



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



USPEE "Constantin Stere" QUALITY MANUAL

Project Acronym:	QFORTE
Project full title:	Enhancement of Quality Assurance in the Higher Education System in the Moldavia
Project No:	618742 -EPP-1-2020-1-MD-EPPKA2-CBHE-SP
Funding Schemes:	ERASMUS+
Coordinator:	USM – Moldovan member University
Project start dates:	November 15, 2020
Project duration:	36 months

DOCUMENT CONTROL SHEET

Title of Document:	QUALITY MANUAL
Work Package:	WP3: Advancement of university integrative function on QA
Activities:	A3.2.1: Modernization of the universities' Quality Manual
Last version date:	25/10/2023
Status:	Final
Document Version:	v. 01
File Name	QFORTE_Quality Manual_v.01.doc
Number of Pages	62
Dissemination Level	Institutional

VERSIONING AND CONTRIBUTION HISTORY

Version	data	Revision Description	Responsible Partner
v. 01	03/10/2013	The first version of the document structure, done by the USPEE team	P7-USPEE/MD
v. 02	29/03/2016	The second version of the document structure, done by the USPEE team	P7-USPEE/MD
v. 03	25/10/2023	The third version of the document structure, done by the USPEE team	P7-USPEE/MD

The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



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BOOK OF QUALITY

of USPEE "Constantin Stere"

APPROVED
at the Senate meeting
USPEE "Constantin Stere"
Minutes No. 2 of 03.10.2013
President of the Senate
Univ. Prof., Dr. Hab. in law
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REVISED by the Senate meeting
USPEE "Constantin Stere"
Minutes No. 6 of 29.03.2016
President of the Senate
Univ. Prof., Dr. Hab. in law
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MODERNIZED by the Senate meeting
USPEE "Constantin Stere"
Minutes No. 2 of 25.10.2023
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INTRODUCTION

1.1. INFORMATION ABOUT THE UNIVERSITY

The University of European Political and Economic Studies "Constantin Stere" (hereinafter USPEE "Constantin Stere") is the successor of the Institute of Political Studies and International Relations (ISPRI), founded on July 28, 1997 (registered at the State Registration Chamber of the Republic of Moldova with no. .1002600043325).

On January 18, 2007, ISPRI was reorganized into the University of European Political and Economic Studies and registered at the State Registration Chamber of the Ministry of Information Development with MD number 0058965.

This reorganization assumed not only a mechanical renaming of the institution, but allowed to move to a new stage in the process of professional training of young specialists. Along with the complex modernization of the administration and the quality of the didactic process, in accordance with the standards of the Bologna Process and the needs of the labor market in the Republic of Moldova, a series of essential changes were introduced within the University, which derived directly from the European and international commitments assumed by to our country.

Since 2009, USPEE has been carrying out Cycle I/Bachelor and Cycle II/Master study programs in the Field of professional training: Law, Political Sciences, International Relations, Economics, Educational Sciences, a fact confirmed by the registration certificate.

By the decision of the Senate of February 24, 2011, the University of European Political and Economic Studies bears the name of Constantin Stere, an illustrious personality, jurist, politician and writer, originally from Soroca county, author of an impressive number of works in the field of legal and political sciences .

In 2012, a new master's program was introduced for the first time for the Republic of Moldova: *Judicial Expertise and Production Certification* , with 90-120 credits, a program organized in collaboration with the University of the Academy of Sciences of Moldova.

In 2012, USPEE "Constantin Stere" is scientifically accredited for the profile *Valorization of European standards in strengthening the rule of law and civil society in the Republic of Moldova* (accreditation certificate Series A no. 006 with the qualification "Nationally competitive organization", Category C , valid until January 25, 2018).

In 2013, the Law specialty program, first cycle, license was accredited by ARACIS (program re-accredited in 2023 by ANACEC).

Professional Master's program *Business Law* was accredited by the Estonian Quality Assurance Agency in Higher and Vocational Education (EKKA).

In 2015, USPEE was accredited as an organization in the field of science and innovation with all related rights to carry out research, innovation and technological transfer activities in the research profiles :

1. *Modernization of the rule of law, civil society and education in the Republic of Moldova by implementing European standards;*
2. *The sustainable development of the Republic of Moldova through correlated economic and ecological policies.*

Rating provided University - Organization competitive on international plan, category B. (certificates series A, no. 011, released on August 26, 2015, valid until July 24, 2020).

