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QUALITY MANUAL WITHIN MOLDOVA STATE UNIVERSITY



2023

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I. INTRODUCTION

1.1. Moldova State University. Short history

Moldova State University (MSU) is the first higher education institution with university status established in the Republic of Moldova. Founded on October 1, 1946, with the initial name of Chisinau State University. Over time it has built an impeccable reputation at national and international level. Initially, 5 faculties were established: History and Philology, Physics and Mathematics, Biology, Chemistry, Geology and Pedology. Soon after that, MSU becomes a recognized leader of the national higher education system in the country, responding to society's demands by diversifying the programs offered and establishing new subdivisions, departments and faculties, including: Faculty of Economics (1953, 2002), Faculty of Law (1959), Faculty of Engineering and Technology (1959), Faculty of Foreign Languages (1964), Faculty of Training for Foreign Students (1967), School of Journalism (1980), Faculty of Philosophy and Psychology (1994), Faculty of Political Sciences (1995), Computing Center (1973).

On January 19, 1990, the institution received its current name - Moldova State University. Over the years, MSU has become a successful university center. Over 150,000 graduates of this university work in various fields such as economics, education, culture, justice, politics, etc. A large part of the intellectual elite of the Republic of Moldova has been formed at MSU.

MSU is the first nationally accredited institution of higher education (2001). The educational process is carried out by an academic community that ensures its implementation at the level of labor market requirements, aligning with modern teaching paradigms by joining the Bologna Process in May 2005.

In recognition of its outstanding merits in the development of national higher education and the promotion of reforms in the field, for its substantial contribution to the training of highly qualified specialists, in 2011, on the 65th anniversary of its founding, MSU was awarded the highest state distinction - the "Order of the Republic".

Starting in 2013, according to the results of the global Ranking Web of Universities, developed by the Higher Council for Scientific Research of the Ministry of Science and Innovation of Spain, MSU ranks among the most prestigious universities in the country, demonstrating that it is a competitive institution of higher education.

MSU represents a space where academic freedom is promoted based on constructive dialogue between students and the faculty. Here, pluralism of opinions, creativity, and the tendency to ensure the quality of professional training have always been supported.

MSU benefits from modern technical and material infrastructure that meets international standards, ensuring the activity of academic staff and students by creating a conducive environment for the educational and research processes. The university provides students with 12 academic buildings, 12 dormitories, a university library equipped with reading rooms, a Sports Palace, a House of Culture, canteens, practice facilities, and recreational areas. Currently, MSU is one of the most important institutions of higher education in the country, with the largest number of students (11,401), studying in 11 faculties and 6 doctoral schools.

MSU is recognized in the international higher education area and is integrated into a strong network of international cooperation: with approximately 110 bilateral collaboration agreements with

higher education institutions from 28 countries. Today, MSU is a member of the International Association of Universities (IAU), the Francophonie University Agency (AUF). In 2011, MSU became a member of the Consortium of Universities from the Republic of Moldova - Romania - Ukraine (CUMRU), on November 23, 2018, it became an associate member of the Universitaria Consortium, and on June 30, 2022, MSU became the first higher education institution in Moldova to become a member of the UNICA university network.

1.1.1 Mission and objectives

Moldova State University is a cornerstone for the development and consolidation of higher education in the Republic of Moldova, accredited nationally (in 2001 and 2006) and internationally (in 2023). The central headquarters of MSU is located at MD-2009, Chisinau, Alexei Mateevici street, 60. The central campus (Bl.1, 2, 2 A, 3, 4) provides a well-equipped and friendly infrastructure for both employees and students. Similar facilities for study and research are also available at the Gh. Casu Street Campus and the Academiei Street Campus.

MSU is a state higher education institution that operates with academic autonomy based on the Constitution of the Republic of Moldova, Government Decision no. 983 of December 22, 2012, regarding the functioning of state higher education institutions with financial autonomy, current national educational policies, and the University Charter approved by the Ministry of Education of the Republic of Moldova on March 31, 2015, with reapproval on September 17, 2020 following amendments and additions in the founding act adopted by the MSU Senate on September 15, 2020. MSU is the only higher education institution in the Republic of Moldova with the status of a National University, granted by Government Decision no. 1026 of September 28, 2001, emphasizing the "outstanding merits of MSU," its interests in the development and implementation of scientific research, the development of new technologies, and the training of highly qualified specialists. Since May 2005, MSU has been part of the Bologna Process, and from 2013 to the present, it has been ranked among the most prestigious universities in the country according to the global Ranking Web of Universities and data presented by ANACEC.

The mission of MSU is carried out through the consistent implementation of institutional strategies aligned with national strategies such as Education 2030 and the National Strategy for the Development of European Moldova 2030, in accordance with international education documents and agreements. The implementation of institutional development strategies is carried out through the strategies of its subdivisions.

According to the requirements of the time, the priority objectives of the MSU Strategy are in line with the traditions and institutional culture, the stages in its development, and materialize in university management activities, respecting the provisions of current regulations, including institutional documents. The objectives of MSU in the 2021-2026 Development Strategy derive from the assumed mission and represent 8 priorities: *Ensuring guaranteed conditions for quality studies; Promoting excellence in research; Harnessing human potential and supporting cultural and sports performance within the institution; Creating a friendly environment for students; Opening up and international academic cooperation; Digitizing MSU; Promoting the identity and image of MSU; Strengthening institutional management and financial capacity.*

The functional mechanism for achieving strategic objectives is identified in the Action Plan and Annual Activity Plan of each entity. Annual activities are focused on measurable results and are a key indicator of the process of achieving MSU's strategic objectives. The activities carried out are framed in Activity Reports analyzed and evaluated in university subdivisions (Departments, Faculties, Board of Directors, Senate).

Additionally, institutional efficiency measurement tools are applied, the results of which are incorporated into the development of the next university development strategy. Transparency and participation in strategic planning and decision-making processes are encouraged. In accordance with the Framework Regulation on the organization and functioning of the governing bodies of higher education institutions in the Republic of Moldova, approved by the Minister of Education Order no. 10 of 14.01.2015, the MSU Charter, the Senate Regulation, the achievement of the objectives assumed by MSU in the approved strategies involves the entire academic community (decision-makers, teaching staff, students) and stakeholders (CDSI), including representatives of the socio-professional environment.

At the national level, MSU is recognized as a university of excellence, identified by its flag and coat of arms, visible in the public space on the internet and social networks. MSU is connected to major processes in the national and international socio-economic environment, meets the highest quality standards, aligning with the modern education paradigm. MSU's educational offer meets national interests, contributes to the professional, scientific, and civic training of young people within the 3 cycles of bachelor's, master's, and doctoral studies.

To efficiently integrate into the socio-economic life, partnerships are established with public authorities and the business environment. MSU is committed to lifelong skills development. The Department of Continuing Education, reformed into the Center for Continuous Education Resources (CRFC) by the Senate decision, has a development strategy aligned with the MSU Strategy. CRFC is engaged in developing programs necessary for the national socio-professional environment.

On the research dimension, MSU implements the RM Innovation Strategy (Government Decision no. 952/2013), carries out the National Program in the field of research and innovation for the years 2020-2023, and the Action Plan for its implementation (Government Decision no. 381/2019). The institutional research policy is based on the specialized regulatory framework, in accordance with the provisions of the Code on Science and Innovation. The assumed objective "Promoting excellence in research and training young researchers" is achieved through: the implementation of 18 research projects, the results obtained at each stage being subject to public hearing procedures, the activity reports approved by the MSU Senate (Pr.v. no. 5 of 14.11.2022) and forwarded for validation to the ASM sections, then to the ANCD; by ensuring a conducive framework for the functioning of the 6 Doctoral Schools; Research Institutes, Scientific Centers, and Laboratories, through measures to encourage and support academic excellence and performance. MSU is recognized in the international higher education area, evidenced by: the collaboration agreements signed by MSU, institutional development and research projects, as well as joint study programs. MSU is a promoter of modernizing higher education in the Republic of Moldova, being an important partner in implementing national educational policies, part of university consortia, and promoting the implementation of the highest quality standards in higher education. MSU is characterized by a high level of social responsibility: organizing social support campaigns for

disadvantaged persons, supporting creativity and promoting talented young people, engaging in solving the refugee crisis from Ukraine, etc.

1.1.2. The management structures of MSU

According to the Education Code of the Republic of Moldova (Law no. 152 of 17.07.2014), MSU has university autonomy, which consists of the right of the university community to organize and self-manage, to exercise academic freedoms without any ideological, political, or religious interference, to assume a set of competencies and obligations in line with national policies and strategies for the development of higher education.

The university autonomy of the Moldova State University covers areas such as leadership, structuring and functioning of the University, teaching and scientific research activities, administration and financing, and is manifested through organizational autonomy and financial autonomy.

The structure of MSU is established by the Senate and approved by the rector's order in accordance with the current national and institutional regulatory framework. The system of governing bodies of MSU consists of:

- **MSU SENATE** - the supreme collective governing body of MSU, made up of 101 members, elected by direct and secret vote from among the scientific-teaching, didactic and non-teaching staff, management and students, who operate in accordance with the University Charter, approved by the Senate MSU on March 31, 2015, with subsequent changes and coordinated with the Ministry of Education of the Republic of Moldova.
- **MSU RECTOR** - exercises the operational management of the Moldova State University, being assisted by vice-chancellors (Senate Office) and with the support of the Board of Administration.
- **OFFICE OF THE SENATE** - together with the rector of MSU, ensures the operational management of the MOLDOVA STATE UNIVERSITY.
- **THE COUNCIL FOR STRATEGIC INSTITUTIONAL DEVELOPMENT** - the governing body of MSU, consisting of 9 members appointed for a 5-year term, whose responsibilities and powers are fixed in the Regulation on the Council for Strategic Institutional Development of the Moldova State University, adopted on March 31 2015 by the MSU Senate, amended by the MSU Senate decisions of May 7 and May 22, 2020.
- **THE SCIENTIFIC COUNCIL** - the collective body that ensures the coordination of the entire doctoral activity within MSU, providing institutional, administrative and logistical support to subordinate doctoral schools. The activity of the Scientific Council is coordinated by the rector and the vice-rector for Scientific Activity.
- **ADMINISTRATIVE COUNCIL** - ensures the application of the decisions of the Senate, the Council for Institutional Strategic Development and the Scientific Council within the Moldova State University and is formed by the rector, vice-rectors, deans, heads of departments, heads of services and other university subdivisions.
- **THE FACULTY COUNCIL** - represents the decision-making and deliberative body of the faculty within the MSU, being made up of a maximum of 75% of the representatives of the titular scientific-

didactic and scientific staff and of 25% of student representatives. The Faculty Council operates based on the Faculty Regulations of the Moldova State University, approved by the Senate on February 26, 2013, modified by the MSU Senate decision of June 4, 2019.

- **THE FACULTY OFFICE** - together with the dean, ensures the operative management of the faculty and implements the decisions of the Faculty Council.

1.2. Reference documents (international, national, institutional level)

The Quality Manual within the Moldova State University is developed in accordance with the following documents:

- The Education Code of the Republic of Moldova, approved by Law no. 152 of 17.07.2014, with subsequent amendments (2023).
- Framework plan for bachelor's (cycle I), master's (cycle II) and integrated higher studies, approved by order of the Minister of Education no. 120 of February 10, 2020.
- Nomenclature of professional training fields and specialties in higher education, Government Decision no. 482/2017.
- National Qualifications Framework from the Republic of Moldova, Government Decision no. 330/2023.
- Regulation on the organization of higher undergraduate (cycle I) and integrated studies, Order of the Ministry of Education, Culture and Research, no. 1625/2019.
- Regulation on the organization and conduct of higher master's studies - cycle II, Government Decision no. HG80/2022 of 16.02.2022.
- Regulation on the organization of higher doctoral studies, cycle III, approved by Government Decision no. 1007 of 10.12.2014.
- The Charter of the Moldova State University, approved by the MSU Senate decision of 31.03.2015, with subsequent amendments.
- The institutional regulation regarding the organization of higher doctoral studies, cycle III, approved by the MSU Senate decision of 28.06.2022.
- External quality assessment methodology for provisional operation authorization and accreditation of study programs and vocational technical, higher education and continuous training institutions. HG no. 79 of 16.02.2022.
- Regulation on professional training at the first cycle, higher undergraduate studies, within the Moldova State University, approved on December 26, 2019.
- Regulation on the initiation, approval, monitoring and periodic evaluation of study programs, approved by the MSU Senate decision of 25.02.2014.
- The institutional policy regarding open access to information, approved by the MSU Senate decision of 01.12.2015.
- Regulations of the Faculty of the Moldova State University, approved by the MSU Senate decision of 06/04/2019.
- Regulation of the Academic Department of the Moldova State University, approved by the MSU Senate decision of 06/04/2019.

- Development strategy of the Moldova State University (2021-2026), approved by the MSU Senate decision of 09/07/2021.
- Quality Assurance Strategy within the Moldova State University (2022-2027), approved by the Senate's decision of 28.06.2022.
- Regulation on the quality management of vocational training services at the Moldova State University, approved by the MSU Senate decision of 03/28/2023.
- Regulation on the organization and operation of the Quality Council, approved by the MSU Senate decision of 28.03.2023.
- Regulation on the organization and operation of the Quality Assurance Commissions, approved by the MSU Senate decision of 03/28/2023.
- Regulation on the organization and operation of the Quality Management Section, approved by the MSU Senate decision of 03/28/2023.

The Quality Manual is a directive document in the internal quality assurance management system of the Moldova State University.

1.3. Terms and definitions specific to quality

Within the MSU, the Quality Manual establishes the following operational definitions for their use in the quality management process:

Quality assurance:

a) set of actions, adopted by the MSU, through which the evaluation criteria are established and maintained and which aim to develop the capacity of the MSU to develop, plan and implement study and research programs, which will give confidence to clients and other interested parties that these services will be at the level of expectations.

b) generic term, which refers to the continuous evaluation process (evaluation, monitoring, assurance, maintenance and improvement of the quality of the higher education system, its institutions and programs). As a regulatory mechanism, quality assurance focuses on audit and continuous improvement, on the dissemination of information and conclusions through a consistent process and very clearly established criteria.

Clients of the University: students, candidates, economic agents, civil servants, other categories of beneficiaries of educational services.

External clients: organizations that employ University graduates and those that finance the training programs carried out by the University for their staff, etc.

Internal clients: students, who are studying at bachelor's, master's or doctorate higher education programs, people involved in continuous training and retraining programs.

Quality requirements: requirements regarding the characteristics of the University's educational processes and services. These refer, in particular, to: the needs and requirements of external and internal clients, of other interested parties, and, in general, - to the requirements of contemporary society (regulations regarding the University's processes and its resources).

Academic community: teaching staff, research staff, students, auxiliary teaching staff.

The MSU community: the academic community, the technical and administrative staff of the University.

Product of the University: the professional and social skills acquired by the graduates of the University.

Educational services: higher education, bachelor's degree, master's degree, doctorate.

Scientific-methodical production: articles published in ISI rated journals, studies published in the volumes of recognized scientific events, with ISSN or ISBN, treatises, monographs, specialized books, research reports, invention patents, methodological works, doctoral theses, theses of qualified doctor.

Quality management: the set of processes and activities, approved and coordinated regularly, at the institutional level, through which the quality of the processes is oriented and monitored. Orientation and monitoring of the University in terms of quality involves: establishing policy and objectives related to quality, quality planning, quality monitoring, quality assurance.

Quality management system: management system that guides, monitors and evaluates quality in the University.

Quality policy: the general direction and intentions of the University, regarding quality, officially expressed by the Senate and the Board of Directors.

Quality assessment: the process of internal or external assessment of the quality of the educational services offered by the University. It contains those mechanisms, techniques and activities used by the Quality Management Section or any external body qualified to assess quality at MSU. The operation of the concept involves: the context (national or international), methods (self-evaluation, external evaluation), levels (system, institution, faculties, doctoral schools, study programs, individuals), mechanisms (awarding methods, policies, structures, quality culture), clear values of quality management (academic, traditional, managerial, pedagogical, of employees).

Evaluation of the quality of professional training and research services: the systematic and documented evaluation process with the aim of determining the extent to which the respective services meet the predetermined evaluation criteria and the national/international reference standards (those provided in the internal standards of the MSU and in the external normative documents). The internal quality assessment refers to the periodic assessment carried out by the internal quality management structures within the MSU, and the external quality assessment - to the assessment of the respective services, carried out by the competent external institutions: the Ministry of Education and Research and the National Insurance Agency Quality in Education and Research or another quality assessment agency, registered in the European Register for Quality Assurance in Higher Education.

