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**STRATEGY ON RESEARCH, DEVELOPMENT AND INNOVATION  
OF THE TECHNICAL UNIVERSITY OF MOLDOVA  
FOR THE PERIOD 2019 – 2023**

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## PREAMBLE

The Strategy on Research, Development and Innovation (RDI) of the Technical University of Moldova (hereinafter Strategy) responds to the mission and objectives of the Technical University of Moldova on research, development and innovation defined in the National Program on Research and Innovation for the period 2019-2022 of the Republic of Moldova, TUM Strategic Plan for Institutional Development for 2016-2020, and is correlated to the provisions of the strategies of the Framework Programs of the European Union.

The Technical University of Moldova promotes the development of a research environment focused on technological progress and innovation, competitive at national and international level, which will consolidate this institution in a pole of excellence focused on generating knowledge and knowledge transfer with a direct impact on increasing performance of the visibility and quality of services to the economic and social environment.

The University promotes the correct principles of the ethics and deontology of scientific research for the formation, development and motivation of human resources.

The Strategy aims at:

- ✓ defining priorities and objectives in the field of research, development and innovation;
- ✓ ensuring a good infrastructure;
- ✓ stimulating the development of the partnership between the university and the socio-economic environment, both at national and international level;
- ✓ development of human resource to be prepared for scientific research, development and innovation;
- ✓ involvement of the University in as many research, development and innovation projects as possible in the basic fields defined by the National and European strategies;
- ✓ creating a favourable framework for stimulating the scientific research activity of the personnel through a large number of publications that will contribute to the consolidation of the University and to the increase of its international visibility.

The scientific research activity in TUM is focused on: fundamental and applied research; development - generation of innovative products and services; innovation - the implementation in the social and economic environment of innovative services and products.

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## THE MISSION AND VISION OF THE TECHNICAL UNIVERSITY OF MOLDOVA IN THE FIELD OF RESEARCH, DEVELOPMENT AND INNOVATION

The Technical University of Moldova assumes the general mission of advanced scientific research and education, generating and transferring knowledge to society through:

- Scientific research, development, innovation and technological transfer, through individual and collective creativity in the field of engineering sciences, as well as the capitalization and dissemination of their results;
- Initial and continuous training, at university level, for personal development, professional integration of the individual and to meet the needs of the socio-economic environment.

The University also assumes its mission as a catalyst for the development of Moldovan society by creating an innovative and participatory environment for scientific research, learning and creativity, transferring skills and knowledge to the community through the educational, research and consulting services that it offers to economic and socio-cultural partners.

**The vision** of the Technical University of Moldova is to be a national leader in technical higher education, fundamental and applied scientific research and to be among the best universities not only nationally but also regionally.

**The mission** of the Technical University of Moldova in the field of Research, Development and Innovation is to generate relevant knowledge through scientific research, creativity and innovation that can be transferred into innovative solutions, technologies and products for society.

**The strategic vision in the field of Research, Development and Innovation** is to create a competitive research environment at national and international level, which will transform the University into a pole of excellence focused on generating knowledge through scientific research, development and innovation with a direct impact on quality of teaching and affirmation at national and international level by consolidating traditional fields of research and developing new research directions in line with modern trends, societal requirements and national and European strategies.

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## THE CURRENT STATE OF THE RDI, SWOT ANALYSIS

The TUM Strategy on RDI for the period 2019-2023 was developed based on the TUM research activity and the SWOT analysis, which allowed to determine the strengths and weaknesses in this field, the opportunities and possible threats from inside and outside.