By decision no. AT 2/8.3 of April 9, 2015 CNAA, the University was authorized with the right to organize doctoral degrees in the specialty : 552.08 – Public international and European law ; profile : Public law ; branch : Legal Sciences ; field : Social and economic sciences, and by Decision no. 269 of November 26, 2015, it was authorized with the right to organize doctoral and postdoctoral studies in the specialty 521.03 – Economics and management in the field of activity with the profile : Economy, business, administration, Economic Sciences branch, Social and Economic Sciences field.

On 12.10.2015 (Decision no. 34-CC) ANACIP granted the provisional operation authorization of the Doctoral School in Law, Political and Administrative Sciences.

Thus, following these successive transformations, USPEE becomes a higher education institution, which has financial independence and freedom in promoting its own policy which aims, in broad terms, to revive the elitist training process in the Republic of Moldova and the integration of domestic higher education in the space European Union of Higher Education

By ANACIP decision no. 34-CC of 12.10.2015 the provisional operation authorization of the Doctoral Schools and doctoral programs of the Doctoral School in Law, Political and Administrative Sciences, of the Consortium of educational institutions, the Academy of Economic Studies of Moldova and the University of Political Studies and European Economic "Constantin Stere" , for the organization of study programs in the scientific field 5. Social and Economic Sciences.

Through the ANACIP decision no. 22-01 of 04.06.2016, the Doctorate School in Economic and Ecological Sciences was provisionally authorized.

On 12.10.2016 by the decision of ANACIP USPEE received the authorization for the provisional operation of the undergraduate higher education programs of the undergraduate higher education programs 341.1 Journalism, 342.2 Communication Sciences, 426.1 Meteorology and 529.1 Engineering and quality management (accredited in 2022)

In the 2016/2017 academic year, the full-time and part-time study programs in the *Accounting and Business and Administration specialties* of the Faculty of Economic Sciences passed the approval procedure.

In the 2017/2018 academic year, the full-time and part-time study programs at the *International Relations specialty* of the Faculty of International Relations and Social Sciences passed the certification procedure.

In the academic year 2018-2019, 24 continuous training programs were accredited over a period of 5 years.

, the bachelor's degree program *1001.1 Physiotherapy and occupational therapy* was authorized , general field of study 100 Sports Sciences, 240 credits, and the Faculty of Law authorized the Master's program *Vine and Wine Law, 120 cr.*

As a result of the external evaluation at the meeting of the Management Council of ANACEC on 28.02.2020, minutes no. 50, it was decided to authorize the provisional operation of the following programs: 91320 Obstetrics, 5 ISCED, *91610 Pharmacy, 4 ISCED* , *91310 Patient care* , 4 ISCED , the form of frequent education.

Based on the Decision of the Management Council of ANACEC no. 19 of 06.12.2019, *the National Journal of Law* was recognized as a scientific publication in the field of Legal Sciences, Type B. (certificate RȘP Series, no. 011).

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In the 2021-2022 academic year, 3 professional master's programs were re-accredited, 120 cr.: International Relations and European Studies, master's in Human Resource Management, Accounting and Audit, Business and Business Administration, and in the 2022/2023 academic year the programs of master in Business Law, Criminal Law and Public Law.

Based on the Decision of the Management Council of ANACEC no. 19 of 06.12.2019, *the National Law Review* was recognized as a scientific publication in the field of Legal Sciences, Type B. (RȘP Series certificate, no. 011).

Moldoscopia magazine was re-accredited , type B, profiles: Political Sciences; Sociology; Media and communication. (certificate RȘP Series, no. 015).