Accreditation: process of external evaluation of the quality of a study program and/or the educational institution, materialized by issuing an act, which proves that the institution and/or the study programs offered by it, correspond to the national reference standards and has the right to carry out the educational process, to organize admission to studies and final exams, as well as the right to issue diplomas, certificates and other documents recognized by the relevant Ministry.

Documents of the quality management system: all the documents that include the quality requirements developed in accordance with the accreditation standards, criteria and performance indicators.

Quality records related to the system: audit (self-assessment) reports, staff training and qualification reports, reports drawn up in accordance with University Regulations, minutes of meetings, decisions, etc.

Performance indicators: numerical representations of educational achievements, programs and processes of the quality management system. They contain a set of criteria designed to promote quality and include admission and graduation data, reports on research conducted, costs per student, relevance of student evaluations, classroom and laboratory space, available equipment, libraries, computers and other teaching-learning resources - evaluation-research.

Procedures: methods of achieving a specific objective, broken down into successive stages; set of procedures used to achieve a goal. It refers to individual activities or grouped by fields or elements of the quality management system at MSU. The procedures can be:

a) system: represents the form of basic documentation used to implement and maintain the quality management system at MSU;

b) operational: details the system procedures, specifying the objectives and expected results of the different types of activities undertaken to ensure quality within the MSU.

II. STRUCTURE OF THE QUALITY MANAGEMENT SYSTEM WITHIN THE MOLDOVA STATE UNIVERSITY

2.1. Quality assurance structures

The internal management system for quality assurance is conceptualized within the MSU as a set of actors, measures and institutional activities, through which educational processes are oriented and monitored in the establishment of policy and objectives related to quality, quality planning, quality monitoring, quality assurance. The quality management of the educational services provided by MSU is a defining component of the institutional policy and constitutes an essential lever for achieving its mission and satisfying the requirements and expectations of partners and clients, as well as maintaining the status of leader among classical universities in the Republic of Moldova, distinguishing itself at the level European as a model for education based on research, innovation and sustainable development in response to the needs of the labor market and society in general.

The internal management system for quality assurance was implemented in the Moldova State University, starting in 2005, by designing a quality management system, based on a policy, an organizational structure and procedures that allow management, evaluation and continuous improvement of the quality of educational services, as well as the quality of the entire university activity. The quality management system aims to improve the quality of the educational and research process by developing a well-defined system for the allocation of material, financial and informational resources for students and teachers, which will function based on efficiency.

The principles of quality assurance of educational and scientific research services, the quality management methodology and the structures involved in quality assurance, as well as the procedures for ensuring educational efficiency and maintaining the conformity of the quality assurance system of MSU with international standards are defined in the *Regulation on quality management professional training services at the Moldova State University, revised by MSU Senate decision no. 11 of March 28, 2023.*

Within the Moldova State University, structures of the quality management system operate at all relevant levels and functions, which have been formed and accredited over time:

at the university level:

- **MSU SENATE** - establishes the strategy, policy, objectives and priorities in the field of quality, monitors their knowledge and application throughout the institution, allocates and verifies the use of resources related to the quality management system:
- **SENATE OFFICE and QUALITY COUNCIL** - designs, implements and improves the quality management system.
- **QUALITY MANAGEMENT SECTION** – provides methodological support and monitors the operation and efficiency of the quality management system.

at the operational level, the MSU Senate Committees are involved in the quality management system:

- **Didactic Activity and Academic Evaluation Commission;**
- **Ethics and Academic Integrity Commission.**

at the faculty level:

- **THE FACULTY COUNCIL** – designs, implements and improves the quality management system at the faculty level.
- **QUALITY ASSURANCE COMMITTEES** – monitor the quality assurance process at the faculty level.

la nivelul departamentelor:

- **THE DEPARTMENT** - is responsible for the quality of the processes carried out within it (education, research, organization and external relations).
- **THE QUALITY OFFICER WITHIN THE DEPARTMENT** – has the role of consulting the Quality Assurance Commission within the faculty and promoting the quality assurance policy of the professional training process at department level.

The quality management system of MSU operates based on the principle of representativeness. All the beneficiaries of the educational process are involved in all the structural elements: managers, teachers, students and employers. The functionality, effectiveness and relationships between these structures of the internal quality management system are regulated at the institutional level by the following normative acts:

- The regulation regarding the quality management of professional training services at the Moldova State University, revised by the MSU Senate decision no. 11 of March 28, 2023.
- Regulation on the organization and operation of the Quality Management Section, revised by the MSU Senate decision no. 11 of March 28, 2023.
- Regulation on the organization and operation of the Quality Council, revised by the MSU Senate decision no. 11 of March 28, 2023.
- Regulation on the organization and operation of the Quality Assurance Commissions, revised by the MSU Senate decision no. 11 of March 28, 2023.

The quality management system in MSU is designed on four types of activities for quality assurance: *planning-implementation-evaluation-improvement*:



At the same time, the quality management system involves the participation of all three levels of management oriented towards quality assurance: superior, medium and inferior. The mentioned types of management have an organizational structure at all institutional levels: institutional, faculty, department (see: Quality Management System Organization Chart at the Moldova State University).

The functionality and effectiveness of the internal quality management structures is ensured by **the QUALITY COUNCIL** - advisory body of the Senate and the Board of Directors in the field of quality, with an integrative and implementation role of quality management at the MSU level and whose mission is to establish, document, implement, maintain and improve the quality management system of the Moldova State University, in full accordance with the requirements of higher education in the Republic of Moldova and the European one.

The Quality Council is made up of:

- representatives of the academic staff,
- student representatives,
- representatives of the MSU administration,
- representatives of employers.

The Quality Council is subordinate to the Rector and First Vice-Rector, the Vice-Rector for didactic and student activity and is authorized to monitor the quality management system of MSU. The Quality Council works in collaboration with the Quality Management Section, the Quality Assurance Commissions and the deans of the faculties. The members of the Quality Council are responsible for the quality management system at the faculty they represent. The president of the Quality Assurance Commission within the faculty is ex officio a member of the Quality Council. The meetings of the Quality Council take place according to an annual activity plan and respect the following activity principles:

- Each meeting takes place on the side of some discussed issues;
- The problems discussed by the Quality Council concern the diversity of aspects of SMC's activity;
- Before a strategic decision is taken, the issue is discussed at the level of Quality Assurance Committees within the faculties.
- The competences and responsibilities of the Quality Council relate to:
 - quality management design;
 - quality assurance;
 - quality assessment.

The institutional quality management system structurally assumes two types of links with the MSU subdivisions: on the one hand, hierarchical or functional links, and on the other hand, internal and external collaboration. The hierarchical link is manifested through the direct subordination of the Quality Council to the First Vice-Rector, the Vice-Rector for didactic and student activity of MSU.

The functional link was established by the MSU Senate Decision of 30.05.2006 regarding the establishment of Quality Assurance Commissions at faculty level and the appointment of quality managers at department level. The Quality Assurance Commissions are organized and operate according to their own institutional regulations, updated regularly.

The Quality Assurance Committees are organized within the MSU Faculties from the representatives:

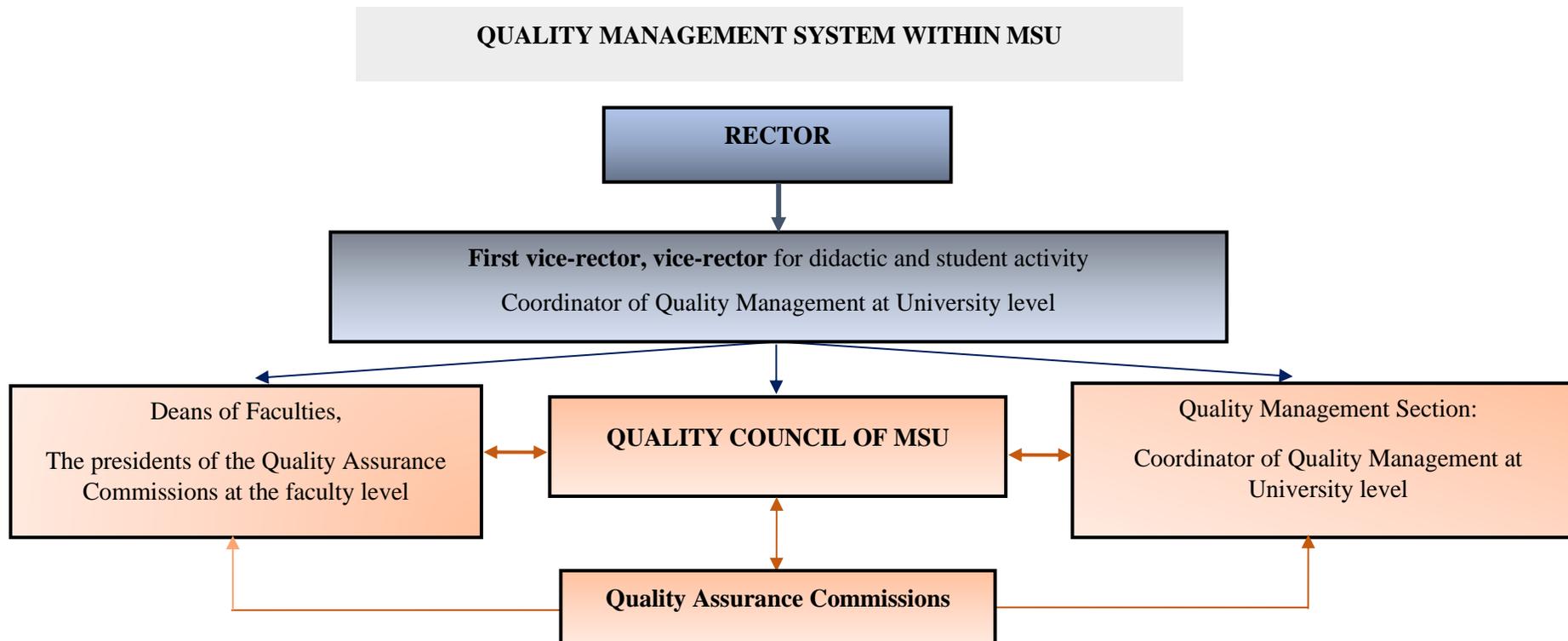
- Faculty Office;
- Faculty Council;
- the quality assurance officers appointed by the departments;
- the teaching staff from each department;

- students;
- employers.

QUALITY ASSURANCE COMMISSIONS are consultative structures of the Faculty Councils, formed in order to promote the quality assurance policy of the professional training process at the faculty. They operate permanently and have the role of ensuring the smooth running of activities regarding quality assurance and evaluation in the faculty, in close collaboration with the MSU Quality Council.

At department level, the person responsible for quality assurance is the head of department and a teaching staff, delegated by the department to the Quality Assurance Commission at the faculty. The person responsible for quality assurance at the department carries out planning activities and conducts the internal audit at the department level, performs individual evaluations, with the objective of training the staff.

Therefore, the relationships between criteria, standards and performance indicators as constituent elements of a system based on quality assurance are addressed at the multidimensional MSU, with the involvement of all parties responsible for these processes.



2.2. Planning, implementing and evaluating the quality assurance process

Ensuring the quality of the educational services provided by the Moldova State University is a defining component and constitutes a basic condition for achieving the Institution's mission and satisfying the requirements and expectations of beneficiaries and partners. The MSU quality assurance strategies and policies are set out in a set of institutional normative acts:

- Development strategy of the Moldova State University (2021-2026);
- Quality Assurance Strategy within the Moldova State University (2022-2027);
- The internationalization strategy of the Moldova State University for the period 2021-2026;
- The study program promotion strategy approved by the MSU Senate decision of 06.26.2020;
- The MSU Code of Ethics and Academic Integrity approved by the decision of the MSU Senate from 06.11.2016.

Moldova State University has adopted a set of quality assurance measures, aimed at developing MSU's capacity to develop, plan and implement higher education and research programs, which will give clients and other interested parties confidence that these services will be at the level of expectations. These measures refer to the process of evaluating, monitoring, guaranteeing, maintaining and improving the quality of the programs carried out. As a regulatory mechanism, quality assurance focuses on internal evaluation (audit) and improvement, on the dissemination of information and conclusions through a consistent process and well-defined evaluation criteria.

The evaluation of the quality of the educational and scientific research services provided by the MSU is a systematic and documented evaluation process, which determines the extent to which these services meet the predetermined evaluation criteria (those provided in the internal standards of the MSU and in external normative documents, applicable to national level).

The internal quality assessment refers to the periodic assessment carried out by the SMC structures of the MSU at all levels under two aspects:

1. **the self-evaluation** (of the study programs, the university curriculum, the teaching-learning-evaluation process, evaluation tools, teaching staff, students, SMC, etc.) is carried out at the level of the teaching staff, the department, the Quality Assurance Commission of faculties. The purpose of the self-evaluation is the continuous improvement of the quality of the educational and research services provided by the Moldova State University. The self-evaluation procedure is regulated by the Regulation on the initiation, approval, monitoring and periodic evaluation of study programs, revised by the MSU Senate decision of 28.11.2017.

Starting with the 2014-2015 academic year, the University's Quality Management Section initiates and applies the internal and external evaluation procedures of higher education programs in accordance with the Standards and Guidelines for Quality Assurance in the European Higher Education Area. The internal evaluation of undergraduate study programs is carried out to highlight the program management system, to establish whether their activities and results correspond to the predetermined objectives, to verify the conformity of the procedures and operations specific to the educational and research processes within the program with legal norms and in order to continuously improve the quality of the educational services offered by the Moldova State University to its clients.

The Quality Management Section of MSU initiates, organizes and coordinates the self-evaluation process of bachelor's and master's study programs, elaborating the entire set of regulatory documents.

Those responsible for the study programs are trained by the quality managers within MSU and prepare the self-evaluation reports of the undergraduate study programs, in which they present explicitly and documented data and information that meet the set of normative requirements with organizational relevance and contain information regarding the achievement of mandatory normative requirements, standards and performance indicators and specific standards as well as supporting documents, presented in the annexes.

Based on the self-evaluation and the recommendations of the evaluation experts, those responsible for the study programs develop action plans in order to improve their quality and remedy the gaps identified in the evaluation process. The evaluators find that, for the most part, the undergraduate higher education programs offered by MSU correspond to the Standards and Guidelines for Quality Assurance in the European Higher Education Area, but sometimes they also identify some shortcomings, the most important being: the insufficient connection with the labor market in the process of improving the program and the lack of mobility or an insufficient mobility, most often unilateral.

After the establishment of the National Agency for Quality Assurance in Vocational Education (initially, ANACIP, currently, ANACEC) and the approval of the External Quality Assessment Methodology for provisional operation authorization and accreditation of study programs and technical, higher and training vocational education institutions continues (2016), (2022), and the Guidelines for the external evaluation of higher education programs and higher education institutions, all documents that regulate the internal evaluation of study programs have been adapted to the national rigors in the field. The internal evaluation of the bachelor's and master's study programs within the MSU is carried out periodically.

2. **the internal audit** (of the study programs) is carried out at the level of the institutional structures of the SMC and aims to determine the degree of conformity of the statements, data and evidence of the self-assessment with legal, regulated and contractual requirements. Through internal audit, the positive and vulnerable aspects of a study program and/or the functioning of a faculty are ascertained and recommendations are formulated to improve and modernize their quality. The internal audit takes place annually by the decision of the Board of Directors of MSU at the proposal of the First Vice-Rector, the Vice-Rector for didactic and student activity, or based on the requests received from the Faculty Councils. The internal audit is carried out by the Evaluation Committees, created ad hoc by order of the MSU Rector, which includes representatives of the Quality Management Section and the Quality Council, teaching staff who hold teaching titles and scientific degrees, training and experience in the field and moral integrity recognized and students. The evaluation commissions' reports are presented to the Board of Directors or the Senate, which adopts decisions based on the recommendations of the evaluation commissions.
3. **periodic institutional evaluation** (of the subject curriculum, of the didactic-methodical products of the teaching staff, of the quality of teaching and evaluation, of the teaching staff, of the educational plans, etc.) - is carried out by the Quality Management Section periodically and aims to verify, monitor and systematically improve the quality of MSU's educational services. The Quality Management Section organizes the evaluation of the tests from the winter/summer sessions, and the detailed report accompanied by conclusions and recommendations is presented

at the MSU Quality Council meeting and at the meetings of the Faculty Councils and relevant departments.

- 4. the external evaluation** of the quality of higher education programs is carried out by the National Agency for Quality Assurance in Education and Research, based on the self-evaluation reports presented by the institution. The head of department and the dean of the faculty are responsible for the elaboration of the self-evaluation report. The self-evaluation report is analyzed at the specialized department and approved by the Faculty Council.