### Strong points

- The Technical University of Moldova is a nationally and internationally recognized university, which through its scientific activity has become a significant actor in the development of society;
- higher education at the university is based on research;
- high scientific training of the academic staff - 3 academicians and corresponding members of the Academy of Sciences of Moldova and members of the prestigious international Academies of Sciences, 39 habilitated doctors, 285 doctors of sciences;
- developed and modern research infrastructure - the research activity takes place in 31 high-performant centres and scientific laboratories specialized in research fields;
- experience in obtaining research funding through national and international projects and grants;
- extensive network of national and international cooperation, TUM has approx. 115 inter-university collaboration agreements with universities from the country and abroad;
- free access to a collection of about 280,000 titles of scientific papers of the TUM library and free access to 10 prestigious databases;
- the operation of six Doctoral Schools structured on research fields with a number of 107 doctoral students;

### Weaknesses

- insufficient number of scientific staff;
- modest funding of national projects, which makes research unattractive;
- insufficient international prestige in the field of research and recognized results;
- high average age of academic staff involved in research;
- modest knowledge of the languages of international communication by scientific and teaching staff;
- poor media coverage of activities and results in the field of research and innovation;
- poor connection with the business environment to implement the results of scientific research;

- modest experience in the protection of intellectual property and its marketing;
- the high teaching load of the teaching staff, which reduces the time allocated to research;
- relatively low level of internal cooperation and creation of interdisciplinary networks;
- modest stimulation of the results of research and innovation activities.

### **Opportunities**

- the extension of the TUM abroad facilitates the formation of partnerships with research teams in other countries in order to associate with EU-funded funds and programs (HORIZONT 2020, EUREKA, COST, etc.);
- the existence of a consolidated institutional infrastructure for the implementation of European projects;
- access to bilateral grant programs (France, Germany, Romania, Russian Federation, Ukraine, Belarus, etc.);
- possibility of free access to scientific databases.

### **Threats**

- Insufficient research and doctoral funds;
- migration of scientific staff that affect the renewal of research staff;
- increasing bureaucracy in the research process;
- reduced receptivity of the socio-economic environment to research results;
- poor motivation of researchers.

## PRIORITY DIRECTIONS FOR RESEARCH AT THE TECHNICAL UNIVERSITY OF MOLDOVA

(Modified by the Decision of the TUM Senate from 22.09.2020)

The research, development and innovation activity at the Technical University of Moldova is part of the 5 strategic priorities for research and innovation provided by the National Programme on Research and Innovation for 2019-2022, namely:

Strategic Priority	Priority Area	Research Topics
<b>I. Healthcare</b>	<i>1. Non-communicable diseases – epidemiological monitoring, prevention, diagnosis and treatment</i>	Innovative technologies, materials and devices for medicine and biomedicine
<b>II. Sustainable Agriculture, Food Security and Safety</b>	<i>1. Food security and safety</i>	Food safety and security
	<i>2. New technologies for processing agricultural raw materials. Agri-food biotechnologies</i>	Vegetable food technology
		Food technology of animal origin
		Alcoholic and non-alcoholic beverage technology
		Processes and apparatus in the food industry
	Biological and chemical technologies in the food industry	
<b>III. Environment and climate change</b>	<i>1. The impact of biological and non-biological factors on the environment and society</i>	The anti-seismic security and the construction of the country's buildings in accordance with the real seismic danger.
	<i>1. Safe, clean and effective energy</i>	Intelligent management in the energy system, energy diversity and renewable energy
		Reorganization of the energy system from an economic, ecological, technological and social point of view based on the concept of the energy trilemma
	<i>2. Waste, plastics and pollutants</i>	Valorization of industrial waste
<b>IV. Social challenges</b>	<i>1. Social, educational and cultural innovations for integration and adaptation</i>	Increasing competitiveness in industry and construction in the context of sustainable development
		Entrepreneurial development
		Development and consolidation of national heritage in terms of ecological design - bionic and diversity of industrial products
		European economic integration - a priority vector for the development of the Republic of Moldova