Thus, the academic community of USPEE "Constantin Stere" has seen a permanent evolution during its more than two decades of existence, currently offering:

a) Technical professional studies

The Moldovan-American College of Integrated Studies , based in the city of Drochia , within USPEE "Constantin Stere" offers the possibility of training in 6 study programs;

b) University studies of license

In the present, USPEE "Constantin Stere" OFFERS possibility training in the 6 AREAS of license TO 8 degree programs/specializations.

c) University studies of MASTERS

University master's studies occupy an important place in the offer of study programs of USPEE "Constantin Stere" . Currently, the opportunity is being offered training within 7 master's programs .

d) University studies of PHD

USPEE "Constantin Stere" is among the most important doctorate organizing institutions in the Republic of Moldova, taking into account the large number of fields in which it is authorized to organize doctorates, How and of NUMBER HEADS of PHD certify: 24 of doctoral programs and about 60 of heads of doctorates affiliated with the schools doctoral.

e) Continuous training

USPEE "Constantin Stere" disposes of a structure of continuous training , which provides, in the agreement with the requirements market, a big palette of programmer Post-graduate of continuous professional training.

1.2. PURPOSE AND AREAS OF APPLICATION OF THE QUALITY MANUAL WITHIN THE INSTITUTION

The purpose of this quality manual is to develop and implement a high-performance and viable system of higher education quality carried out in the University of European Political and Economic Studies "Constantin Stere" (hereinafter - USPEE "C.Stere"), addressing it as a "process", through which USPEE "C.Stere" identifies the activities through which the specific services offered by the university are realized and the resources necessary for this purpose.

The attractiveness and competitiveness of a university can no longer be ensured without explicit and systematic concerns for quality. The traditional belief that the quality of activities in a university is somewhat self-sufficient is no longer able to support a competitive university. The universities that really matter today in the international competition of scientific research, awarded qualifications and services to the environment have long developed their internal mechanisms for evaluating and promoting quality.

In USPEE "C.Stere", since 2010, there have been concerns for the development of such mechanisms within an effort made by teachers to implement existing practices in the European Union and the USA, with the support of a legal regulation. The Senate of the USPEE "C.Stere" adopted internal regulations for strengthening quality, which concerned level studies, bachelor's, master's, doctoral studies, competitions for teaching positions, student consultation and others.

also needs la USPEEan explicit and systematic action to ensure quality and, through this, to increase the attractiveness and competitiveness of the university. This action must, however, be natural (and not bureaucratic), competent (and not superficial), part of a performing education (and not an unnecessary load on its program). That is why a new approach to quality assurance and an organization of responsible services were proposed for approval to the Board of Administration and the Senate of USPEE "C.Stere". Ensuring the quality of higher education under the conditions of increasing product competence, expanding markets and, in fact, globalization, is a major objective of USPEE "C.Stere".

Within the educational process and university life, students are the direct beneficiaries of educational services; their opinions are taken into account for the evaluation and improvement of the University's activity

The procedural approach therefore implies the creation of a map of the processes and their management, as well as the identification of interactions, which allows:

- understanding the requirements and satisfying them;
- performance measurement and process effectiveness;
- permanent improvement of processes based on objective values.

The manual applies to all the processes identified in the university, which must be described in a continuous dynamic of improvement and in compliance with the legal and procedural norms in force.

The mission of the Quality Assurance Council is to create a Quality Management System based on a policy and procedures that enable quality assurance, evaluation and continuous quality improvement.

In order to achieve the mission of the university, a quality policy program was developed, in which the goals and objectives of the educational programs, the design, organization and content of the curriculum for all disciplines, the methodology for evaluating the results, the strategy for implementing a high-performance management are presented of quality etc.

Also, internal evaluation and quality assurance commissions were organized and are functional both at the level of each faculty and at the level of the entire university, as well as an internal audit commission, which periodically audits the quality management system within the USPEE. C. Stere".

The Council for Quality Assurance and Evaluation established the main defining action directions for the design and implementation of a quality management system that would lead to the continuous improvement of the didactic process in the university, doubled by the design of evaluation procedures for scientific research activities.

The council develops procedures for the evaluation of teaching staff by students, evaluation of teaching activities and evaluation of university and postgraduate specializations in accordance with the new requirements of the labor market. The development of a quality monitoring system, based on evaluation procedures of the departments, including the activities of the non-teaching staff, will allow

the formulation of conclusions and proposals to the University management. The planning and coordination of periodic evaluation activities and the development of competences in the field of quality assurance for university staff and the promotion of a pro-quality culture in the University are strategic objectives imposed by the building of a knowledge society.