In order to effectively prepare for the external evaluation process, MSU annually prepares its External Evaluation Plans, both for provisional operation authorization and for the accreditation of higher education programs, which it coordinates with the heads of departments and the deans of the Faculties and approves in MSU Senate meeting.

The accreditation of bachelor's and master's study programs, as well as their authorization, certifies the quality of the studies offered by the Moldova State University and gives credibility to the qualifications granted by this higher education institution.

In the process of monitoring, evaluating and ensuring the quality of educational and scientific research services, people from MSU management, faculties, teaching staff, students and representatives of employers are trained:

- **teaching staff** are trained in the SMC structure at different levels: the Quality Council, the Quality Assurance Commissions, the ad hoc study program evaluation commissions, in the study program evaluation Commissions, the didactic process evaluation commissions at certain faculties (internal audit) etc.

During the departmental meetings, the teachers participate in the evaluation of the university curriculum, including the curriculum, the curriculum for the subjects in the curriculum, the scientific and didactic products of the department, etc. The teachers' recommendations contribute to improving the quality of these products. Also, teaching staff participate in the collegial evaluation within the contests for filling vacant teaching-scientific positions, within the performance contests. The results of the collegial evaluations are taken into consideration when hiring for the vacant position, the assessment, including the stimulation of academic performance and the remuneration of the teaching staff.

- **the students**, as an integral part of the academic community, participate in the internal quality assurance process, which is realized through: their involvement at all levels of the SMC of the MSU: at the institutional level, the students annually delegate representatives with full rights in the Quality Council and in Quality Assurance Commissions at the faculty level. Also, students are members of various ad hoc commissions concerned with quality assurance. Students participate in the evaluation process of teaching staff in the competitions for filling positions, the Competition for merit grading, the Teacher of the year, the most successful teaching debut and the internal audit of study programs, completing questionnaires and participating in focus groups, etc. . The students annually evaluate the quality of the teaching of the subjects - a mandatory annual procedure through which the students complete questionnaires, as well as in the case of the internal audit of the program where they are studying.

The internal quality management system is rigorously consolidated and improved, so that through the involvement of all the key actors of the university management, the professional training programs are focused on the learning needs of the students, on the effective development of their professional

skills, on the appropriate qualification of the academic staff, on the promotion of research and innovation in the academic environment, as well as on the current development trends of the labor market.

III. RESOURCES MANAGEMENT

3.1. Human Resources

In accordance with the MSU Charter (art. 60, p. (1): MSU resources are made up of: human resources, the stock of knowledge, financial resources, materials, and their management and protection is carried out in compliance with the law, based on the strategic plan and institutional development operation.

The university community of MSU is made up of students in cycles I, II and III, postdoctoral researchers, trainees, scientific-teaching staff, scientific teaching staff, auxiliary teaching staff and other categories of staff. Members of the MSU community collaborate to achieve MSU's mission and strategic objectives, as well as to promote the University's identity and prestige.

Managerial staff (rector, vice-rectors, deans, vice-deans, heads of departments, centers, directors of research institutes, heads of research laboratories, heads of research centers) constitute the operational resource of MSU. This category of employees aims to create the necessary conditions for the implementation of strategic objectives, the creation of a climate favorable to the development of the university, the identification of human and logistical resources favorable to the evolution of MSU.

The teaching and scientific-didactic staff of the MSU can be full-time or associate. The titular staff is the staff who occupy a scientific, scientific-didactic or didactic position, whose basic activity is carried out at MSU and who is nominally registered in the University's staffing scheme. The scientific-didactic functions are: lecturer, associate professor, university professor. Teaching positions are: university assistant, trainer, concert master, coach. Scientific staff work within research centers or research institutes. The scientific functions are: trainee scientific researcher, scientific researcher, senior scientific researcher, coordinating scientific researcher, principal scientific researcher.

From the perspective of presence on the labor market, MSU is one of the largest employers. On April 3, 2023, MSU had 3115 employees. Of their total, 26.58% are teaching and scientific-teaching staff, 33.80% research staff, 6.48% auxiliary teaching staff, 33.13% technical-administrative (non-teaching) staff.

Depending on the nature of the positions and in relation to the total number of teaching and scientific teaching staff, the category is structured as follows: 79.98% full-time teaching and scientific teaching staff and 21.02% external cumulative teaching and scientific teaching staff.

As a result of the merger with 13 research institutes, the scientific staff reached the figure of 1053, of which 871 are holders and 182 are external associates.

According to age: the teaching and scientific-teaching staff category is structured as follows: 0.96% under 25 years; 26.09% - 25-40 years; 50.85% - 41-60 years; 22.10% ≥ 60 years; the scientific personnel category is structured as follows: 2.75% under 25 years; 28.87% - 25-40 years; 30.87% - 41-60 years; 37.51% ≥ 60 years.

According to gender: the teaching and scientific-teaching staff category is structured as follows: 0.96% under 25 years; 26.09% - 25-40 years; 50.85% - 41-60 years; 22.10% ≥ 60 years; the scientific personnel category is structured as follows: 2.75% under 25 years; 28.87% - 25-40 years; 30.87% - 41-60 years; 37.51% ≥ 60 years.

The scientific-didactic staff, who hold the title of doctor/doctor habilitate, constitute 610

employees (514 full-time and 96 external cumulars), with a weight of 73.67% of the total didactic and scientific-didactic staff, 24 of whom are under the age of 35 years, which represents 2.89%.

The student-faculty ratio differs by academic department.

More than a thousand employees of MSU ensure the smooth operation of the institution, being part of the category of auxiliary teaching staff, administrative-technical staff, auxiliary service staff.

The recruitment and employment of teaching and research staff in MSU, other categories of employees are carried out based on criteria such as: professional training relevant to the position; openness to the values of the academic environment and in accordance with the provisions of the Labor Code of the Republic of Moldova no. 154/2003 [hyperlink](#), Education Code of the Republic of Moldova No. 152/2014 [hyperlink](#), Framework Regulation on the organization, development and occupation of didactic and scientific-didactic positions in higher education [hyperlink](#), MSU Charter [hyperlink](#), Regulation on the organization, conduct of the competition and occupation of didactic and scientific-didactic positions in MSU [hyperlink](#) and other internal acts.

In the recruitment, promotion and evaluation of teaching, scientific-teaching and research staff, any procedures that infringe individual rights, recognized by the laws of the country and international norms accepted by the Republic of Moldova, are prohibited, as well as any discrimination based on religion, political beliefs, ethnic origin, gender, age. In this sense, the MSU Code of Ethics and Academic Integrity was approved. If the members of the university community believe that their rights arising from the MSU employee status have been violated, they have the right to submit a complaint to the MSU Ethics Commission.

In the current academic year, three professors from abroad (Poland, Spain, Turkey) are employed at the Faculty of Letters. During the years 2018-2022, 33 international teachers participated in the teaching process at the institution. The scientific and didactic staff from the MSU participated in 51 academic mobilities during the years 2018-2022.

MSU's activity is based on an institutional normative framework regarding the protection of information (including the protection of personal data) and Security of the online learning and teaching environment: MSU's Institutional Policy on Open Access to Information; The security policy regarding the protection of personal data when processing them within the information systems managed by MSU; Regulation regarding the processing of information containing personal data in the MSU employee record system; Regulation regarding the management of academic track information; Anti-plagiarism regulation of MSU; Operational procedure, Issuing, processing and displaying information and documents on the MSU WEB page; Institutional regulation regarding the electronic register of academic success.

3.2. Infrastructure maintenance

MSU has a university campus, which offers each faculty, study programs, research and administrative activities, the necessary spaces and conditions. The educational and research spaces correspond from a qualitative point of view in terms of surface and volume, equipment and technical condition, to the safety principles and the hygienic-sanitary norms in force.

The educational spaces intended for courses and seminars are used by all study programs, their management being carried out at the university level, and specialized spaces, such as laboratories, are managed at the level of each faculty by the relevant departments or research centers. The equipment of the premises corresponds to the activities carried out. Administration is carried out by the Technical

- Administrative and Heritage Department. Currently, the university administers as its own spaces an area of 174,647 square meters for teaching activities (teaching, seminars, laboratories), 18,516.6 square meters for dormitories, 122.1 square meters for canteens, and 2,699.1 square meters for sports facilities, 18,428 sqm for cultural activities, 480.6 sqm for the Editorial-Polygraphic Center.

In the 2022-2023 academic year, the MSU Senate intervened with decisions that contributed to the efficient use of study spaces, given the exceptional situation and the energy crisis.

A good part of the spaces for didactic activities benefit from a good endowment with modern teaching equipment. The number of seats in the lecture, seminar and laboratory rooms is correlated with the schedule of activities, as well as with the size of the study groups (series, groups, subgroups, etc.). The size of the spaces for the didactic activities corresponds to the student groups.

The applied works for the specialized subjects in the curricula are carried out in laboratories equipped with computer technology, in multimedia laboratories or specialized laboratories for the fields: chemistry, physics, biology, so that students are ensured optimal conditions of access to scientific information and work, in correlation with the objectives assumed by the study programs, the specifics of the disciplines, the skills, the skills developed by the study programs. Student access to university computers and the Internet through the fixed data network is allowed in all university spaces, depending on the specifics of the activity carried out, in lecture halls or laboratories.

MSU has social, cultural and sports services for students:

- MSU's Sports Palace - is a university subdivision with the following objectives: ensuring optimal conditions for carrying out the instructional process in the Physical Education discipline; diversification of sports and leisure activities for people who practice a healthy way of life; providing sports services to individuals and legal entities outside of study hours. The Sports Palace is equipped with: handball court, mini-football; 3 basketball courts; 3 volleyball courts; 6 badminton; Gym; a tennis hall; a swimming pool with an area of 275 m²; 2 saunas; a multipurpose room; a strength room equipped with modern equipment. 14 sports sections are available to all MSU students and employees.
- Health services – MAI students and employees have access to medical services at the "Universitatea" Medical Center.
- There are 3 museums operating within the premises of the MSU: the Museum of Natural Sciences with collections gathered over the course of about 60 years; The "Tudor Arnăuț" antiquities museum created at the Faculty of History and Philosophy; "Nicolae Dabija" Museum, hosted by "Antâmpinare Domnului" Church, MSU.
- House of Culture – the location where most of the cultural activities that take place at MSU take place. The main object of activity is the organization and development of cultural-artistic, educational, information and entertainment activities, as well as other services for students. The Faculty of Fine Arts operates in the MSU Culture House. The CC of MSU aims to contribute to the education and training of students through means specific to the cultural and artistic field, ensuring the good organization of the training process within the departments of the Faculty of Fine Arts and the activity of the 9 artistic collectives of MSU. CC MSU has a concert hall for 500 seats, 17 auditoriums and theater and ballet halls, musical instruments, costumes, didactic materials, etc., which ensure favorable conditions for the study process.

The MSU student complex is an institutional entity made up of 12 student dormitories that offer accommodation for students and MSU collaborators. The accommodation capacity is 1849 places/student. At the accommodation, each student signs the Rental Agreement in 2 copies. The administration of the student dormitories is based on a regulation approved by the MSU Senate. Accommodation of students in dormitories is decentralized by faculty and is computerized, ensuring the necessary transparency. The accommodation fee in student dormitories for students who study with funding from the state budget and on a contract basis, is established according to the Government Decision regarding accommodation fees in dormitories. Orphaned students, with special needs, those left without parental care benefit from free accommodation (Framework Regulation on the operation of dormitories subordinated to state educational institutions; Decision of the Government of the Republic of Moldova No. 99 of 30.01.2007 regarding accommodation fees in institutions' dormitories of the state of secondary technical professional education, post-secondary professional technical education, higher and in the field of science and innovation). The average accommodation area in the student dormitories is 9.4 m²/student. The dormitories correspond to sanitary-epidemiological and fire prevention norms.

MSU ensures the planning, coordination, follow-up and control of all maintenance activities of its real estate and other fixed assets. The university's investment plans are based on MSU's ability to attract funds to support these investments and to invest its own resources (https://MSU.md/?page_id=10032). The infrastructure and material base development plan of the MSU is reflected in the MSU Development Strategy (2021-2026) hyperlink.

During the reporting period, MSU envisaged and realized a series of objectives for the development of the material base, as well as, as the case may be, objectives for the modernization of the existing spaces. Thus, the first digital-media production center in RM MEDIACOR with an area of 3000 square meters was opened at MSU. The creation of MEDIACOR was possible thanks to the partnership between the US Embassy, USAID, the Governments of Sweden, Great Britain, MEC, the Ministry of Culture, MSU and the COR Association. The value of the partnership is almost 3 million USD.

MSU obtained a grant in the amount of 2,081,095 million euros for the purpose of implementing the development sub-projects within the "Higher Education in the Republic of Moldova" project, financed by the World Bank. Thus, MSU is going to implement the following three sub-projects: Leveraging the consolidated school-university partnership "Educational Cluster" in teacher training; Center for innovations in information and communication technologies; Updated resources for chemical, pharmaceutical and cosmetic technology degree programs.

The Department for Relations with the Republic of Moldova (DRRM) financially supports the development of MSU. Thus, DRRM finances the editing of the explanatory dictionary of the current Romanian language and the development and editing of the publication "Revista de Istorie a Moldovei". With the support of DRRM, in 2021 the Television Laboratory of the Faculty of Journalism and Communication Sciences was renovated and equipped with the necessary equipment, the Information Center of Romania "Gheorghe Brătianu" was created and the International Colloquium of Language Sciences "Eugeniu Coșeriu" was organized. and in 2022 the Center for Philological Studies "Eugen Coșeriu" was created, the Newsroom hall renovated and equipped,

equipped with furniture and equipment Aula Regina Maria and the organization of the Scientific Conference Latinity, Romanity, Romania, the 6th edition.

MSU is implementing the Institutional Digital Library Creation Project funded by the Government of Japan in the amount of US\$70,814. At the Faculty of Law, with the support of EBRD and USAID, a Mediation Laboratory was inaugurated, which aims to improve the investment climate in the Republic of Moldova by facilitating commercial mediation and arbitration at the national level.

The modernization of the laboratories, which is a permanent objective of each faculty and the Rectorate, proves that MSU has software corresponding to the directions and subjects of study in the curricula and that it has a license to use them. Representative examples: Microsoft suite made available to MSU students and employees; Teams for online activities, access to EduRoam network services.

The Central University Library is a component part of MSU and participates in the training and research process by making available to users multidisciplinary services and collections, on traditional and electronic support. The activity of the Library is organized in accordance with the Regulation on the organization and operation of the MSU Central Library and the Regulation on the conditions and rules of access to the resources and services of the MSU Central Library.

General data and equipment: Surface – 3350 m²; Study places – 200; Average operating time - 45 hours; Total collections -1461139 material units (m.u.) including: books – 941271 m.u.; periodical publications – 454858 u.m.; doctoral and self-referred theses – 61703 u.m.; other types of documents – 3307 u.m. Technical equipment: computers – 58; laptops – 2; printers – 6; scanners – 2; projectors – 2; projection screens – 2. Total staff - 28; with higher profile studies – 28; have qualification category – 21 of which: higher category – 3; category I – 16; category II – 2.

The offer of services (traditional and electronic) of the Library is free, varied and covers the informational needs of all categories of users: students, teachers, researchers. https://library.MSU.md/?page_id=12271 . At the disposal of users are the specialized reading rooms: "Teaching and reference documents", "Social and humanistic sciences", "Real sciences", "Periodic publications", the "Victor Banaru" Library of the Faculty of Letters, the "Austria Library". Users also benefit from a multidisciplinary collection of documents intended for home loans. The "Bibliographic Information" Room and the Catalog Room are available to users.

The library offers users a class of computers with Internet access for accessing resources subscribed by MSU, the electronic catalog as well as conditions for processing papers, projects, theses, etc. The library develops its own resources and information products. An effective tool for finding information is the shared electronic catalog LibUniv Catalog <http://primo.libuniv.md/> established and developed on the basis of the PRIMO platform, which provides access to the information resources of seven university libraries as well as external scientific resources.

Another product created and developed by the Library is the MSU Institutional Repository (RI-MSU) <http://dspace.MSU.md:8080/xmlui/>, which is an open electronic archive, intended to accumulate and disseminate the scientific production of researchers university students This resource has been developed by the library since 2016 and currently includes 8965 documents. The library offers the university community authorized access to international electronic resources, obtained by subscription or license agreement, among which we will specify: SpringerLink; EBSCO platform (11 databases); Research4life portal (35 databases) etc. https://library.MSU.md/?page_id=12284.