Strategic Priority	Priority Area	Research Topics
	<b>2. <i>Tangible and intangible heritage</i></b>	Sustainable architecture, urbanism and sustainable urban development bilă Development and consolidation of national heritage in terms of ecological design - bionic and diversity of industrial products
<b>V. Economic competitiveness and innovative technologies</b>	<b>1. <i>Nanotechnologies</i></b>	Nanotechnologies, new multifunctional materials, electronic and photonic devices for various applications
		Nanotechnologies, multifunctional materials, advanced technologies and systems for communications, electronics, optoelectronics, photonics, spintronics
	<b>2. <i>Information technology and digital development</i></b>	Information and communication technology
		Cyber security, information encryption and cryptology
	<b>3. <i>Innovative materials, technologies and products</i></b>	Modern models and methods in mathematics and physics with applications in sustainable process engineering, industrial products and technologies
		Mechanical power and fine mechanical systems
		Tribology of mechanical systems
		Applied Electronics
		Innovative technologies, materials, systems and products for industry, robotics, agriculture, phytotechnics, animal husbandry, environmental and plant protection
Competitive industrial products, sustainable technologies, devices and processes		



**PRIORITIES, STRATEGIC OBJECTIVES AND IMPLEMENTATION MEASURES**

The priority strategic objective in the field of RDI of the University is to strengthen research and as a result, to advance TUM in the top of research-oriented higher education institutions, both nationally and internationally. The strategic priorities are aligned with this major objective:

- Priority 1. Development of RDI infrastructure;
- Priority 2. Development and motivation of RDI human resources;
- Priority 3. Internationalization and cooperation in RDI;
- Priority 4. Ensuring the completeness and high quality of RDI activities;
- Priority 5. Increasing the national and international visibility of RDI.

**PRIORITY 1. DEVELOPMENT OF RDI INFRASTRUCTURE**

**Strategic objective:** Development of RDI units to create a high-performance, multi-, inter- and cross-disciplinary research environment, competitive at national and international level.

No. action	Action	Responsible	Measurable indicator
1	2	3	4
<b><i>Specific objective 1.1.</i></b>			
<b><i>Restructuring of the institutional management of RDI in order to optimize and consolidate the scientific potential</i></b>			
A 1.1.1	Consolidation and modernization of the Department of Scientific Researches (DSR) by creating new functions for the managerial assurance of attracting new projects, evidence of scientific results, monitoring of intellectual property and knowledge transfer to society	Vice-rector for research and doctorate, DSR	Extension of the DSR structure with 3 managerial units
A 1.1.2	Ensuring open research by developing its own documentation base (TUM repository) and ensuring online access to recognized databases	TUM Library, ICT Department	Launching and completing the repository with works
A 1.1.3	Creating the optimal conditions for increasing the quality of scientific journals published at TUM	Responsible editor of TUM journals	Acceding of JES to B+ category; Acceding of JSS to C category.

<b>No. action</b>	<b>Action</b>	<b>Responsible</b>	<b>Measurable indicator</b>
A 1.1.4	Creating a system for permanent monitoring of the scientific, technological and innovation results of both the university structures involved in the research and the researchers in part.	Vice-rector for research and doctorate, DSR, ICT Department	Launching a software to record the results of scientific activity
<b>Specific objective 1.2.</b>			
<b>Internal evaluation of research units and their restructuring according to the performances obtained in RDI</b>			
A 1.2.1	Evaluation and ranking of research units (scientific centres, research laboratories, etc.) in order to motivate and activate research in those units	Vice-rector for research and doctorate, DSR	Approval of the regulation and methodology for evaluating research subdivisions
A 1.2.2	Restructuring of research units following internal evaluation	Vice-rector for research and doctorate, DSR	Strengthening research capacities
<b>Specific objective 1.3.</b>			
<b>Development and creation of research units according to the research fields required by the socio-economic environment</b>			
A 1.3.1	Determining the socio-economic needs at national and international level and establishing the strategic directions of the RDI.	DSR	Annually 5 collaboration contracts signed in the field of innovation with the public and private environment
A 1.3.2	Creating the conditions for the formation of ad-hoc interdisciplinary and competitive research platforms in order to solve complex problems	Vice-rector for research and doctorate, DSR	Annual formation of an interdisciplinary research platform
A 1.3.3	Attracting financial resources to increase the performance of existing research equipment and supplying with new high-performance equipment	Heads of research centres / laboratories	Increasing the material base (research equipment) of the centres / laboratories by 5% annually
A 1.3.4	Pursuing the full and most efficient use of the funds provided in the research contracts for the endowment with research equipment.	Vice-rector for research and doctorate, DSR	An up-to-date database of research equipment