1.3. REFERENCE DOCUMENTS (INTERNATIONAL LEVEL, NATIONAL, INSTITUTIONAL)

The main reference documents on the basis of which the SMC of USPEE "Constantin Stere" operates are:

- ✓ The Ministerial Communiqué from Rome of November 19, 2020
- ✓ The Sorbonne Declaration of May 25, 1998;
- ✓ The Bologna Declaration of June 19, 1999;
- ✓ The Berlin Communiqué of September 19, 2003;
- ✓ The Bergen Communiqué of 19-20 May 2005;
- ✓ Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG), Approved by the Ministerial Conference in May 2015;
- ✓ Order of the Minister of Education and Youth no. 734 of 24.04.2009 regarding the implementation and improvement of the quality management system (QMS) in higher education institutions,
 - ✓ Education Code of the Republic of Moldova, no. 152 of 17.07.2014, published on 24.10.2014 in Official Gazette No. 319-324, art. No: 634, with the date of entry into force on 23.11.2014, with subsequent amendments;
 - ✓ Conceptual milestones regarding the implementation and improvement of the quality management system in the higher education institutions of the Republic of Moldova;
 - ✓ External quality assessment methodology for provisional operation authorization and accreditation of study programs and vocational technical, higher and continuing education institutions (Decision of the Government of the Republic of Moldova, No. 616 of 18-05-2016) with subsequent amendments;
 - ✓ Framework recommendations regarding internal quality management structures (ME Provision no. 503 of 27.11.2014);
 - ✓ USPEE Charter "Constantin Stere", 2015;
 - ✓ The strategy regarding quality assurance within the USPEE "Constantin Stere" for the period 2022 - 2027;
 - ✓ Regulation of the Council for Evaluation and Quality Assurance of USPEE ;
 - ✓ Strategic and operational plans;

- ✓ Reports, forms, surveys, etc.

1.4. TERMS AND DEFINITIONS SPECIFIC TO QUALITY

The quality is the set of characteristics of a product or service that gives it the ability to satisfy certain expressed and implicit needs.

Quality assurance is the set of activities planned and systematically implemented within the quality system to provide the confidence to satisfy the quality requirements for a product or service. Quality assurance it involves *creating the trust of the clients and other partners* of the university, regarding the institution's ability and availability to satisfy their requirements/expectations, and the institution's ability to demonstrate the compliance of the internal SMC with accepted standards or models.

Quality management represents the set of activities of the general management function, which determines the policy in the field of quality, the objectives, the responsibilities and which are implemented within the quality system. The main purpose of quality management is the performance orientation of the institution on all dimensions of its activity. It is based on *an internal organization system* .

The quality system can be defined as the set of organizational structures, procedures, processes and resources necessary for the implementation of quality management.

Quality policy – an organization's overall quality objectives and guidelines as formally expressed by top management.

Quality management system - system by which an organization is oriented and controlled in terms of quality.

Requirement – a need or expectation that is stated, generally implicit or mandatory.

Quality control – operational techniques used to meet quality requirements.

Registration – document that declares the results obtained or provides evidence of the activities carried out.

Faculty – the basic functional unit of the University and is composed of one or more specialized sections. The faculty is individualized by admission and graduation conditions, by study programs and the duration of studies, and by fields of specialization. The faculty includes: teaching staff, students, scientific researchers and designers, auxiliary and non-teaching teaching staff. The Faculty is organized and carries out its activity based on the University Charter, the University's regulations and its own regulations. The Faculty is managed by the Faculty Council, chaired by the Dean, and develops its own regulations that ensure the conduct of studies and scientific research.

The chair - structure subordinate to the University or, as the case may be, the faculty, includes teaching staff and, as the case may be, research and auxiliary staff, from a discipline or a family of

disciplines, has teaching, scientific research and other functions. The department has a director, elected in accordance with the law, has a council and benefits from university autonomy in the fields of competence. The Department can organize training activities, in accordance with the regulations of the University. The establishment of a department as well as the change of its name are done with the approval of the Senate.

Research center – the structure whose main objective is scientific research activity, and which obtained the status of a center through an internal accreditation procedure. In USPEE "C.Stere" there can be both own research centers and research centers established in cooperation with other institutions, according to the legislation in force. In the research center, programs can be organized in the form of master's studies, postgraduate academic studies, postgraduate improvement courses, continuous training and professional conversion, in compliance with the legal regulations (and the Internal Organization Regulation).