The library develops partnerships with libraries, organizations, associations, information and documentation institutions from the country and abroad (in total 24 partners), regarding the exchange of documents with: the Library of the University of Pitesti; "Vasile Alexandri" Bacău University Library; "Ștefan cel Mare" Suceava University Library; Transilvania University Library in Brașov; ASEM Chisinau Scientific Library, etc.; Memorandum of Agreement - Electronic Resources Consortium for Moldova; Cultural partnership agreement - APOLLON Cultural Society - Romania; St. George Parish, Buzau; Collaboration agreement with the State of North Carolina, USA based on the North Carolina-RM partnership.

3.3. Financial resources

MSU is an institution with non-profit financial autonomy, which operates under self-management conditions, according to the provisions of HG RM no. 983 of 22.12.2012 "On the operation of state higher education institutions under conditions of financial autonomy". The revenue and expenditure budget is the main instrument for management, forecasting and analysis of the economic and financial activity of MSU and includes the financial resources for the achievement of the objectives set out in the strategic plan of the university, during the financial year. MSU operates as a public institution financed from funds allocated from the state budget, collected revenues and other sources according to the law, which are used by MSU in accordance with the Institutional Development Plan. The budget is coordinated with the CDSI and approved by the MSU Senate. The MSU budget is drawn up annually, based on the forecast sources for revenues and expenses with the mandatory observance of their balance. MSU's potential to deliver in education and research is closely correlated with its financial performance. The MSU budget for the years 2018-2023 reflects the consequences and impact of reforms in the country, the COVID-19 pandemic, the war on the country's borders, simultaneously with the significant increase in prices in the energy sector and the reorganization of the institution through merger with other educational institutions and research institutes. The allocation of financial resources is based on the objectives declared in the MSU Development Strategy (2021-2026), which aims at institutional policies regarding initial and continuous professional training, research, technological transfer, relations with the labor market, but also the education of the personality capable of promoting democratic values.

During the reference period, MSU received funding from the state budget based on two methodologies:

- a) Funding based on the calculation of the means provided for in the State Budget Law for the educational services offered in order to achieve the State Order for the training of specialized personnel, is the volume of the allocations approved in the previous year, adjusted to the financial implications in accordance with the approved policies in the Medium Term Budget Framework from the previous year and other factors that influence the volume of expenses, the state order and the expenses for new policy measures, in the period 2018-2019.
- b) The budgetary financing methodology of public higher education institutions implemented according to Government Decision no. 343 of 10-06-2020, which establishes the method of allocation for public institutions of higher education of the standard funding, based on the standard cost per student and adjustment coefficients, associated with the degree of complexity of the study programs from the higher education cycles bachelor's and master's degrees, as follows:

- the standard funding, based on the standard cost per student and adjustment coefficients, associated with the degree of complexity of the study programs from the bachelor's and master's higher education cycles - 75% of the budget allocations;

- compensatory funding to support performance in public higher education institutions – 20% of budget allocations;

- complementary funding – 5% of budget allocations. Complementary financing includes expenses for improving accommodation conditions in dormitories, modernizing the material and didactic base, equipping with computers/software/equipment, as well as covering specific expenses.

Budget allocations for standard funding are provided for:

- the salary of the scientific-didactic, scientific, didactic and auxiliary didactic staff, of the research staff involved in the implementation of study programs and other categories of staff, as well as contributions for mandatory social and medical insurance;

- the purchase of goods, services and works necessary to ensure the development of the educational/scientific research process;

- procurement of fixed means for educational purposes and university scientific research.

Budgetary allocations for standard funding are assigned for students enrolled in accordance with the state order for higher bachelor's and master's studies and transferred to the institution based on the number of its equivalent students. Funding in the calculation base: 2018 – 110,207.9 thousand lei; 2019 – 125,444.9 thousand lei; 2020 – 126,914.5 thousand lei. Financing - standard: 2021 – 71832.8 thousand lei; 2022 – 76107.7 thousand lei; 2023 – 88726.5 thousand lei. Scholarship funding: 2021 – 20,658.2 thousand lei; 2022 – 22187.7 thousand lei; 2023 – 26493.0 thousand lei.

Number of equivalent students: 2021 – 5546.83; 2022 – 5305.3725; 2023 – 5357.7325.

Compensatory funding to support performance in public institutions of higher education – 20% of budget allocations, calculated according to the Regulation on the establishment and distribution of compensatory funding for public institutions of higher education, approved by MEC Order no. 1021 of 23.09.2020. The budget allocations for compensatory financing determined based on the performance indicators of the MSU, constitute: 2021 – 13,575.8 thousand lei; 2022 – 17,414.0 thousand lei; 2023 – 31,701.0 thousand lei. Complementary financing: 2021 – 6500.0 thousand lei; 2022 – 5000.4 thousand lei.

Financing of higher doctoral studies: 2018 – 3,111.4 thousand lei; 2019 – 4187.6 thousand lei; 2020 – 3387.7 thousand lei; 2021 – 7103.4 thousand lei; 2022 – 7931.6 thousand lei; 2023 – 9058.1 thousand lei.

Dormitory maintenance funding: 2018 – 5701.8 thousand lei; 2019 – 5701.8 thousand lei; 2020 – 5701.6 thousand lei; 2021 – 7083.6 thousand lei; 2022 – 11,782.8 thousand lei; 2023 – 13176.8 thousand lei.

Financing of advanced training courses: 2022 – 427.1 thousand lei; 2023 – 1392.7 thousand lei.

Revenues related to the financing of the field of research and innovation, allocated from the state budget account for research and innovation activities, obtained through competition, organized by the authorized structure (including institutional funding). The University has the right to obtain income from other sources not prohibited by law: the means from the study or training fees applied to students of cycles I and II, III, as well as from continuing education courses; interest from bank deposits of

available financial means; donations and sponsorships; lease and rental contracts; attracting funds for the development of human potential through institutional projects, with the funding source from the European community in partnership with European countries; Cross-border cooperation projects, DRRM projects.

Scholarships allocated from the state budget are granted based on HG no. 1009 of 01.09.2006 regarding the amounts of scholarships, other forms of social aid for students from higher education institutions, students from post-secondary and non-tertiary post-secondary technical professional education institutions, secondary technical professional education and persons studying in postgraduate education and subsequent amendments. The granting of scholarships from the state budget represents a norm of material support, in the form of a monthly allowance, aimed at both social protection and the stimulation of students who complete their studies through education with frequency, with academic performance and appropriate behavior, as well as for people who studies in postgraduate education. According to GD 1009/2006, the following types of scholarships financed from the state budget are awarded in higher education: merit scholarships, study scholarships, social scholarships.

The principles that underlie the allocation of the scholarship fund are: The amount and ceiling for granting scholarships is established by the Government; The ceiling for granting scholarships at the level of 70% of the number of local students, enrolled in education studies with frequency I and II cycle, according to the enrollment plan with budget financing for each specialty; The number of social scholarships constitutes 10% of the total number of local scholarship students (cycle I and II); Merit scholarships are approved and awarded annually, at the proposal of the MEC based on the senate's approach; Scholarships and social scholarships are awarded every semester, they are distributed proportionally by years of studies and specialties, depending on the academic results of the students.

For the strategic development of MSU, motivational programs are implemented which represent a form of material support aimed at both social protection and the stimulation of young people who register outstanding academic performances, appreciated at national and international level. According to the internal regulation, regarding the implementation of the motivation programs, for students of the first cycle of the Bachelor's degree, MSU grants the following motivation programs financed from its own resources: "Excellence Scholarships" Program - supporting young people with outstanding successes, appreciated at national and international level; "Scholarships" Program nominal" - supporting deserving young people in order to achieve higher quality studies; The "Future Pedagogue" Program - supporting the new concept in the training of future pedagogues; the "MSU Ambassador" Program - supporting activism and involvement in promoting the image of MSU.

Financial autonomy correlates with the principles of public responsibility for the quality of professional training, scientific research and service provision activities carried out by MSU with the effective management of funds and state patrimony and is achieved through the management of financial means, including those allocated from the state budget, through bank accounts; managing financial means from various sources and patrimony in accordance with the MSU Development Strategy; placing in bank deposit the balance of funds available in the bank account, made over budget, with the exception of external grants; establishing the amount of study fees, accommodation

in dormitories, as well as for the services provided and the works performed; establishing the programs and capacity of the institutional offer; social support of students, employees; granting study and research grants; establishing the internal structure of the MSU and approving the budget; heritage management, MSU endowment; attracting financial resources by participating in research and investment projects based on cooperation with various national and international partners+; creation of research-innovation, development, design, service provision and production activities units and subdivisions; establishment of the union of legal persons and professional associations, according to the law.

The accounting policy is drawn up in accordance with the Accounting Law no. 287 of 15.12.2017; The National Accounting Standards, approved by the Orders of the Ministry of Finance of the Republic of Moldova no. 118 and 119 of August 6, 2013, with other normative acts. Accounting in MSU is ensured by the Accounting Department - internal subdivision led by the head of the department - chief accountant who reports to the Rector. The responsibility for keeping accounts and drawing up financial reports rests with the Rector (art. 18 paragraph 2 (b) of the Accounting Law).

MSU is a large entity and applies the complete double-entry accounting system with the presentation of complete financial statements (art. 5 paragraph 3 of the Accounting Law). Accounting is kept with the use of computerized techniques and the 1C program (version 8.3) according to the MSU's working accounting accounts plan; internal procedures regarding management accounting; forms of standardized primary documents and document forms, approved by the MSU (art. 11 paragraph 4 of Law no. 287).

MSU invests in several directions, following its strategic objectives and acting accordingly to achieve the expected results:

1. Motivating students and promoting academic performance by increasing the number of scholarships awarded from collected funds, placing students in institutional, research projects, academic mobility, merit and nominal scholarships;
2. Motivating teachers by offering the performance supplement;
3. Improving the (physical) conditions favorable to the realization of the educational and research process by modernizing classrooms and laboratories, implementing modern educational technologies, including digital ones, and training teachers, equipping classrooms with educational materials and modern information technologies. Under this aspect, we list the following projects: Modernization of the institution's network infrastructure and digitization in the amount of 7,477.7 thousand lei; Repair of the roof of the dormitory no. 1, Tighina str. 2, Chisinau municipality, in the amount of 3000.4 thousand lei.

For the year 2023, MSU aims to obtain financial means through complementary financing in order to implement the following investment projects: Repair of the Study Block no. 4A, A. Mateevici str. 60, Chisinau municipality in the amount of 7,200.0 thousand lei; Preparation of the project for the reconstruction of Study Block no. 1 – historical monument, 65 Kogălniceanu str., Chisinau municipality, worth 1,200.0 thousand lei; Purchase of the scanning electron microscope in the amount of 5,004.0 thousand lei; Purchase of design services within the project NR. 4727 "Reconstruction of the rooms of the technical block of the IFA with the location of the Central Scientific Library of AŞM", located at 5 Academiei str., Chisinau municipality, in the amount of 669.1 thousand lei.

Requests for non-reimbursable funding were submitted to the Department for Relations with the Republic of Moldova within the Government of Romania for the purpose of developing and implementing 8 investment projects at MSU. In order to diversify sources of income and to take advantage of the significant profitability of investments in State Securities issued by the Ministry of Finance of the Republic of Moldova, MSU is involved in investment systems offered within the national economy.

The amount of study payments for the training of fee-based staff is calculated based on the actual expenses related to the study process, with the exception of expenses for the payment of scholarships and dormitory maintenance expenses. The amount of payments for studies borne by legal entities may additionally include expenses for scholarships. The amount of payments for studies includes expenses calculated according to the average real expenses from the reports. The amount of payments for fee-based studies, by specialty and by study year, are established/revised, if necessary, by the end of each previous study year and are approved by the CDSI. The terms of payment of study fees are also established by the CDSI. The amount of the tuition fee for part-time education does not exceed the tuition fee for full-time education.

Starting from 2020, the Internal Audit Office was created within the MSU, which operates in accordance with: the National Internal Audit Standards, approved by Order of the Minister of Finance no. 153 of 12.09.2018; The code of ethics of the internal auditor, approved by Government Decision no. 557 of 19.11.2019; Internal audit charter and job descriptions; The annual plan of the internal audit activity, approved by the MSU Rector, which is annually presented according to the legislation for information and coordination to the Ministry of Finance and the Court of Accounts of the Republic of Moldova.

The annual accounts of the MSU are verified as part of the audit of the financial statements by a financial audit company in accordance with the Law on the audit of financial statements no. 271/2017 and the Law on accounting and financial reporting no. 287/2017. As the case may be, the annual accounts of the MSU are checked during the audit carried out by the Court of Accounts and the Financial Inspection attached to the Ministry of Finance, on aspects of correctness in the use of financial allocations obtained from the national public budget, in the management of public patrimony and compliance with the rules applicable to public procurement.

Financial and statistical reports, fiscal reports are drawn up and presented in accordance with the legislation in force. The annual financial reports are placed on the official website of the Institution. MSU submits specific reports to the MEC of the Republic of Moldova, according to the forms approved by order of the Minister of Finance. Control of the compliance of the Institution's activity with its goals is exercised by the MEC of the Republic of Moldova and the Institution's administrative bodies. The control of compliance with financial discipline is carried out by the bodies empowered with the right of financial control, in the manner established by the legislation of the Republic of Moldova.

3.4. Institutional partnerships

MSU is recognized in the area of international university education and is integrated into a strong international cooperation network: about 110 bilateral collaboration agreements with higher

education institutions from 28 countries. Today, MSU is a member of the International Association of Universities (IAU), the University Agency of Francophonie (AUF). In 2011, MSU became a member of the Consortium of Universities from the Republic of Moldova – Romania – Ukraine (CUMRU), from November 23, 2018 it is an associate member of the University Consortium, and from June 30, 2022 MSU became the first higher education institution from Moldova to be a member of UNICA university network.

MSU participates in various European and international projects in the field of education and science, obtained through competition within the SCOPES, ERASMUS+ programs (action international mobility of students and CBHE, Jean Monett), Agence Universitara a Francophonie - AUF, Horizont 2020 Program (action Marie Ciurie), etc.

3.4.1. Social partnership

The creation of social partnerships is one of the strategic priorities of the Moldova State University. In this sense, following the events organized in the Moldova State University, collaborative relationships were established with economic agents, who showed interest in collaboration with the institution, but also in the potential of MSU students. Through partnerships with labor market representatives, vocational training programs have been strengthened that require a modern reconfiguration of the skills system. Thus, **332** framework agreements/conventions are currently active.

