementation of research results in practice.

Employers' opinion:

- participation of employers in the educational process, the implementation of training programs: review of master's works, as well as participation in open defense of master's works;
- practical implementation of the results of master's works;
- taking into account the needs and requirements of enterprises and organizations in the introduction of new disciplines of general educational programs.

Key factor 4:

Title of key factor:

Internationalization of the program

Short description of key factor (min. 5 lines):

Necessity of the program internationalization is due to globalization processes that have affected educational processes as well. As follows from 2 key success factors, the need to attract new students - there is a prospect of attracting students from other countries, in particular from Turkey. Therefore, it is necessary to include more readable subjects in English, develop student exchange programs, and increase the number of cooperation agreements with foreign universities.

How can the key factor be influenced by the university (min. 5 lines):

Teachers ' opinion:

- signing of a cooperation agreement between universities, members of the project consortium,
- development of student and teacher mobility programs,
- introduction of more taught subjects in English,

Students' opinion:

- introduction of additional courses for students and teachers of the English language,
- consideration of the possibility of developing joint research projects

Employers' opinion:

- Invite practitioners and professors from other countries as a lectures

Key factor 5:

Title of key factor:

Monitoring and Evaluating lecturers performance

Short description of key factor (min. 5 lines):

Monitoring and Evaluating teacher / lecturers performance is an integral process of quality assurance of the implemented reformed master program. Data and evaluating the work of faculty members affect the quality of the subjects taught in framework of reforming MA program, growth of teacher's responsibility and ethical behavior with students and all interested parties.

How can the key factor be influenced by the university (min. 5 lines):

Teachers ' opinion:

- necessity to provide professional development opportunities,
- to develop demonstration and use of tools, methods, techniques and strategies of conducting the practical and lectures lessons.

Students' opinion:

- must be subjected to a systematic assessment the quality of lecturing process;
- assessment methods of communications with the students.

Employers' opinion:

- this is a subordination of the professional assessment of skills and conditions from direct sources, including direct observation, interviewing and consulting.

3. Roadmap to enhance the sustainable development of the reformed MA programme

Which practical measures do you plan to undertake to address these key factors in the best possible way? What is your roadmap for the further implementation of the reformed MA programme beyond the project lifetime (programme implementation, use of course materials, teacher competencies/trainings)?

Order	Activity	Responsibility	Timeline
1	Continued purchase of relevant literature for reformed MA and improvement of course materials	Chair of Audit and Finance Department	During the year
2	Development stakeholder interaction plan (DSIP).	Vice rector for International Relations	1 st half of 2021
3	Monitoring employers' expectations within the framework of the DSIP	Chair of Audit and Finance Department	During the year
4	Enhancing student engagement in international research activities through web – conferences and lectures	Chair of Audit and Finance Department	1 st half of 2021
5	Development mobility project with consortium partners	Vice rector for International Relations	2 nd half of 2021
6	Self-improvement of teaching competencies	Chair of Audit and Finance Department	During the year
7	Launch MA “Corporate Finance” promotional campaign	Chair of Audit and Finance Department, ICT Centre	During the year

4. Enrolment numbers of students

What are specific measures that your university plans to implement to ensure sufficient numbers of enrolled students in the reformed MA programme?

The following activities are foreseen (min. 5 activities):

- Recruitments Open Day
- Conduct Information sessions and days at regional lyceums
- Development interaction with employers, economic agents, local and public authorities representatives

- Use the Mass media (newspapers, magazines, Internet resources) as channels for advertising.
- Launcher the TV Program “Best graduated student” Successful stories.

Please indicate the minimum number of enrolled students that you plan to reach in the reformed MA programme in the longer run.

Targeted number of students who will start their studies in the winter term:

- Target for 2021: 20
- Target for 2022: 22
- Target for 2023: 22