The laboratory – structure subordinate to the departments, departments or research centers, which is equipped with installations and equipment dedicated to a training program and/or scientific research. The establishment of a laboratory is the responsibility of the department, department or research center.

The curriculum (curriculum) - the set of programmed training and evaluation activities, brought together in a unitary concept in terms of content and their development over time, in order to train a specialist with a recognized diploma. It has two defining components:

1. the formative component, which concerns the way of distributing knowledge (discipline, packages of disciplines, modules, specializations);
2. the temporal component from the point of view of the time planning of the training process (week, semester, cycle, total training period);

The quality of education – set of characteristics of a study program or its provider, through which the expectations of direct beneficiaries (students or adults included in a form of permanent education) and indirect (employers, employees, families of direct beneficiaries, society in general) of education services, as well as the requirements of quality standards.

The product of the university is *competence and knowledge*, intangible products, provided to society in the following forms:

- *Training of specialists in specific fields* - transfer of skills through graduates/masters;
- *Fundamental and applied scientific research, consultancy, expertise* - broadening the horizon of human knowledge, transfer of competence to organizations of the socio-economic environment, in order to generate the new and increase competitiveness;

- *Involvement of members of the academic community in the life of society* - transfer of competence achieved through direct involvement in local, regional, national and international community bodies.

CAEC – Council for Quality Assurance and Evaluation

MC – Quality Manual

SMC – Quality Management System

MEC – Ministry of Education and Research

EU – European Union

II. STRUCTURE OF THE QUALITY MANAGEMENT SYSTEM (QMS)

2.1. DESCRIPTION OF QMS

The existence of a quality assurance system in higher education allows them to fulfill the necessary conditions for promoting, in a sustainable manner, a high quality at the level of university education, scientific research and educational services.

In this sense, the role of higher education institutions in ensuring educational quality was recognized in European specialized forums. Thus, in the final report of the conference of European ministers of education, held in Berlin in 2003, it is stipulated that "in accordance with the principle of institutional autonomy, the most important responsibility regarding quality in higher education rests with each individual institution, which constitutes the basis of a real responsibility of the academic system, in the national framework of the management of the quality of the educational act". The operation of a coherent quality assurance system allows higher education institutions to catch and prevent problems that may arise in terms of education and scientific research. At the same time, these institutions will be able, based on the good functioning of their own quality system, to elaborate their own development strategies, together with operational programs and appropriate technical implementation mechanisms.

The continuous improvement of quality, in a dynamic process within the current and perspective management of the higher education institution, therefore represents one of the mandatory principles of piloting the university's performance activity. The ultimate goal of any quality assurance system must be to establish a genuine quality culture within any higher education institution, shared by all internal and external partners.

The quality assurance educational policy is a priority of the University and constitutes a basic condition for achieving the University's mission and satisfying the requirements and expectations of internal and external beneficiaries. In this sense, the University has developed/updated strategies aimed at the educational process, research, internationalization, development of human resources.

The main milestones target/draw the priority directions:

- ✓ Promoting a student-centered learning, teaching and assessment process, correlated with labor market requirements;
- ✓ Development of Quality Assurance Management, with the involvement of an increased number of external and internal actors;
- ✓ Carrying out a competitive scientific research by supporting some programs and projects on the priority axis of the national strategy, of the National Program in the fields of research and innovation for the years 2020-2023 and of the Action Plan regarding its implementation as well as of the European strategy;
- ✓ Ensuring optimal conditions for carrying out the activity and rewarding the performance of human resources;
- ✓ Streamlining the university's international process;
- ✓ Development of professional training services.

QMS from the USPEE is established, documented, implemented and improved continuously, in the compliance with the requirements of all interested parties.

The way in which the activities of USPEE "Constantin Stere" are carried out and kept under control is regulated by establishing, documenting, implementing and maintaining a **QMS** correlated with the activities of the university and in accordance with the requirements imposed by the Ministry of Education of the Republic of Moldova.

For this purpose, the following steps were taken:

- the necessary processes for **QMS** were identified and applied within USPEE "Constantin Stere";
- the sequence and interaction of these processes was established;
- the necessary criteria and methods were established to ensure the efficiency of execution and control of these processes;
- measures were taken to ensure the availability of resources and information for monitoring these processes;
- these processes are monitored, measured and analyzed in order to continuously improve them;
- the necessary actions are implemented to achieve the planned results and the continuous improvement of these processes.