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**PRIORITY 2.** Human resources development and motivation

**Strategic objective:** Development human resource involved in research, to transform RDI activity into a factor of scientific progress and economic growth.

No. action	Action	Responsible	Measurable indicator
<b>Specific objective 2.1</b>			
<b>Continuous consolidation of research units with qualified scientific staff able to respond to current research challenges and trends</b>			
A 2.1.1	Creating an attractive research environment for young people, by stimulating their activity starting from the stage of undergraduate and master's studies	Deans of faculties responsible for research at the faculty	Creating at least one student research / design centre / office at the faculty.
A 2.1.2	Increasing the number of young researchers among PhD students for their involved in research projects	Directors of doctoral schools, Directors of research centres / laboratories	Application of a minimum of 5 project proposals for young researchers annually Inclusion in research teams of project proposals of at least 20% PhD students
A 2.1.3	Creating attractive conditions for retaining the scientific staff involved in research	Vice-rector for research and doctorate, DSR	Adjusting the regulations for motivating performance in the RDI
A 2.1.4	Involvement of the diaspora in the RDI activities at TUM, especially of TUM graduates employed in prestigious scientific centres abroad.	Directors of research centres / laboratories	Attracting 5 people annually in research activities within TUM
<b>Specific objective 2.2</b>			
<b>Continuous development of the competence of research staff in accordance with the requirements of national and international research</b>			
A 2.2.1	Development of a continuous training system for research	DSR, Directors of doctoral schools	At least three training seminars with researchers, PhD students
A 2.2.2	Increasing the efficiency of training young researchers through PhD studies	DSR, PhD Schools	Increasing the number of doctoral grant proposals by at least 10% annually

<b>No. action</b>	<b>Action</b>	<b>Responsible</b>	<b>Measurable indicator</b>
A 2.2.3	Stimulating research mobility of scientists (internships, conferences, short-term research activities in prestigious scientific centres abroad, etc.)	Directors of research centres / laboratories	50 research mobilities per year
A 2.2.4	Delivery of scientific seminars organized within faculties, departments, research centres for exchanging experience and training of research teams, including interdisciplinary research	Faculty Deans, Directors of research centres / laboratories,	At least 2 annual seminars organized by each subdivision

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**PRIORITATY 3.** Internationalization and cooperation of RDI

**Strategic objective:** Technical University of Moldova establishes competitive international research as a major objective in achieving the university mission, but also in promoting international visibility

No. action	Action	Responsible	Measurable indicator
<i>Specific objective 3.1.</i>			
<i>Capacity building, knowledge and technology transfer at international and national level.</i>			
A 3.1.1	Development of research-oriented partnerships with universities, institutions and multinational companies.	Vice-rector for research and doctorate, DSR	Increase the number of international partnerships by at least 5% per year.
A 3.1.2	Presentation of TUM research teams reports at international scientific events	DSR, International Relations Service	Participation in at least 10 annual scientific events with international participation.
A 3.1.3	Promoting the involvement of TUM researchers in international expertise (in editorial boards of indexed journals, members of specialized Councils, Competition Committees, expertise of international projects, etc.)	Vice-rector for research and doctorate	At least 10 experts from TUM, annual participation in planned events
<i>Specific objective 3.2.</i>			
<i>International integration of research, development, innovation and global recognition of performance.</i>			
A 3.2.1	Accession to existing international scientific consortia.	Vice-rector for research and doctorate, DSR, International Relations Service, Heads of departments, research centres	The annual participation of at least one representative of each strategic research direction.
A 3.2.2	Implementation of the results of international research projects in the national economy		Completion of applied international projects with implementations in the business environment, production, society, etc.
A 3.2.3	Increasing the number of people involved in international research platforms and grants (COST, ERASMUS +, etc.)		Academic mobility of at least 7 researchers and PhD students annually in prestigious research centres abroad.