COLLABORATION AGREEMENTS/CONVENTIONS - FRAMEWORK

Nr.	Institution	Expiration date
1.	„Prometeu-Prim” Theoretical High School	2023
2.	„M.Berezovschi” Theoretical High School	2023
3.	„N.Dadiani” Theoretical High School	2023
4.	„Acad. C. Sibirschi ” Theoretical High School	2023
5.	„Pro Succes ” Theoretical High School	2023
6.	„Universul ” Theoretical High School	2024
7.	„Titu Maiorescu” Theoretical High School	2023
8.	„Iulia Haşdeu” Theoretical High School	2024
9.	„A. Puşkin” Theoretical High School	2024
10.	„Mihail Kogălniceanu" Theoretical High School	2024
11.	„Ion și Doina Aldea-Teodorovici” Theoretical High School	2024
12.	„Lucian Blaga” Theoretical High School	2025
13.	Center of Excellence in Artistic Education "Ștefan Neaga"	2023
14.	"Alexandru Plămădeala" Republican College of Fine Arts	2023
15.	Center of Excellence in Medicine and Pharmacy "Raisa Pacalo"	2023
16.	College "Mihai Eminescu", Soroca	2023
17.	The College of Ecology from Chisinau	2024
18.	Center of Excellence in Computing and Information Technologies	2024
19.	The public television station, Moldova 1, IPNA Teleradio Moldova	Unlimited
20.	Radio Moldova, IPNA Teleradio Moldova	Unlimited
21.	AO Association of Investigative Reporters and Editorial Security from Moldova - RISE Moldova	Unlimited

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22.	Audiovisual Council of the Republic of Moldova	Unlimited
23.	AO Lawyers' Law Center	Unlimited
24.	Sovereign Moldova newspaper	Unlimited
25.	AO Academy of Media Creation and Innovations	Unlimited
26.	News portal www.unimedia.info	Unlimited
27.	The periodical publication Gazeta de Chisinau	Unlimited
28.	AIS Moldpress IS	Unlimited
29.	TVR Moldova	Unlimited
30.	TV diary	Unlimited
31.	Axial TV	Unlimited
32.	Radio Free Europe	Unlimited
33.	Business News Service S.R.L.	2023
34.	Prometeru Prim High School, Chisinau municipality	Unlimited
35.	Public association Academy of Media Creation and Innovations (ACIM)	Unlimited
36.	Association of Environmental and Ecological Tourism Journalists from the Republic of Moldova	Unlimited
37.	Transparency International	Unlimited
38.	Public Media Group S.R.L.	2023
39.	Parc Communications S.R.L.	2023
40.	Qubo Communications S.R.L.	2023
41.	Indigo Grup Advertising Agency S.R.L.	2023
42.	Cleber S.R.L.	2023
43.	Navi Solutions S.R.L.	2023
44.	Diezmedia S.R.L.	2023
45.	APEL Electronic Press Association	2023
46.	Glamis S.R.L.	2023
47.	Religious Institution Social Mission "DIACONIA" of the Metropolis of Bessarabia	2023
48.	AO "Association for Creative Development	2024
49.	"KSW MEDIA" S.R.L.	2024
50.	"Fruit Agency" S.R.L.	2024
51.	"Simpals Dev" S.R.L.	2024
52.	"Quo Vadis" S.R.L.	2024
53.	"DNT" public association	2024
54.	Record label "SENS MUSICAL"	2024
55.	National Public Health Agency	2024
56.	"DIGITAL LAB" S.R.L.	2024
57.	"GROX-PLUS" S.R.L.	2024
58.	Jurnal de Chisinau Plus S.R.L.	2024
59.	"SCP PARSEC" S.R.L.	2024
60.	"BUSINESS-TV MEDIA" S.R.L.	2024
61.	Chamber of Commerce and Industry of the Republic of Moldova	2024
62.	American Chamber of Commerce from Moldova	Unlimited
63.	Public Association "International Voluntary Association from Moldova	2024
64.	BDR Associates Strategic Communication S.R.L.	2024
65.	The Institute of Standardization from Moldova	2024
66.	The Metropolitanate of Chisinau and All Moldova	Unlimited
67.	The National Book Chamber of the Republic of Moldova	Unlimited
68.	Republican Technical-Scientific Library, INCE	Unlimited
69.	National Library of the Republic of Moldova	Unlimited

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70.	Municipal Library "B.P. Hasdeu"	Unlimited
71.	Technical-Scientific Library of the Technical University of Moldova	Unlimited
72.	Academy of Music, Theater and Fine Arts	Unlimited
73.	SRL "Zernoff"	2026
74.	"Da Vinci" High School Private Institution	2026
75.	SRL "Bukuria"	2026
76.	Environmental agency	2026
77.	SA Water – Canal Chisinau	2026
78.	SRL "Sandriliona"	2026
79.	"Agroindustrial din Rîscani" College Public Institution	2025
80.	ŪS "Eurofarmaco" S.A.;	2024
81.	The National Agency for Food Safety from the Republic of Moldova	2028
82.	SC "Balkan Pharmaceuticals" SRL	2023
83.	Institute of Pedology, Agrochemistry and Soil Protection "Nicolae Dimo"	2027
84.	Institute of Zoology of the Academy of Sciences of Moldova (Hydrobiology Laboratory)	2025
85.	"Farmaco" SA	2025
86.	Institute of Chemistry AȘM	2025
87.	JSC "Bukuria"	2025
88.	SRL "FICOTEHFARM"	2025
89.	SRL "Vialek Consulting"	2025
90.	N. Testimiteanu University of Medicine and Pharmacy (Biochemistry Laboratory)	2025
91.	LLC "Technical Center for Industrial Security and Certification - CTSIC"	2023
92.	LLC "METRONLAB"	2023
93.	"Tehlab Service" SRL	2023
94.	IP College of Ecology from the municipality of Chisinau	2026
95.	IP College of Ecology	2026
96.	Center of Excellence in Economics and Finance	2026
97.	"Codrii" Nature Reserve	Unlimited
98.	PRIDE SYSTEM S.R.L.	Unlimited
99.	The Institute of Standardization from Moldova	2025
100.	ÎCS "M-Testing" SRL	2024
101.	STL "STABLE"	2024
102.	"FAVORE-LIVADARI"	2024
103.	Lokmera SRL	2023
104.	"A.I.F. Etalon" SRL	2023
105.	Sky Limit SRL	Unlimited
106.	"ICS ENDAVA" S.R.L.	Unlimited
107.	Chisinau City Hall	2027
108.	Center for Continuing Education in the Electoral Field (CICDE)	2024
109.	Central Electoral Commission	2023
110.	Action and Solidarity Party (PAS)	2024
111.	Association for Participatory Democracy (ADEPT)	2024
112.	National Social Insurance House	2023
113.	National Commission of the Financial Market	2023
114.	National Anticorruption Center	2023
115.	SRL "MOBVARO-M"	2024

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116.	"BORDIAN MARIANA" Lawyer's Office	2024
117.	National Library of the Republic of Moldova	2028
118.	National Museum of Ethnography and History	2028
119.	Translation office Licolin&Co SRL	2028
120.	Translation office Belizzo Group-Anodilia SRL	2028
121.	Intralex C&C SRL translation office	2028
122.	Magnat Prim SRL translation office	2028
123.	Sirius Consulting SRL translation office	2028
124.	Translation office Translang SRL	2028
125.	Translation office Oracle Consulting SRL	2028
126.	Diplom Business SRL translation office	2028
127.	Nicotrat Com SRL translation office	2028
128.	S.C. Intart Design SRL translation office	2027
129.	Translation office Quo Vadis SRL	2024
130.	SC Paralela 45. Molturism SRL	2023
131.	International Taekwondo Academy. Continuing Education Center	2023
132.	ISIGHT Partners SRL	2023
133.	B.P. Hașdeu Municipal Library	Unlimited
134.	Camp "Prietenia" Dubăsari district, Coșnița village	2023
135.	Youth-friendly health center "NEOVITA"	2023
136.	Ministry of Internal Affairs of the Republic of Moldova	2023
137.	Central Probation Office	2023
138.	SRL "Star Kebab"/ Muzcafe Plus, Nonna Tratoria Network	2023
139.	Association for Neohumanist Education	2023
140.	Center for Assistance and Protection of Victims and Potential Victims of Trafficking in Human Beings	2023
141.	The Municipal Directorate for the Protection of Children's Rights with their subdivisions.	2023
142.	Development Training Institute "Millenium".	2023
143.	CE "ProDidactics"	2023
144.	Botanica Community Mental Health Center	2024
145.	Public Institution "Assistance Services for Subjects of Domestic Violence"	2024
146.	"Artemida" Public Association.	2024
147.	IMSP Clinical Hospital of Psychiatry	2024
148.	Rișcani Community Mental Health Center	2023
149.	"Positive Initiative" Public Association	2024
150.	Sensory Room, Children's Development Center, Smart Start"	2024
151.	State University Church	2027
152.	Te Doy Foundation in Moldova (FTDM)	2024
153.	Zakarpttia Institute of Postgraduate Pedagogical Education	2027
154.	State University of Comrat, Faculty of National Culture	2026
155.	Department of Foreign Languages IFC	Unlimited

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156.	"Petre Ștefănuță" Theoretical High School Ialoveni	2024
157.	"Mihai Eminescu" gymnasium, Ghindești	2024
158.	"Plaiul Fagului" Scientific Reserve, subordinate to "Moldsilva" Agency	2026
159.	"Nicolae Dimo" Institute of Pedology, Agrochemistry and Soil Protection	2027
160.	Individual Enterprise "Prunean N."	2023
161.	Orhei Forestry Enterprise.	2023
162.	Fructul SRL	2024
163.	Bureau of Interethnic Relations	2025
164.	Non-governmental organization "Active Communities for Participatory Democracy"	2025
165.	Museum of History and Ethnography horseman	2028
166.	Te Doy Foundation in Moldova	2024
167.	The Agency for the Administration of Courts	Unlimited
168.	National Auto Transport Agency	Unlimited
169.	National Integrity Authority	Unlimited
170.	Public Law Library	Unlimited
171.	"RENE CASSIN Foundation - International Institute of Human Rights	Unlimited
172.	The Association of Francophone Lawyers from the Republic of Moldova and the League of Human Rights	Unlimited
173.	The Office of the People's Advocate	Unlimited
174.	Public Association "Association of Francophone Lawyers from the Republic of Moldova"	Unlimited
175.	Institute for European Civil Rights	Unlimited
176.	Association of Business and Management Consultants from Moldova	2027
177.	Efes Vianta Moldova Brewery SA	2028
178.	ACVATRON SRL	2027
179.	Chisinau Airport	Unlimited
180.	Agrocont Service SRL	2028
181.	AIR Moldova SRL	Unlimited
182.	ALIMER-COMERȚ SRL	2027
183.	Almani Lux SRL	Unlimited
184.	ALO SRL	2027
185.	Ambassador Tour SRL	Unlimited
186.	Andersen Kids SRL	Unlimited
187.	ITS AROMA	2027
188.	Culinary Art SRL	Unlimited
189.	ASANA-GRUP SRL	Unlimited
190.	Atskev Lux SRL	Unlimited
191.	Banca de Finanțe și Comerț SA	Unlimited
192.	Bar MGP Broker SRL	Unlimited
193.	BC Moldindconbank SA	2024
194.	Bit Generator SRL	Unlimited

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195.	Bondari & CO SRL	Unlimited
196.	Braila fruit SRL	Unlimited
197.	Bricomol SRL	Unlimited
198.	BUSINESS PLANE LOGISTICS SRL	2027
199.	CA Donaris Vienna Insurance Grup SA	Unlimited
200.	CAP CASA MARE SRL	2027
201.	Carolina Bulat SRL	Unlimited
202.	Catadeni - Lux SRL	Unlimited
203.	CON-IOVU SRL	2027
204.	Cos Trans Logistic SRL	Unlimited
205.	Customagic SRL	Unlimited
206.	Dacia LV SA	Unlimited
207.	Danercom SRL	Unlimited
208.	Dia-Ghen SRL	Unlimited
209.	DORNISTFLOWER SRL	Unlimited
210.	Easy Tour SRL	Unlimited
211.	Eden Elite Tour SRL	Unlimited
212.	Elit-Tehnica ÎM SRL	Unlimited
213.	Elite-Tur SRL	Unlimited
214.	Everest Tourism SRL	Unlimited
215.	ExFactor Group SRL	2027
216.	Express Busline SRL	Unlimited
217.	Family Pharmacy SRL	Unlimited
218.	Go Perfect Travel SRL	Unlimited
219.	Grand Hotel SRL	Unlimited
220.	HI MOLDOVA DMC GSA GLOBAL & CO	Unlimited
221.	IM Alianța-Vin SRL	2028
222.	Immobil Capital SC SRL	Unlimited
223.	Intelligence Pro-Construct SRL	2027
224.	Investhold SRL	Unlimited
225.	ISIMG-COM SRL	2027
226.	IXOBIT SRL	2028
227.	Kelley Grains Impex SRL	2027
228.	Kings Tour SRL	Unlimited
229.	La Plăcinte SRL	Unlimited
230.	Laguna Lux SRL	Unlimited
231.	LAVIELACE SRL	2027
232.	Lux Hospitality SRL	Unlimited
233.	LV-Topal SRL	Unlimited
234.	Master Class-Tour SRL	Unlimited
235.	Maximize SRL	Unlimited

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236.	Mileștii Mici I.S	Unlimited
237.	Mobicase SRL	Unlimited
238.	Oazatur SRL	Unlimited
239.	OLDCOM SRL	2027
240.	Olympus-85 SRL	Unlimited
241.	PANDA TUR SRL	2023
242.	PRESTIJ LUPAN SRL	2027
243.	STRACENI MUNICIPALITY HALL	2027
244.	Prime Capita SRL	2028
245.	Family Products SRL	Unlimited
246.	Rangval Services SRL	Unlimited
247.	Rădop-Opt SRL	Unlimited
248.	RIA OPTIM Consulting SRL	2027
249.	RL Golden System	2028
250.	RoofArt SRL	2027
251.	Rotalin Gas Trading SRL	Unlimited
252.	Sapex Software SRL	Unlimited
253.	SETROCONS GROUP SRL	2027
254.	Sun Tour SRL	Unlimited
255.	Supraten SA	Unlimited
256.	T&l Business Solutions SRL	2027
257.	TABITA COM SRL	2027
258.	TAPET-CON SRL	2027
259.	Team Quality Services SRL	Unlimited
260.	Teleport Travel SRL	Unlimited
261.	Thermostat Imex SRL	2028
262.	Textprint Group SRL	Unlimited
263.	Thomas Albert Hotel SRL	Unlimited
264.	TRANS SOLUTIONS SRL	2027
265.	Travel Forever AO	Unlimited
266.	Tronex-Com SRL	2026
267.	Turi Tut SRL	Unlimited
268.	Valnon-Service SRL	Unlimited
269.	Voiaj International & Co SRL	Unlimited
270.	XPLANE RESEARCH SRL	Unlimited

3.4.2. International partnership

Moldova State University is involved as a partner, as well as an international coordinator in several projects.

Signing cooperation agreements with various institutions in order to amplify the process of internationalization, scientific research, mutual exchanges of students and teachers is one of the objectives of the Moldova State University. The institution is a signatory to over 148 agreements with over 38 countries.

NORTH AMERICA

Canada

- Laval University, Quebec, Canada

United States of America

- University of Florida
- Drexel University, Philadelphia
- Montana State University
- Johnson State College (Johnson State College)
- Keiser College (Keiser College)

ASIA

China

- Department of Foreign Relations of the State Education Committee of China

Israel

- Ben-Gurion University

KAZAKHSTAN

- "Sîrdaria" University

South Korea

- Hankuk University of International Studies (HUFS)
- Pusan National University

EUROPE

Austria

- Library – Austria
- The Federal Ministry of Foreign Affairs of the Republic of Austria represented by the Austrian Embassy in Bucharest

Armenia

- "Brusov" State Linguistic University of Yerevan (Yerevan State Linguistic University "Brusov", Yerevan)

Azerbaijan

- Baku State University

Belarus

- Belarusian Trade and Economic University of Consumer
- Belarusian State University

Belgium

- The Free University of Brussels (L'Université Libre de Bruxelles)
- The Commissariat général aux Relations internationales de la Communauté Wallonie-Brussels
- Brussels Higher School, Department of Translation and Interpreting (Higher Institute of Translators and Interpreters)
- Catholic University of Louvain-la-Neuve
- Institute for Advanced Studies in Social Communications - School of Journalism in Brussels (Institut des hautes études de communication sociales (IHECS))

Bulgaria

- St. Cyril and Methodius University from Tîrnovo
- University "St. Kliment Ohridski" from Sofia

Switzerland

- University of Geneva (L'Université de Genève)

The Russian Federation

- Povolzhskaya Academy of the State Government Service P.A. Stolypina, g. Saratov (P.A. Stolypin Volga Region Academy of Public Administration)
- Yuzhny Federal University, r. Rostov-on-Don
- "M.V. Lomonosov" State University in Moscow
- State University "S.A. Esenin" from Ryazan

Finland

- University of Helsinki

France

- Laboratoire de Chimie Physique Appliquée et l'Environnement
- Faculty of Law and Economics of the University of Savoy
- Robert Schuman University of Strasbourg (L'Université Robert Schuman de Strasbourg)
- L'Université Blaise Pascal Clermont-Ferrand II
- L'Université Montesquieu-Bordeaux IV
- University of Montpellier I
- National Institute of Applied Sciences in Lyon
- The University of Rouen
- L'Ecole Nationale Supérieure de Chimie de Lille (ENSCL), L'Ecole Nationale Supérieure de Chimie de Rennes (ENSC Rennes)
- University of Strasbourg (L'Université de Strasbourg) (France) (Department of Physics and Engineering and Institute of Solid and Systems Electronics (InESS))

Germany

- University of Potsdam, WIP Research Group (University of Potsdam, WIP-Research Group Plant Protein Chemistry)
- The Institute of Plant Genetics and Crop Research, Gatersleben (The Institute of Plant Genetics and Crop Research, Gatersleben)
- Institute of Pharmaceutical Biology, Faculty of Pharmacy of the Martin Luther University Halle-Wittenberg

- Leipzig Institute from Moldova

Greece

- The National Technical University of Athens (The National Technical University of Athens)
- AIMOS Universities Network
- Aristotle University of Thessaloniki
- The National and Kapodistrian University of Athens

Italy

- "La Sapienza" University of Rome (Universita Degli Studi di Roma "La Sapienza")
- The Scientific Park - University Campus of Pomezia
- University of Parma (Universita Degli Studi di Parma)
- Institute of Political Sciences University of Genoa (Istituto di Scienza Politica Universita Degli Studi di Genova)
- University of Cassino (Universita Degli Studi di Cassino)
- University for foreign citizens of Perugia
- University of Turin
- University of Bari
- "Alma Mater Studiorum" University of Bologna