In order to provide confidence that its processes are in compliance with quality requirements, USPEE records, maintains and makes available to interested parties documented information.

The improvement of the processes within the **QMS** of USPEE "Constantin Stere" is carried out through actions that fall within the cycle called in English PDCA - "Plan - Do - Check - Act" (Plan - Carry out - Check - Act), carried out by the managers within each process and their superior

hierarchical structures.

2.2. UNDERSTANDING THE NEEDS AND EXPECTATIONS OF THE PARTIES INVOLVED

USPEE considers the various types of bilateral relations with stakeholders in an undifferentiated manner by avoiding of the use as an absolute reference of customer concepts – most often associated with commercial exchanges – and of beneficiary - associate most often to social services.

Part interest outer

In its relations, USPEE considers relevant the requirements on the quality of its services, coming from the following categories of external stakeholders:

- ✓ Employers locals, national or international and the associations professional of to them;
- ✓ Local, national or international public institutions interested in student employability, the production and dissemination of scientific knowledge by the University ;
- ✓ Institutions with roles in the regulation and financing of higher education activity and a research;
- ✓ Institutional assessment and accreditation institutions, national and international ;
- ✓ Universities, companies and research institutes interested in collaborating as partners ;
- ✓ Students and pre-university education institutions
- ✓ The local community and neighbors of premises owned by the University ;
- ✓ Any other natural or legal persons who, through their justified requirements, can induce an increase in the quality of the university's activity.

Internal interested parties

In its relations, USPEE considers quality requirements relevant services his, originated from next categories of parts interest internal :

- Students and The student associations ;
- Employees and organizations of type union of to them;
- The functions and structures academic of lead of the university.

Between the institutions publicly national, that part interest main are recognized:

- Minister Education and Research (MEC) and the National Agency for Quality Assurance in Education and Research (ANACEC).
- Between international institutions, as main stakeholders are recognized:
- European University Association (EUA) and European Association for Quality Assurance in the Higher Education (ENQA)

Among non-governmental organizations, important roles as stakeholders are recognized for

student associations, employers' and professional associations, and trade unions that have members from the university community.

For teaching activities and student life support services, the main stakeholders are considered to be students and their potential employers.

2.3. QMS DOCUMENTS

All activities and major actions carried out at the University level are regulated by a series of official documents (codes, laws, orders, dispositions, regulations, methodologies, procedures) that are made public and brought to the attention of employees.

At the USPEE level, the following types of official documented information are distinguished:

- ✓ document external: national regulations
- ✓ internal documents at institution level: University Charter, Regulations, Methodologies, Codes, guidelines
- ✓ documents developed at the level of structures: internal order regulations, procedures, etc.

Within the University, a variety of documents and records co-exist through which the processes identified at the Institution level are regulated: code, regulation, methodology, procedure, guide, operational plan, decision, activity report.

the code represents a collection of rules regarding a field of activity. At the USPEE level, there is the University Code of Ethics, the Quality Assurance Strategy, and the Human Resources Development Strategy.

The regulation represents the totality of instructions, norms and rules that establish and ensure order and the good going of an organization, all of a institutions, of of a enterprises.

The methodology represents a set of rules and principles that describe the way to approach a namely activity.

The procedure represents a set of rules for organizing the activities within a process, used in view touching one certain result.

A series of regulations and methodologies regulate didactic activities - teaching and learning - and research activities. They are posted on the University website: uspee.md

The administrative activities carried out at the University level are regulated by a series of regulations, methodologies and procedures.

Structure documents QMS

Documents that are part of the QMS are developed within the USPEE.

- Codes
- USPEE charter
- strategist regarding quality assurance

- manual Quality
- Regulations
- Methodologies
- proceeding of system
- proceeding operational

In addition to the documents specific to the Quality Management System, the University identifies documents formalizing the organizational structure, which delimit and distribute the attributions, tasks and responsibilities between the University's structures:

- Organizational Chart
- sheets of post
- Regulation of organization and operation, developed at THE the institution.

All this documented information is necessary for the effectiveness of the QMS in the University.