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**PRIORITATY 4.** Ensuring the competitiveness and high quality of RDI activities

**Strategic objective:** Creating a stimulating and competitive environment for fundamental and applied research, capable to enable top-performing and high-performance research

No. action	Action	Responsible	Measurable indicator
<b>Specific objective 4.1.</b>			
<b>Efficient management of the research activities provided in the scientific-didactic task of the academic staff</b>			
A 4.1.1	Annual self-assessment of the scientific activity of the academic staff	Vice-rector for research and doctorate, DSR	Elaboration of the regulation and of the self-evaluation methodology of the academic staff
A 4.1.2	Stimulating research at TUM by formulating the annual scientific-teaching load for teachers and researchers based on previous scientific results and in accordance with the strategic research directions of the university and the research topics of the faculties / departments	DSR, Heads of departments	Approval of the norms of adjusted hours / research activity and of the individual tasks of activity of the scientific-teaching staff
A 4.1.3	Organizing the annual reporting of research results in part: individual, research center, department, faculty, university	Heads of research units	Annual reports of research results by subdivisions of TUM
<b>Specific objective 4.2.</b>			
<b>Atragerea finanțării CDI din surse naționale și internaționale</b>			
A 4.2.1	Attracting RDI funds from national and international sources	Vice-rector for research and doctorate, DSR, Heads of research units	At least one project proposal for each National and International Project Call submitted
A 4.2.2	Ensuring excellence in research through equitable co-financing of valuable projects	DSR	Ensuring major value projects with co-financing according to the requirements of the respective calls
<b>Specific objective 4.3.</b>			
<b>Innovation and knowledge transfer to society</b>			
A 4.3.1	Concentration of efforts to consolidate the academic environment with the business environment by creating joint innovation-development groups.	DSR	Creating at least 3 groups annually

<b>No. action</b>	<b>Action</b>	<b>Responsible</b>	<b>Measurable indicator</b>
A 4.3.2	Implementation of results from research projects carried out in the socio-economic environment through technology transfer projects.	Institutional project managers	At least 2/3 of the completed institutional projects to have continuity through technology transfer project proposals
A 4.3.3	Stimulating the conclusion and promotion of economic contracts and the transfer of skills to the business environment	Heads of research units	At least one annual economic contract at each research center / laboratory
<b><i>Specific objective 4.4. Effective development and capitalization of TUM intellectual property</i></b>			
A 4.4.1	Organizing the service of evidence, monitoring and protection of the intellectual property of TUM	DSR	Permanent evidence of intellectual property protection
A 4.4.2	Stimulus of patent applications and other forms of intellectual property	DSR	Annual increase of 15% in the number of patent applications filed by the academic community of TUM
A 4.4.3	Promoting and effectively capitalizing on the intellectual property of TUM	DSR	Identify at least 5 potential consumers of intellectual property annually
<b><i>Specific objective 4.5. Establish effective tools for monitoring and stimulating RDI activities</i></b>			
A 4.5.1	Ongoing monitoring of RDI performance and results within ongoing projects	DSR, managers of research projects	Periodic reporting of research activity within projects
A 4.5.2	Permanent monitoring of the performances and research results provided in the scientific-didactic task of the academic staff	Heads of departments	Periodic reporting of the research activity within the scientific-didactic load
A 4.5.3	Promoting, supporting and stimulating excellence in RDI	Vice-rector for research and doctorate	Supporting researchers with successful results in competitions for various awards, national and international honorary titles

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**PRIORITY 5.** Increasing the national and international visibility of RDI.