Lithuania

- University of Klaipeda
- Mykolas Romeris University

Poland

- Technical University of Gdansk
- University of Warsaw
- Adam Mickiewicz University in Poznan
- University of Zelena Gora

Portugal

- Camoes Institute

Romania

- "Lower Danube" University from Galati
- Institute of Physics and Nuclear Engineering, Bucharest
- "Babeş-Bolyai" University, Cluj-Napoca
- Craiova University
- Faculty of History, Philosophy, Geography, University of Craiova,
- National School of Political and Administrative Studies
- Technical University "G. Asachi" Iasi
- "Ştefan cel Mare" University from Suceava
- "1 December 1918" University from Alba Iulia
- State University of Pitesti
- Valahia University from Târgovişte
- Bucharest Academy of Economic Studies

- University of Bacău
- "Alexandru Ioan Cuza" University Iasi
- Oradea University
- University of Bacău, "Physical Engineering and Environmental Engineering" Research Center, Faculty of Engineering
- West University of Timișoara
- The University of Bucharest
- Banatul Timisoara University
- "Constantin Brîncoveanu" University from Pitești
- "Lucian Blaga" University from Sibiu
- "Petru Maior" University from Tîrgul-Mureș
- National Research and Development Institute for Microtechnology, IMT-Bucharest (Technological Laboratory for Microstructures)
- Aurel Vlaicu University (Faculty of Humanities and Social Sciences) from Arad
- Apollonia University from Iasi
- "Petre Andrei" University from Iasi
- West University of Timișoara

Spain

- University of Alicante
- International University of Andalusia (Universidad Internacional de Andalucia)
- Deusto University
- Foundation of the Ibero-American Institute of Public Administration

Sweden

- Swedish Institute

Turkey

- University of Ankara (Ankara University)
- University of Trakya
- Embassy of the Republic of Turkey
- Technical University of the Middle East
- Administrative Council of Turkish International Cooperation Agency (TICA)
- Hacettepe University
- Karadeniz Technical University
- Мольдавское Общество Дружбы, Культуры и Взаимоподдержки
- Yeditepe University

Ukraine

- "Ivan Franco" National University in Lviv
- "Iurii Fedkovic" National University in Chernivtsi
- State Technical University of Kremenciug (Кременчугский Государственный Политехнический Университет)
- "Bogdan Khmelnytsky" National University of Cherkassy

- "Bogdan Khmelnytsky" State Pedagogical University in Melitopol
- National University of Lviv (Національний Університет Львівська політехніка)

Moldova State University is a member of the following international organizations:



IAU – [International Association of Universities](#)



AUF – [Agence Universitaire de la Francophonie](#)



EAU – [EurAsia Association of Universities](#)

From June 30, 2022, MSU is a **member of the UNICA** university network. The UNICA General Assembly unanimously approved MSU's candidacy to become a full member of this important and prestigious organization. UNICA is an institutional Network of Universities in the Capitals of Europe that was founded in 1990 and currently consists of 51 universities in 37 capitals of Europe, combining over 180,000 university staff and 2,000,000 students.

On October 19, 2022, in Prague, Czech Republic, the Moldova State University signed the **memorandum establishing the University Cluster of the Eastern Partnership**, which focuses on the development of cooperation in science, research and education. The initiator of the creation of a University Cluster of the Eastern Partnership is the Charles University in Prague and it was supported by 11 universities from Ukraine, Moldova, Georgia (PE) and the member countries of the European Union. The cluster aims to boost multilateral collaboration in the fields of education, science and research, in which universities from Eastern Partnership countries and EU members participate as equal partners.

IV. INTERNAL REGULATIONS REGARDING QUALITY ASSURANCE IN THE MOLDOVA STATE UNIVERSITY

4.1. Operational procedures

	PROCEDURE: DEVELOPING AND UPDATING THE CURRICULUM	APPROVED: MSU Senate from 31.01.2023 Minutes no. 9 Rector, _____
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DEVELOPING AND UPDATING THE CURRICULUM PURPOSE OF THE PROCEDURE

The procedure establishes the methodology and responsibilities of those involved in the process of developing and updating the curricula within the Moldova State University (MSU).

APPLICATION DOMAIN

This procedure applies to the development and updating of the curricula of all course units/modules from the bachelor's and master's programs offered by MSU.

REFERENCE DOCUMENTS

1. Education Code of the Republic of Moldova, Law no. 152 of 17.07.2014.
2. The nomenclature of professional training fields and specialties in higher education, approved by GD No. 482 of 28.06.2017.
3. The National Framework of Qualifications from the Republic of Moldova, approved by HG no. 1016 of 23.11.2017.
4. Framework regulation regarding internships in higher education, ME Order no. 203 of 19.03.2014.
5. Regulation on the organization of higher undergraduate studies (cycle I) and complete, Annex to MECC Order no. 1625 of 12.12.2019.
6. Regulation regarding the organization and conduct of master's degree II higher studies. HG80/2022 of 16.02.2022.
7. The framework plan for bachelor's (cycle I), master's (cycle II) and integrated higher studies, Annex to MECC Order no. 120 of 10.02.2020.
8. Regulation regarding vocational training at the first cycle, higher undergraduate studies within the Moldova State University, approved by the MSU Senate decision of 26.12.2019.
9. Regulation regarding the organization of internships for the first cycle, higher bachelor's studies and the second cycle, higher master's studies, approved by the MSU Senate decision of 13.09.2022.
10. Regulation regarding the organization and conduct of higher master studies, cycle II, in the Moldova State University, approved by the MSU Senate decision of 03/29/2022.
11. The frame of reference of the university curriculum / author: Nina Bîrnaz, Otilia Dandara, Viorica Goraş-Postică [et al.]; coordinator: Vladimir Guţu; Min. Education of the Rep. Moldova. – Chisinau: CEP MSU, 2015. – 128 p.

DESCRIPTION OF THE ACTIVITY

1. The MSU Quality Council analyzes and proposes changes in the structure of the institutional curriculum model or elaborates the conception of a new model, as appropriate.
2. The MSU Quality Council proposes the drafted curriculum model or a new curriculum model for approval by the MSU Senate.
3. The MSU Senate approves the final version of the institutional curriculum model.
4. The holder(s) of the course unit/module elaborate the content of the curriculum according to the institutional curriculum model.
5. The curriculum is developed for each course unit/module in the education plan, within the specialized departments (by the head/head of the course/module or teams of teaching staff), according to the institutional model.
6. The curriculum development/updating period complies with the provisions of the academic calendar, so that the academic year is provided with a curricular package.
7. The analysis and approval of the curriculum sets per study program is carried out in 3 stages: within the Quality Assurance Commission at the faculty level, of the specialized departments and the Faculty Council.
8. Within the MSU, the subject curriculum reflects the curricular approach in education, conceptually supports the formation of professional skills, learning outcomes and constitutes the normative document, which regulates the professional training process.
9. In developing the curriculum for the subject, it will be ensured that the learning results established by the qualification standards and the consultation of the representatives of the labor market in the field are achieved.
10. The curriculum includes the description of the course unit/module and the actual content. Descrierea unității de curs/modulului din curriculum se realizează în limba română. Curriculumul la disciplinele predate într-o limbă străină, va fi elaborat atât în limba română cât și în limba străină. În curriculumul disciplinei *G Limba străină* și disciplinelor aferente, compartimentele *Tematica și repartizarea orelor* și *Unități de învățare* vor fi completate în limba străină.
11. Heads of department/Quality Assurance Commission at the faculty/Quality Management Section provide the necessary methodical support in the process of developing and updating the curriculum.
12. Department heads monitor the development and updating of the curriculum.
13. The Quality Management Section (at the university level) and the Quality Assurance Commission (at the faculty level) coordinate the curriculum development, updating and evaluation process.

RESPONSABILITIES

1. The Quality Management Section is responsible for drawing up and periodically revising the procedures that are analyzed within the Quality Council.
2. The MSU Senate is responsible for approving the procedures proposed by the Quality Council.
3. The MSU Senate is responsible for approving the institutional curriculum model.
4. The holder(s) of the course unit/module are responsible for developing and updating the curriculum annually, according to the institutional model.
5. Specialized departments are responsible for ensuring the quality of the curriculum.

6. The department heads and the Faculty Council are responsible for approving the final version of the curriculum.
7. The Quality Management Section (at the university level) and the Quality Assurance Commission (at the faculty level) are responsible for coordinating the process of developing, updating and evaluating the curriculum.

RECORDS

The curriculum is kept at the specialist department and at the course unit/course module holder(s). If the course unit is taught by a professor from another department/faculty, the curriculum will be presented to the specialized department by the course holder. All students in that program must have open access to the curriculum. The scanned version of the curriculum is placed on MSU's Moodle platform, within the respective courses.

	<p>PROCEDURE: ASSESSMENT OF STUDENTS' OPINION REGARDING THE QUALITY OF COURSE TEACHING</p>	<p>APPROVED MSU Senate from 31.01.2023 Minutes no. 9 Rector, _____</p>
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ASSESSMENT OF STUDENTS' OPINION REGARDING THE QUALITY OF COURSE TEACHING

PURPOSE OF THE PROCEDURE

The procedure Evaluation of students' opinion regarding the quality of teaching of courses regulates the way of evaluating the opinion of students regarding the quality of teaching of courses by students and aims to continuously improve the quality of the training process, ensure the objectivity and transparency of the evaluation processes.

APPLICATION DOMAIN

The procedure is applied by the Quality Assurance Committees of the faculties in partnership with the Deanships of the faculties in surveying the students of the first and second cycle of studies, with the form of full-time and part-time studies.

REFERENCE DOCUMENTS

1. The Education Code of the Republic of Moldova approved by Law no. 152 of 17.07.2014.
2. User Guide of the European Transferable Credit System/ ECTS, 2015.
3. The nomenclature of professional training fields and specialties in higher education, approved by Government Decision no. 482 of 28.06.2017.
4. The regulation for the organization of undergraduate (cycle I) and complete studies, Annex to MECC Order no. 1625 of 12.12.2019.
5. Regulation regarding the organization and conduct of master's degree II higher studies. HG80/2022 of 16.02.2022.
6. The guide for the external evaluation of higher education degree programs (cycle I) and integrated studies, approved by the Management Council of ANACEC, minutes no. 73 of 01.04.2022.
7. The external evaluation guide for master's degree programs (cycle II), approved by the ANACEC Management Council, minutes no. 73 of 01.04.2022.

DESCRIPTION OF THE ACTIVITY

1. The course evaluation procedure by students is carried out by carrying out evaluation studies, based on quantitative methods (through tools such as questionnaires, structured interview guides,

- tests) or/and qualitative methods (through tools like guide moderation, semi-structured interview guide, etc.).
2. The indicators for evaluating the quality of the training process will primarily reflect the following aspects: the relevance of the teaching-learning methods; structuring the course content; quantification of work volume; capitalizing on the time allocated to learning; teacher-student relationship, etc.
 3. In the case of carrying out the evaluation study based on an opinion survey, it will be organized using the questionnaire model Evaluation of students' opinion regarding the quality of the teaching of courses in the I and II cycle (Annex), once a year, at the end of one of the semesters, during the first month of the following semester, succeeding the semesters from year to year.
 4. The Quality Management Section develops/updates the standard questionnaires.
 5. The Quality Assurance Committees in partnership with the Dean's Office organize the survey within the faculty.
 6. Data collection is carried out by anonymously completing the questionnaire on paper/on-line (on the MOODLE MSU educational platform, or on other platforms offered by the virtual space).
 7. The completed questionnaires (in written/electronic format) are analyzed by the members of the Quality Assurance Commission appointed by the president of the Quality Assurance Commission at the faculty. Following the analysis, the members of the Quality Assurance Commission draw up the synthesis report per study cycle, program/group of programs.
 8. After the analysis, the completed questionnaires (in written/electronic format) together with the reports, are sent to the chairperson of the Quality Assurance Commission at the faculty who discusses them during the meetings of the Quality Assurance Commission and forwards them to the head of department/responsible of program.
 9. In the case of applying other methods of opinion evaluation, transcripts of the discussions will be prepared, the results of which will be analyzed in the form of a report.
 10. The reports are also analyzed in the meeting of the Department responsible for program management, during which measures to improve the quality of the study program are proposed. If necessary, the report can also be analyzed within the Faculty Council.
 11. The head of the relevant Department monitors the implementation of measures to improve the quality of the study program.

RESPONSABILITIES

1. The Quality Management Section is responsible for developing/updating, keeping and archiving the procedure.
2. The Quality Council is responsible for approving/amending and submitting the procedure to the Senate.
3. The MSU Senate approves the procedure Evaluation of students' opinion on the quality of teaching courses and subsequent revisions (if necessary).
4. The first vice-rector, the vice-rector for didactic and student activity monitors the application of the procedure.
5. The Quality Assurance Committees in partnership with the faculty deans are responsible for applying the procedure.

6. The members of the Quality Assurance Commission at the faculty are responsible for analyzing the results of the survey and preparing the reports.
7. Department heads are responsible for analyzing reports and implementing measures to improve the quality of the study program.

RECORDS

The completed reports and Questionnaires (in written/electronic format) are kept at the academic Department responsible for the study program(s) until the next accreditation/re-accreditation.

FINAL PROVISIONS

1. This procedure enters into force from the date of approval by the MSU Senate.
2. Subsequent changes to the procedure will be approved by the Quality Council and approved by the Senate.

	<p>PROCEDURE: MONITORING THE TEACHING-LEARNING-ASSESSMENT PROCESS IN CONTINUOUS TRAINING PROGRAMS</p>	<p>APPROVED MSU Senate from 31.01.2023, minutes no. 9 Rector, Dr. Assoc. Univ. Igor ŞAROV _____</p>
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MONITORING THE TEACHING-LEARNING-ASSESSMENT PROCESS IN CONTINUOUS TRAINING PROGRAMS

PURPOSE OF THE PROCEDURE

Quality assurance considers the monitoring and evaluation of the didactic process (teaching, learning and evaluation). The procedure establishes the responsibilities and the way of monitoring the teaching-learning-evaluation process at the continuous training programs within the Moldova State University (MSU).

APPLICATION DOMAIN

This procedure is applied to increase the quality of continuous training services at MSU.

REFERENCE DOCUMENTS

1. Education Code of the Republic of Moldova, Law no. 152 of 17.07.2014.
2. User Guide of the European Transferable Credit System/ ECTS, 2015.
3. The regulation regarding the continuous training of adults, approved by Government Decision no. 193/2017, with subsequent amendments HG no. 387 of 15.06.22.
4. The nomenclature of professional training fields and specialties in higher education, approved by GD No. 482 of 28.06.2017.
5. The National Framework of Qualifications from the Republic of Moldova, approved by GD no. 1016 of 23.11.2017.

DESCRIPTION OF THE ACTIVITY

1. The teaching staff involved in the implementation of continuous training programs are program coordinators, subject holders, trainers.
2. Program coordinators are appointed by the relevant departments.
3. Professional retraining programs are provided by discipline holders.
4. Continuous improvement/specialization training programs are provided by trainers from MSU or hired externally.
5. The Continuing Education Resource Center plans the process of monitoring teaching-learning-evaluation activities in continuing education programs once every two years for each program.
6. The Resource Center for Continuing Education methodologically ensures the monitoring process of teaching-learning-evaluation activities.
7. The program coordinator ensures the process of monitoring the teaching-learning-evaluation activities in the continuing education programs by coordinating:

- a) mutual assistance in classes;
 - b) evaluation of the quality of disciplines/courses/modules.
8. The trainers will be informed in advance regarding the assistance in the classes.
9. The mutual assistance is registered in the register of records of the mutual assistance in classes.
10. Evaluarea disciplinelor/cursurilor/modulelor va fi realizată prin completarea de către beneficiari a chestionarelor (format hârtie/ online) cu privire la calitatea procesului didactic desfășurat de formator, calitatea stagiului de practică (la programele unde este în planul de studii), calitatea evaluării.
11. In order to establish the degree of satisfaction of the beneficiaries regarding the quality of the didactic process, the following aspects regarding teaching, learning, evaluation activities will be analyzed:
- a) Professionalism and involvement of the teaching staff/trainer:
 - b) Organization of the didactic process (connected to the learning needs of adults);
 - c) The facility of online access to teaching materials and other necessary information;
 - d) Availability of the teaching staff/trainer in relation and communication with the beneficiaries;
 - e) Quality of the evaluation system;
 - f) Quality of the curricular products of the discipline/course;
 - g) Prompt feedback on requests and evaluations of beneficiaries, etc.
12. The trainer will be informed about the results of the mutual assistance, the evaluation from the beneficiaries and, if necessary, the proposals regarding the improvement of the teaching-evaluation process.
13. Survey reports will be stored/archived at the Continuing Education Resource Center.