2.4. CONTROL AND REVIEW OF THE QUALITY MANUAL

The Quality Manual (MC) of USPEE "Constantin Stere" describes the Quality Management System (QMS) implemented in USPEE. The MC describes the overall processes and activities of the QMS, the policies, strategies and objectives in the field of quality, the documents of the quality management system, being a guide for the academic community of the University. SMC activities are planned, respecting external legal requirements and internal regulations.

The Quality Manual is developed by the Council for Quality Assessment and Assurance in collaboration with the Quality Management Section, being extensively discussed within all departments at the university level. It is endorsed by the Board of Directors and approved by the USPEE "Constantin Stere" Senate.

The original USPEE Quality Manual is archived at the Quality Management Section and copies of it are distributed in a controlled manner to all University structures, so as to ensure its knowledge and application by all University staff.

The revision of the Quality Manual is one of the main ways to improve the QMS. The chapters and sub-chapters of the USPEE Quality Manual are revised to adapt the QMS to the legitimate requirements of interested parties, to national legislative changes, to changes in the organizational structure and in the functioning of the University.

Any revision proposal is brought to the attention of the Assessment and Quality Assurance Board, which checks whether the proposal is in accordance with internal regulations and external legislation

At each revision, the cover page of the Quality Manual is modified, and a revision history is maintained on it. Revised pages, together with the cover page with approval and revision history, are disseminated to USPEE structures and made known to the academic community.

The QMS defined in the Quality Manual applies to all processes, activities and organizational structures with a recognized impact on quality.

2.5. CONTROL OF INFORMATION

Each documented information (code, regulation, procedure, methodology, work instruction, etc.) has a unique identification by header, title, and revision. A copy distribution record is maintained for each diner, ensuring that current editions of documents are available in locations where activities essential to the operation of the SMC are performed. Outdated documents are withdrawn from all distribution points and properly retained.

Any documented information of interest within the SMC, elaborated at the USPEE level, is archived within the department/structure that elaborated it and within the Quality Assurance Department of the USPEE.

Documented information is made available to interested parties, available and adequately protected.

All documents containing information necessary for the operation and control of the quality management system are identified, controlled and available where necessary.

USPEE develops and maintains records of official documents to demonstrate compliance with applicable requirements and the effective operation of the QMS.

The documented information control process, as well as the responsibilities related to this process, are regulated by the Documented Information Control Procedure at the USPEE level.

III. AUTHORITIES AND RESPONSIBILITIES

3.1. THE INSTITUTION'S COMMITMENT TO QUALITY

Within the USPEE "Constantin Stere" quality assurance is a priority strategic objective, based on continuous improvement, to this goal all the activities related to the policy in the field of quality and which a diversity of aspects of university life, such as the development of the management system, are connected of quality, its evaluation and auditing criteria and methodology, the explicit establishment of the University's objectives regarding quality assurance, the evaluation and internal and external accreditation of study programs, the periodic evaluation of teaching staff

by students, in terms of qualification and professional competence, promoting values and supporting the continuous improvement process of staff, maintaining a partnership with employers and adapting programs to the dynamic requirements of the labor market, streamlining the insertion of graduates on the labor market, improving the quality of the infrastructure for education and research.

Through its actions regarding quality assurance, USPEE "Constantin Stere" aims to meet the continuously evolving expectations of interested parties regarding the necessity and usefulness of the services offered by the University.

The development of policies and practices regarding the quality assurance of the services offered is a key vector of the evolution of USPEE "Constantin Stere" towards its institutional development targets

The University management's commitment to quality

Between the University and the external environment, in which it operates, there is a dynamic balance, a continuous adaptation based on the use of internal and external feedback, on the bidirectional exchange of information, on the strategic alignment of the requirements of internal and external partners.

USPEE "Constantin Stere" follows the developments of international and national policies and practices regarding quality assurance and applies them in forms adapted to the context created by the stakeholders' own field of influence and promotes its principles and policies regarding quality in relations with all stakeholders, taking an active role in improving their view of quality assurance.