**Strategic objective:** Strengthen the visibility of RDI activities and increase the rank of TUM in the rankings of world universities

No. action	Action	Responsible	Measurable indicator
<b>Specific objective 5.1.</b>			
<b>Promoting the scientific publications of the academic staff</b>			
A 5.1.1	Ensuring the publication and improvement of the quality of scientific articles in TUM journals: <i>Journal of Engineering Science</i> and <i>Journal of Social Sciences</i>	Responsible editor, Heads of departments	Publication by each scientific and teaching staff of an annual publication in TUM journals
A 5.1.2	Encourage and promote the publication of scientific articles in journals with IF or indexed in relevant international databases	Heads of departments and research units	Methodology for norming the number of scientific papers to be published annually by each department, research unit
A 5.1.3	Stimulating and promoting the publication of monographs, book chapters published in international and national publishing houses.	Heads of departments and research units	At least 2 monographs / chapters in books published by recognized publishing houses annually by each faculty
<b>Specific objective 5.2.</b>			
<b>Increasing the visibility of RDI activities by presenting the results at national and international scientific events</b>			
A 5.2.1.	Supporting the presentation of RDI results of collaborators, PhD students of TUM in international scientific events (scientific symposia, seminars, salons, congresses and conferences)	Heads of departments and research units	At least 15 works from each department presented annually
A 5.2.2	Increase the level of organized international scientific events (scientific symposia, seminars, fairs, congresses and conferences) with the full participation of the academic staff of TUM, including through the involvement of international scientific associations.	Vice-rector for research and doctorate, Faculties' Deans	Annual organization of at least 4 international scientific events.
A 5.2.3	Organizarea evenimentelor de popularizare a rezultatelor CDI marcante în mediul economic și social	Directiile IȘ și DPd, Decanii facultăților; directorii de proiecte	Organizarea anuală a cel puțin 15 evenimente de popularizare a rezultatelor CDI



No. action	Action	Responsible	Measurable indicator
<b><i>Specific objective 5.3.</i></b>			
<b><i>The continuous advancement of the TUM rating in the international rankings of the Universities</i></b>			
A 5.3.1.	Focus on performance improvement according to indicators of international platforms for promoting the visibility of researchers (Google Scholar, Research Gate, etc.) by registering the academic staff of TUM	DSR, Dep. of PhD Studies	All scientific and teaching staff registered in the respective platforms
A 5.3.2	Registration of TUM scientific journals in international platforms and databases	Responsible editor	The registration of JES and JSS in at least one international database
A 5.3.3	Monitoring and stimulating the growth of the number of citations of the works of TUM researchers	DSR	Annual increase in citations by 5%
<b><i>Specific objective 5.4.</i></b>			
<b><i>Popularization of RDI results</i></b>			
A 5.4.1.	Dissemination in the media of the results of the outstanding RDI and of the scientific events carried out within the TUM	Vice-rector for research and doctorate, Vice-rector for informatization, promotion and communication	Promotion of all major scientific events in mass-media
A 5.4.2	Strengthening the TUM website and social networks in order to increase the visibility of research activities at TUM	Vice-rector for research and doctorate, Vice-rector for informatization, promotion and communication	Promoting all research activities on social networks and on the TUM website

Promoting, monitoring and implementing of the TUM Strategy on research, development and innovation

Continuously updating the TUM web page with all the information necessary for the research activity of the academic teams, including the permanent updating of the information / legislative changes.

The implementation of the Strategy will be carried out by the TUM Scientific Council, within the annual operational research-development plans. Monitoring and evaluation will be carried out on the basis of performance indicators established and reviewed annually by the TUM Scientific Council. The TUM administration, through the Scientific Research Commission of the University Senate, will prepare an annual report to be approved by the University Senate.

This Strategy for Research, Development and Innovation of the Technical University of Moldova for the period 2019-2023 was examined at the meeting of the Scientific Council of TUM of September 14, 2018 and approved at the TUM Senate meeting of September 25, 2018, by Decision no. 2.