RESPONSABILITIES

1. The Continuing Education Resource Center is responsible for the development and periodic review of the procedure.
2. The MSU Senate is responsible for approving the procedure proposed by the Quality Council.
3. The program coordinators are responsible for organizing the process of monitoring the teaching-learning-evaluation activity.
4. Trainers are responsible for providing 1-2 mutual assistances.

	<p>PROCEDURE: POST-ASSESSMENT MONITORING OF STUDY PROGRAMS FOR THE FIRST CYCLE, BACHELOR'S CYCLE, II CYCLE, MASTER'S AND CONTINUOUS TRAINING</p>	<p>APPROVED MSU Senate from 27.09.2022 minutes no. 3 Rector, Ph.D. Igor ȘAROV _____</p>
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POST-ASSESSMENT MONITORING OF STUDY PROGRAMS FOR THE FIRST CYCLE, BACHELOR'S CYCLE, II CYCLE, MASTER'S AND CONTINUOUS TRAINING

1. Purpose of the procedure:

1.1. The Procedure Post-evaluation monitoring of study programs for the first cycle, bachelor and second cycle, master and continuing education (hereinafter the Procedure) regulates the way of post-evaluation monitoring of the actions taken by the faculties/profile departments of the Moldova State University (MSU) for increasing the quality of the educational services provided, as a result of the external quality assessment in order to authorize the provisional operation/accreditation/reaccreditation of study programs for the first cycle, the bachelor's, the second cycle, master's, continuous training and institutional accreditation;

1.2. The procedure is binding and provides a coherent framework that includes the activities, stages, responsibilities and documented information necessary to ensure a fair and efficient post-assessment process.

2. Objective:

2.1. This procedure is applied in monitoring the progress of the study programs regarding the implementation of the mandatory improvement areas/recommendations proposed by the National Agency for Quality Assurance in Education and Research (ANACEC) in the External Evaluation Report (REE) of the programs/institution.

3. Reference documents:

- Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 2015);
- Guidelines for ENQA Agency reviews, 2021;
- Education Code of the Republic of Moldova no. 152 of July 17, 2014;
- Administrative Code of the Republic of Moldova, no. 116 of 19.07.2018;
- External quality assessment methodology for provisional operation authorization and accreditation of study programs and institutions of professional technical, higher education and continuous training, (HG 616/2016, with subsequent amendments);
- The post-evaluation monitoring procedure of study programs and institutions of professional technical, higher education and continuous training (Edition II, 01.04.2022, ANACEC).

4. Definitions of terms used

Definitions:

Corrective action	Action to eliminate the cause of an identified non-conformity, or other existing undesirable situation, in order to prevent their repetition.
Preventive action	Action taken to eliminate the causes of defective non-conformities, incidents or other potential undesirable situations, in order to prevent their occurrence and improve processes.
Profile commission	Organizational structures-components of ANACEC: profile commission in higher education; profile commission in the field of continuous professional training.
Specialized direction	ANACEC Subdivision: Directorate for Evaluation in Higher Education; Evaluation direction in technical professional education and continuous training.
Inconsistent	Failure to meet accreditation standards and beneficiary/stakeholder requirements

5. Abbreviations

- ANACEC – National Agency for Quality Assurance in Education and Research
- MEC – Ministry of Education and Research
- MSU – Moldova State University
- SMC – Quality Management Section
- REE – External Evaluation Report of the quality of the study programs/institution
- PMC – Corrective action plan

6. Procedure description:

The monitoring of actions to improve the quality assurance process by the responsible structures of the MSU is carried out in accordance with the following requirements and stages:

- 6.1** The study programs/accredited/authorized institution for provisional operation and the study programs/educational institution that fall under point 3.2. are compulsorily subject to the post-evaluation monitoring procedure.
- 6.2** The Quality Management Section (SMC), within up to 6 months from the date of approval of the decision of the ANACEC Management Board, draws up the Corrective Measures Plan (PMC) to eliminate non-conformities detected in the institution's external evaluation process.
- 6.3** The profile department, within up to 6 months from the date of approval of the decision of the ANACEC Management Board, will develop the PMC to eliminate the non-conformities detected in the external evaluation process for each evaluated study program.
- 6.4** For the provisionally authorized study program, the profile department prepares the PMC within one month (except for the summer period) from the date of approval of the decision by the

ANACEC Management Board and presents it to the SMC to be sent to the Higher Education Evaluation Directorate / Evaluation direction in vocational technical education and continuing training and located on the web page of MSU.

- 6.5** The PMC shall include distinct actions for each mandatory improvement area formulated in **6.6** REE, but also the recommendations considered appropriate to improve the quality of the program/institution.
- 6.7** The PMC will necessarily contain information regarding: the planned activities; responsible; performance terms (Annex 1) and optionally - preventive actions.
- 6.8** The PMC developed by the SMC will be evaluated by the Quality Council and approved by the MSU rector.
- 6.9** The PMC developed within the profile department will be evaluated by the Quality Assurance Commission, approved by the Faculty Council, discussed within the Quality Council and approved by the MSU rector.
- 6.10** After proper approval, the SMC submits the PMC for placement on the MSU web page.
- 6.11** The relevant department prepares a Report on the implementation of the PMC and submits it to the SMC to be sent (in electronic format) to the Higher Education Evaluation Directorate/ Technical Vocational Education and Continuing Education Evaluation Directorate, as follows:
- a) for the study program/accredited institution - after the expiration of 24 months from the date of accreditation;
 - b) for the provisionally authorized study program/institution - up to 6 months from the date of approval of the decision by the ANACEC Management Board;
 - c) for the study program authorized for provisional operation - The PMC implementation report is presented as part of the self-evaluation file, at the initiation of the study program accreditation procedure.
- 6.12** The results of the post-evaluation monitoring of the study program/educational institution, as well as the Report on the implementation of the PMC will be presented as part of the self-evaluation file in order to re-accredit the program/educational institution

7. Responsibilities

- 7.1** The SMC is responsible for developing and monitoring the application of the procedure.
- 7.2** The MSU Quality Council is responsible for evaluating and approving the procedure.
- 7.3** The MSU Senate approves the procedure proposed by the Quality Council.
- 7.4** Heads of academic departments/responsible for study programs and Quality Assurance Committees at MSU Faculties are responsible for applying the procedure, drawing up documents and managing specific evidence.

8. Registrations

- 8.1** All reports and evidence on the basis of which the Report on the implementation of the PMC is drawn up are kept at the responsible academic Department (written/electronic).

9. Dispoziții finale

- 9.1** This Procedure enters into force from the date of approval by the Senate.
- 9.2** Modification of the procedure is accepted only with the consent of the Senate.

	<p>PROCEDURE: EXAMINATION, APPROVAL AND RECOMMENDATION FOR PUBLICATION OF METHODOLOGICAL- DIDACTIC WORKS</p>	<p>APPROVED MSU Senate from 29.03.2022 minutes no. 10 Rector, Ph.D. Igor ŞAROV</p> <hr/>
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EXAMINATION, APPROVAL AND RECOMMENDATION FOR PUBLICATION OF METHODOLOGICAL-DIDACTIC WORKS PURPOSE OF THE PROCEDURE

The procedure establishes the methodology and responsibilities of those involved in the process of examination, approval and recommendation for publication of methodical-didactic works at the Editorial-Polygraphic Center of the Moldova State University.

APPLICATION DOMAIN

This procedure applies to all methodological-didactic matters examined, approved and recommended for publication at the Editorial-Polygraphic Center of the Moldova State University.

REFERENCE DOCUMENTS

1. Education Code of the Republic of Moldova, Law no. 152 of 17.07.2014;
2. The framework plan for bachelor's (cycle I), master's (cycle II) and integrated higher studies, Annex to MECC Order no. 120 of 10.02.2020;
3. Regulations of the Faculty of the Moldova State University; approved by the MSU Senate on June 4, 2019;
4. Regulation of the Academic Department of the Moldova State University, approved by the MSU Senate on June 4, 2019;
5. Regulation on the organization and operation of the Quality Assurance Commissions, approved by the MSU Senate on December 26, 2019;
6. Regulation on the organization and operation of the Quality Management Department, approved by the MSU Senate on December 26, 2019;
7. Regulation on the organization and operation of the MSU Quality Council, approved by the MSU Senate on December 26, 2019;
8. The frame of reference of the university curriculum / author: Nina Bîrnaz, Otilia Dandara, Viorica Goraş-Postică [et al.]; coordinator: Vladimir Guţu; Min. Education of the Rep. Moldova. – Chisinau: CEP MSU, 2015. – 128 p.

DESCRIPTION OF THE ACTIVITY

1. Each MSU teacher has the right to develop methodical-didactic works for the course units in the education plan.
2. The author presents the methodical-didactic work to the head of the department who is obliged to send it to all members of the Department to be discussed at the Department meeting, which

will take place within a maximum of one month from the receipt of the work from the author, thus assuring the members department so they can review the work.

3. During the Department meeting, the author briefly presents the paper and answers the questions of his colleagues. At least two members of the Department will elaborate on the content of the manuscript.
4. Based on the extract from the minutes of the Department's meeting, which proves that the manuscript of the methodological-didactic work was examined and evaluated positively, the head of department submits it to the Faculty's Quality Assurance Commission for expertise. If recommendations were made by the members of the department, the author/authors will prepare a summary table with the changes made.
5. The methodical-didactic paper must be accompanied by two reviews by two specialists in the field, one of whom must be from outside MSU.
6. The file submitted for discussion and analysis to the Quality Assurance Commission within the faculty will contain: the manuscript of the work, the extract from the minutes of the meeting of the relevant department/departments, 2 reviews.
7. The President of the Quality Assurance Commission analyzes the author's file and, after finding that it corresponds to the provisions of this procedure, sets the date of the convening of the meeting within a maximum of one month, thus ensuring the Commission members time to carry out the prior expertise of the manuscript .
8. The members of the Commission (2 members), nominated as experts, examine the manuscript in detail guided by Annex 3 – Methodical recommendations for the development of teaching materials from the Regulation on the organization and operation of the MSU Quality Council, approved by the MSU Senate on December 26, 2019.
9. The file regarding the examination of the manuscript, assessed positively by the majority vote of the members of the Quality Assurance Commission, is presented by the president of the Commission to be examined during the Faculty Council meeting. In case of negative opinion, the manuscript is returned to the department and the author(s) for revision. If recommendations were formulated by the members of the Commission, the author/authors will draw up a summary table with the changes made.
10. The President of the Quality Assurance Commission presents the file during the Faculty Council meeting, referring to the strong points, but also to the weak points of the work and how the author worked to remove the gaps pointed out by the members of the Commission.
11. The work is promoted to be expertized within the Quality Council of MSU by the simple majority of votes from the number of members of the Faculty Council, present at the meeting.
12. The file is submitted by the author/president of the Quality Assurance Commission of the Faculty to the secretary of the Quality Council at least 10 days before the date set for the Quality Council meeting.
13. The file presented by the author/president of the Quality Assurance Commission of the Faculty for examination by the MSU Quality Council will contain the following materials:

- a) The text of the paper, in electronic PDF version/printed on paper in accordance with the standards established by the Editorial-Polygraphic Center (CEP) of MSU. (If the work is developed by a collective of authors, the contribution of each co-author is indicated);
 - b) Curriculum for the discipline for which the methodological-didactic work was developed;
 - c) Extract from the minutes of the meeting of the Department/Departments;
 - d) Extract from the minutes of the meeting of the Quality Assurance Commission at the Faculty;
 - e) Extract from the minutes of the Faculty Council meeting regarding the recommendation and promotion for publication of the work;
 - f) One review each from two specialists in the field, one of whom must be from outside MSU. In exceptional cases, in very narrow areas of professional training, reviews can only be from MSU specialists.
14. If the file meets all the requirements, the work will be presented for examination within the Quality Council only after it has been reviewed by a member of the MSU Quality Council.
 15. The member of the Quality Council of MSU, as an expert, examines the work and presents the opinion during the Quality Council meeting (verbally and in writing).
 16. The work is subject to discussions and debates during the Quality Council meeting, being recommended/conditionally recommended for publication at the MSU CEP or rejected.
 17. The MSU Quality Council decides to publish the methodical-didactic work at the MSU CEP.
 18. The secretary of the MSU Quality Council sends the author/president of the Quality Assurance Commission of the Faculty the opinion of the methodical work presented during the Quality Council meeting.
 19. The secretary of the MSU Quality Council issues the extract from the minutes of the MSU Quality Council meeting to the author.
 - a) If the work is recommended for publication, the extract is issued within 5-7 working days from the date when the Quality Council meeting took place.
 - b) If the work is conditionally recommended for publication, the extract is released only if the author presents proof of the introduction of redactions based on the objections and recommendations from the MSU Quality Council. The redactions will be carried out within up to 25 days from the date of the Quality Council meeting.
 20. Methodological-didactic works are published based on an editorial plan developed for two calendar years and approved by the MSU Senate. If the methodical-didactic work is not included in the editorial plan, the author will publish on his own account or identify author sheets planned for another work that for justified reasons will not be published. The transfer of author sheets is done by the head of department, based on a request signed by the head of department and the dean of the faculty, submitted to the Vice-Chancellor, the Vice-Chancellor for didactic and student activity.
 21. The author presents the methodological-didactic work on paper and in electronic format together with the extract from the minutes of the Quality Council meeting and the process of transferring the author's files (if applicable) to the CEP MSU, within 30 days from date of the Quality Council meeting.
 22. Methodical works are published in electronic format or on paper. Methodical works planned in the MSU Editorial Plan are published in the MSU Institutional Repository.

RESPONSABILITIES

1. The Quality Council of the MSU is responsible for drawing up and periodically revising the procedure.
2. The MSU Senate is responsible for approving the procedure proposed by the MSU Quality Council.
3. Heads of academic departments are responsible for monitoring the development of methodological-didactic works in the first stage, their expertise and approval at department level.
4. The Faculty's Quality Assurance Commission is responsible for monitoring the development of methodical-didactic works at the faculty level.
5. The Faculty Council is responsible for approving the submission of the methodological-didactic work for expertise to the MSU Quality Council.
6. The MSU Quality Council is responsible for approving the publication of methodical-didactic works at the MSU CEP.
7. The Quality Management Section is responsible for monitoring the process of drafting and approving methodological-didactic works and for ensuring methodical support in the elaboration of methodological-didactic works.
8. The MSU CEP is responsible for the quality of the editing and the transmission of the final version laid out in Word and PDF format to the author(s).

RECORDS

The methodical-didactic works published under the MSU Editorial Plan are placed in the MSU Institutional Repository, with open access. The published methodical-didactic works are kept at the MSU library, at the department and at the author who places them on the MSU Moodle platform, within the respective courses.

	<p>PROCEDURE: SELF-ASSESSMENT AND INTERNAL AUDIT FOR THE EXTERNAL EVALUATION OF BACHELOR'S, MASTER'S AND CONTINUING EDUCATION PROGRAMS</p>	<p>APPROVED MSU Senate from 28.03.2023 minutes no. 11 Rector, Dr. Prof. Univ. Igor ȘAROV _____</p>
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SELF-ASSESSMENT AND INTERNAL AUDIT FOR THE EXTERNAL EVALUATION OF BACHELOR'S, MASTER'S AND CONTINUING EDUCATION PROGRAMS

PURPOSE OF THE PROCEDURE

1. Description of self-evaluation and internal audit activities for the purpose of external evaluation of bachelor's and master's degree programs and continuing education programs.
2. Establishing the responsibilities of those involved in the process of self-evaluation and internal audit of bachelor's and master's higher education programs and continuing education programs.

APPLICATION DOMAIN

This procedure applies to all bachelor's and master's study programs and continuing education programs offered by the Moldova State University.

REFERENCE DOCUMENTS

1. Education Code of the Republic of Moldova, Law no. 152 of 17.07.2014.
2. The framework plan for bachelor's (cycle I), master's (cycle II) and integrated higher studies, Annex to MECC Order no. 120 of 10.02.2020.
3. The regulation regarding the continuous training of adults, approved by Government Decision no. 193/2017, with subsequent amendments HG no. 387 of 15.06.22.
4. The external quality assessment methodology for provisional operation authorization and accreditation of study programs and institutions of professional technical, higher education and continuous training, approved by the Decision of the Government of the Republic of Moldova no. 79 of 16.02.2022.
5. Regulation of the Academic Department of the Moldova State University, approved by the MSU Senate on June 4, 2019.
6. Regulation on the organization and operation of the Quality Assurance Commissions, approved by the MSU Senate on March 28, 2023.
7. Regulation on the organization and operation of the Quality Management Section, approved by the MSU Senate on March 28, 2023.
8. Regulation on the organization and operation of the MSU Quality Council, approved by the MSU Senate on March 28, 2023.

DESCRIPTION OF THE ACTIVITY

1. The Quality Management Section establishes the list of bachelor's and master's study programs proposed for evaluation. The Continuing Education Resource Center (CRFC) establishes the list of proposed continuing education programs for evaluation.

2. The first vice-rector, the vice-rector for didactic and student activity approves the study programs to be evaluated.
3. The Quality Management Section, respectively CRFC trains program managers, monitors and guides the preparation of the Self-Assessment Report, providing the necessary support.
4. The academic departments, once every five years (or upon the expiration of the provisional operation authorization or their accreditation) create working groups that self-evaluate the study programs based on the quality standards.
5. The working group is made up of: the department head, the program manager, teaching staff. The composition of the working group is approved at the department meeting.
6. The working group evaluates the level of quality for each individual indicator and prepares the self-evaluation report of the study program in accordance with the standards and evaluation criteria developed by ANACEC for the first Bachelor's cycle and the second Master's cycle, for the Continuing Education programs.
7. The self-evaluation report is discussed at the joint meeting of the relevant Department and the Faculty's Quality Assurance Commission.
8. The self-evaluation report is sent for evaluation to the Quality Management Section, respectively CRFC by the program manager.
9. The Quality Management Section audits the Self-Assessment Report in accordance with the External Assessment Guide for Bachelor's/Master's Higher Education Programs and verifies the correctness of the presentation of the evidence and its relevance. The CRFC verifies the Self-Assessment Report in accordance with the Guidelines for External Evaluation of Continuing Education Programs.
10. The Quality Management Section, respectively CRFC, following the analysis of the self-evaluation reports of the study programs, provides feedback to the responsible departments reflected in a synthetic evaluation report of the study programs, which may contain: a concise picture of the strengths and weaknesses of study program; a list of problems, their causes and possible solutions; recommendations for improving the quality of the study program, etc.
11. Following the audit, the profile department and the program manager will carry out the necessary interventions to ensure the implementation of the audit recommendations.
12. The working group perfects the Self-Assessment Report taking into account the observations and recommendations submitted by the Quality Management Section, respectively CRFC.
13. The final version of the self-evaluation report is presented by the program manager to the Quality Management Section, respectively to the CRFC.
14. The Quality Management Section, respectively CRFC layouts and perfects the written and electronic versions of the Self-Assessment Report.
15. Self-assessment reports and mandatory tables are signed by the program manager.
16. The Quality Management Section, respectively CRFC submits the Self-Assessment Report to the MSU Rector for approval.
17. The rector of MSU approves the final version of the self-evaluation report.
18. The Quality Management Section, respectively CRFC submits the Self-Assessment Report (written and electronic) to ANACEC.

RESPONSABILITIES

1. The Quality Management Section is responsible for drawing up, periodically reviewing the procedure and monitoring its application.
2. The MSU Quality Council is responsible for evaluating and approving the procedure.
3. The MSU Senate approves the procedure proposed by the Quality Council.
4. Heads of academic departments/study program managers and Quality Assurance Committees at MSU Faculties are responsible for applying the procedure, drawing up documents and managing specific evidence.

RECORDS

All reports and evidence on the basis of which the self-evaluation is made are kept at the responsible academic Department and within the Quality Management Section, respectively at the CRFC.

ANALIZA PROCEDURII

The analysis and revision of the procedure is done as necessary.

	<p>PROCEDURE: QUALITY ASSURANCE OF INTERNSHIPS</p>	<p>APPROVED MSU Senate from 28.12.2023 minutes no. 6 Rector, Dr., Univ. Prof. Igor ŞAROV _____</p>
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References:

- Education Code of the Republic of Moldova, 2014.
- Regulation on the organization of higher undergraduate studies - cycle I and Integrated, 2019.
- Regulation on the organization and conduct of higher master's studies - cycle II, 2022.
- Regulation of application of the National System of Study Credits at MSU, 2014.
- Framework regulation on internships in higher education, 2014.
- Regulation on the organization of the educational process at the Moldova State University, 2019.
- Regulation on the quality management of educational and research services in higher education institutions, 2023.
- Regulation on the organization of internships, for the first cycle, higher bachelor studies and the second cycle, higher master studies, MSU, 2022.

Purpose of the procedure:

- description of the methodology for organizing and conducting the internship carried out by the students of the bachelor's and master's degree programs of the Moldova State University.

Area/Field of application:

This procedure applies to all bachelor's and master's degree programs offered by the Moldova State University.

Content of the procedure:

1. The academic department will appoint the leaders of the internships at the beginning of the academic year.
2. The academic department together with the leaders of the internships will develop and modernize the curricula of the internships.
3. The Quality Assurance Commission at the faculty will evaluate the quality of the internship curriculum.
4. The faculty/academic department will conclude framework agreements regarding the implementation of the internship, so as to ensure all students from the program with internship places.
5. The convention - framework regarding the performance of the internship, can be adjusted and adapted according to the requests and rigors arising from the internship partner.
6. The academic department will inform the managers of internships within the department and the coordinator of internships within the Quality Management Section, at least 2 weeks before the start of internships, the number of students who apply for internships other than the MSU offer.
7. The dean's offices will draw up the assignment order for practice and present it to the heads of

- department, and they, in turn, will inform the head of the practice internships. Afterwards, it is submitted for signature to the internship coordinator from the Quality Management Section at least 5 days before the beginning of the internship.
8. The leader of the internships will instruct the students, explain the objectives, the products that must be presented at the end of the internship, the rules of conduct, the professional deontological norms. At the same time, he will also invite the specialist from the Internal Protection and Prevention Service to inform the students about the security technique, and they will confirm the training by signing the training record book for the internships.
 9. The leader of the internship will work with the mentor from the internship base unit and will monitor the process of completing the internship and provide the students with the necessary assistance.
 10. At the end of the internship, the mentor from the base institution for the internship will approve the trainee's report on the internship.
 11. The dean's office together with the specialized departments will organize the public presentation meeting of the reports and/or practice products, which will be attended by specialists from the labor market and the internship coordinator, Quality Management Section, depending on availability.
 12. The members of the internship support committee and/or the internship leader will evaluate the results of the internship, grade/qualify the student and award the number of transferable credits specified in the curriculum.
 13. The leader of the internship will present to the Quality Assurance Commission the questionnaires applied to employers regarding the implementation of the internship by students for analysis.
 14. The Quality Assurance Commission will make and present to the head of department/program coordinator the conclusions regarding the questioning of students and employers regarding the implementation of the internship, and subsequently, they are discussed at the department meetings (Annex 1,2,3).
 15. The head of the internship at the department will draw up an evaluation report on the quality of the internships (Appendix 4).
 16. The internship quality assessment report, which will also include the analysis of the internship quality assessment questionnaires, is discussed and approved at the meeting of the academic department and the Faculty Council where solutions to improve the internship quality are proposed/identified.
 17. The full evaluation report of the quality of internships with all recommendations is submitted, in electronic format, to the coordinator of internships at the Quality Management Section, within 10 working days from the end of the internship, in accordance with the provisions of the Regulation regarding organizing internships.

Responsibilities:

1. The MSU Senate approves the procedure and its subsequent revisions.
2. The first vice-rector, vice-rector for didactic and student activity is responsible for implementing and maintaining this procedure.

3. Deans, heads of departments, leaders of internships are responsible for applying the procedure.

Records

All reports, products obtained during practice, individual student contracts are kept at the academic department, until the first accreditation/reaccreditation of the study program.

Analysis of the procedure

The analysis and review (as appropriate) of the procedure is done annually.

Developed by:	Irina CARAUȘ, Internship coordinator, Quality Management Section	
Verified	Otilia DANDARA, First vice-rector, vice-rector for didactic and student activity	

Annexes:

Annex 1: Questionnaire for evaluating the quality of the pedagogical internship by the mentor teachers.

Appendix 2: Questionnaire for evaluating the quality of the internship by the mentors.

Annex 3: Questionnaire for evaluating the quality of the internship by the students.

Annex 4: Internship quality assessment report.

Appendix 1
Quality Management Section

**MOLDOVA STATE UNIVERSITY
 QUESTIONNAIRE
 EVALUATION OF THE QUALITY OF THE PEDAGOGICAL PRACTICE INTERNSHIP BY
 TEACHER MENTORS**

This questionnaire ensures a better knowledge of the opinion of the mentor teachers regarding the quality of the trainees' training, in order to continuously improve the quality of the internship.

Institution _____

Teacher name/surname _____

Trainee name/surname _____

Please share your opinions and suggestions regarding the implementation of the pedagogical internship by the students of the Moldova State University.

1. How satisfied are you with:

(mark one answer on each line)

	<i>Very good</i>	<i>Good</i>	<i>Satisfactorily</i>	<i>Unsatisfactory</i>
1. The active and responsible involvement of the student intern in the preparation of the lesson.				
2. Designing and organizing didactic activities.				
3. Creating a climate of authentic dialogue and cooperation with the class of students.				
4. Respecting the students' right to reply.				
5. The training level of the intern.				

1. To what extent do you agree with the following statements?

(mark one answer on each line)

	<i>Total agreement</i>	<i>Partial agreement</i>	<i>Total disagreement</i>	<i>It is difficult for me to answer</i>
1. The objectives correspond to the curricular provisions				
2. The contents are well structured and accessible to students.				
3. Teaching/learning methods are selected and used in accordance with the proposed objectives.				
4. Various ways of motivating and involving students are used in the teaching process.				

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5. The learning tasks for each discipline are clearly formulated by the student intern.				
6. Student trainees stimulate interest in the discipline.				
7. The evaluations performed by student interns during classes are objective.				
8. Relating appreciation to the possibilities of each student, as well as encouraging self-esteem and mutual appreciation of students.				

1. Please list the strengths and weaknesses of the student intern's training (if identified).

Strong points of the training of the student intern:	Weaknesses of the training of the student intern:
a)	a)
b)	b)
c)	c)
d)	d)
e)	e)

What proposals do you have regarding the improvement of the student's training and professional training process in the framework of pedagogical practice? (indicate in order of importance)

All your information and suggestions will help us to improve the conditions for conducting future internships!

Thank you for taking the time to complete this evaluation questionnaire!

Appendix 2
Quality Management Section
**MOLDOVA STATE UNIVERSITY
 QUESTIONNAIRE**
EVALUATION OF THE QUALITY OF THE PRACTICE BY THE MENTORS

This questionnaire ensures a better knowledge of the mentors' opinion regarding the quality of the trainees' training, in order to continuously improve the quality of the internship.

The name of the organization _____

Field of activity _____

Name and surname of the intern _____

Mentor's first name _____

I. THE MANNER IN WHICH THE INTERN PRESENT AT THE PLACE OF PRACTICE

1.1. Appropriate appearance and attire.

Very good	Good	Satisfactory	Unsatisfactory

2.2. Compliance with the practice program, discipline.

Very good	Good	Satisfactory	Unsatisfactory

II. THE PRACTITIONER'S ATTITUDE TOWARDS THE PRACTICE ACTIVITY.

2.1. Involvement, responsibility.

Very good	Good	Satisfactory	Unsatisfactory

2.2. Knowing the requirements and objectives of the practice.

Very good	Good	Satisfactory	Unsatisfactory

2.3. Interest in knowing the professional field.

Very good	Good	Satisfactory	Unsatisfactory

III. KNOWLEDGE OF THE PROFESSIONAL FIELD

3.1. Theoretical and practical training.

Very good	Good	Satisfactory	Unsatisfactory

3.2. Knowledge of the objectives and mission of the organization in which the internship is carried out.

Very good	Good	Satisfactory	Unsatisfactory

IV. THE CAPACITY OF COMMUNICATION AND INTEGRATION IN THE COLLECTIVE OF THE PRACTICE INSTITUTION

4.1. Communication with the mentor (representative of the practice base)

Very good	Good	Satisfactory	Unsatisfactory

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4.2. Integration into the collective and the ability to work in a team

Very good	Good	Satisfactory	Unsatisfactory

4.3. Promptness in responding to requests or scheduled practical activities

Very good	Good	Satisfactory	Unsatisfactory

V. RESULTS, PERFORMANCES

5.1. Accurately carries out the works and/or tasks entrusted by the mentor and the practice condoner in order to achieve the specific objectives of the practice

Very good	Good	Satisfactory	Unsatisfactory

5.2. The intern can benefit from a recommendation for employment from the organization in which he completed his internship

Yes	No

6. IS YOUR ORGANIZATION INTERESTED IN THE PERSPECTIVE OF CONCLUDING A PARTNERSHIP AGREEMENT WITH THE MOLDOVA STATE UNIVERSITY FOR:

- Conducting students' internships;
- Employment of faculty graduates in the company;
- Organization of job fairs;
- Volunteering;

7. WHAT SUGGESTIONS WOULD YOU RECOMMEND TO REDUCE THE GAPS BETWEEN THE TRAINING OF STUDENTS AND THE REAL REQUIREMENTS OF THE LABOR MARKET?

All your information and suggestions will help us to improve the conditions for conducting future internships!

Thank you for taking the time to complete this evaluation questionnaire!

Appendix 3
Quality Management Section

**MOLDOVA STATE UNIVERSITY
 QUESTIONNAIRE
 OF THE QUALITY OF THE STUDENTS' INTERNSHIP**

This questionnaire ensures a better knowledge of the students' opinion regarding the quality of internships, in order to continuously improve their quality.

Student intern: _____

Faculty _____

Speciality: _____

Practice base institution: _____

The period in which the internship took place: _____

7.1. What do you think about the objectives/tasks of the internship, were they clearly established?

Foarte bine	Bine	Satisfăcător	Nesatisfăcător

7.2. What do you think about the proper organization and equipment of the basic practice unit from the perspective of the practical training process?

Foarte bine	Bine	Satisfăcător	Nesatisfăcător

7.3. How would you rate the collaboration with the specialists from the base practice unit?

Foarte bună	Bună	Satisfăcătoare	Nesatisfăcătoare

7.4. How would you rate the content of the information made available by the specialists in the institution - base of practice for achieving the objectives of the practice?

Foarte bună	Bună	Satisfăcătoare	Nesatisfăcătoare

7.5. How do you rate the student-mentor relationship (the specialist from the practice-base institution)?

Please write: FB (very good), B (good), S (satisfactory) or N (unsatisfactory)

Work style	The presentation of the examples	Communication and feedback skills	Knowledge of the subject	General appreciation

7.6. How do you rate the student-practitioner relationship (the MSU professor)?

Please write: FB (very good), B (good), S (satisfactory) or N (unsatisfactory)?

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Support in achieving objectives	Mode of involvement in the internship	Communication skills and feedback	Objective evaluation of the results	Relationship with the mentor from the institution basis of practice	General appreciation

7.7. Do you consider that the internship contributed to your professional training and knowledge of the future activity environment, facilitating, at the same time, access to the labor market?

Foarte mult	Very	Significant	Not at all

7.7.7.8. Do you recommend the institution where you did your internship to other students who will be looking for an internship in the future?

Yes	No

7.9. Additional comments/suggestions on the previously discussed points or if you would like to add any other comments/suggestions regarding the improvement of the internships, please mention them here:

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All your information and suggestions will help us to improve the conditions for conducting future internships!

Thank you for taking the time to complete this evaluation questionnaire!

Appendix 3

Approved
 at the meeting of the Department of „_____” 20____
 report no. _____

Head of Department _____
 Name, Surname, scientific and didactic degree

**STRUCTURE OF THE EVALUATION REPORT
 OF THE QUALITY OF THE PRACTICE**

1.	Faculty
2.	Academic department
3.	Study program (full-time, part-time)
4.	Name/surname of supervisor of internships
5.	Statistical data: <ul style="list-style-type: none"> ✓ The total number of students per program assigned to the internship; ✓ The total number of students per program who completed the internship in units-bases of practice, with which agreements/conventions-partnership framework are concluded; ✓ The total number of students per program, who independently identified the company/organization carrying out the internship and concluded an individual contract, according to the MSU model; ✓ The total number of agreements/framework partnership agreements from the faculty, academic department that were signed in the current year.
6.	The date of the summation conference per program and the products that were presented by the students.
7.	Promoteability of students within practice.
8.	Strengths and weaknesses of the organization and implementation of internships.
9.	Analysis of the questionnaires applied at the place of the internships, in collaboration with the Quality Assurance Commission.
10.	Conclusions (level of quality).
11.	Difficulties, recommendations, suggestions.