Taking into account the mentioned aspects, the quality assurance policy within USPEE "Constantin Stere" is based on a series of important principles:

- approaching the quality system as a complex managerial process;
- the development of an institutional culture of quality at all levels and departments of university activity;
- the involvement of all members of the academic community in creating an environment conducive to the culture of quality;
- ensuring and continuously improving the quality of education, professional training and research based on quality criteria;
- promoting and developing the values of a student-centered education as a carrier of the knowledge and skills needed in society;
- customer orientation and providing confidence to the university's customers and other stakeholders that their quality requirements and expectations are and will be met;
- promoting value and encouraging performance in all areas of activity to attract and maintain highly qualified human resources;
- transparency of information and ensuring its efficient circulation horizontally and vertically;

- the permanent concern for ensuring the quality of the University's image in the national and international space;
- the internationalization of university life through the permanent development of collaboration with partners from abroad, including instrumental joint participation in international projects;
- permanent monitoring of quality management processes, including the management of possible risks through the lens of their prevention;
- the permanent study of good practices regarding the management of the quality of higher education existing in the European area of higher education and from the extra-European environment;
- the adaptation of these advanced practices to the conditions of the University's activity in the national environment of the Republic of Moldova;
- promoting the values of continuous improvement of quality management in the university environment.

At the institutional level, the responsibility for quality assurance within USPEE "Constantin Stere" rests with the Rector and the Senate. The Senate establishes the strategy, policy, objectives and priorities in the field of quality, monitors their knowledge and application in the University. The rector allocates and verifies the appropriate use of SMC related resources. The Vice-Chancellors of the University are responsible for the implementation, maintenance and continuous improvement of the QMS in the sectors they lead.

At the same time, carrying out an activity based on quality represents the key problem of the entire university academic community, respectively of the managerial structures at all hierarchical levels, of the teaching staff, of the students and of the other categories of personnel employed in the institution. The development and efficient functioning of the quality management system is delegated to the Commission for Evaluation and Quality Assurance, established at the University level and coordinated by the Vice-Rector for didactic activity and the quality of studies. The University Council for Evaluation and Quality Assurance of USPEE "C. Stere", exercises a major role in the activity of general coordination of approaches and actions related to quality in the University. Similarly, at the level of each Faculty, the Dean coordinates with the Commissions for quality assurance and follows the development and implementation of policies and objectives in the field of quality. Also, within the departments there is one person responsible for quality assurance issues at this level.

The university structures, responsible for achieving the objectives of the Quality Assurance Strategy within the USPEE "Constantin Stere" regularly draw up reports, which are presented to the University Senate and contain analyzes of the progress of the implementation of the quality assurance mechanisms, as well as proposals for improvement and remedying the identified deficiencies, which will form the basis of the Senate's resolutions on continuous quality improvement.

3.2. DESCRIPTION OF AUTHORITIES AND RESPONSIBILITIES

Quality management is a defining component of the institutional policy and constitutes a basic condition for achieving the University's mission and satisfying the requirements and expectations of internal and external beneficiaries

Rector the university, together with the team of vice-rectors, formulates the quality policy and establishes the institution's quality strategy. They are submitted for approval to the Senate and the Board of Directors according to the competences of each.

The vice-rector designated as responsible for the Quality Management System is the coordinator of the System of Quality Management, of the Quality Assessment and Assurance Council and of the Quality Management Section .

The internal quality assurance system aims/is focused on monitoring the implementation of the provisions of the institutional strategies and is structured as follows:

At the institutional level:

1 . The Senate, in its composition of 40 members, including 5 representatives from among students/masters/doctorates), which establishes the strategy, policy, objectives and priorities in the field of quality, monitors their knowledge and application in the University, allocates and verifies the appropriate use of resources related to the SMC.

2. The Council for Evaluation and Quality Assurance of USPEE "Constantin Stere" (CEAC), which coordinates and generally monitors the approaches and actions related to quality in the University . The Council is a collective body made up of representatives of the teaching, student and administrative bodies of the University, as well as employers. The activity of the Quality Assessment and Assurance Council (CEAC) and its subordinate structures is oriented towards the efficient management of the quality management system implemented in the USPEE card "C. Stere", thus ensuring a sustainable collaboration with the beneficiaries and USPEE partners "C. Stere", by providing methodological support in achieving and ensuring the functionality of the educational system.

Objectives of the Council for Evaluation and Quality Assurance:

- ✓ Elaboration, coordination and application of quality assurance procedures;
- ✓ Compatibility of the institution's activities with international standards in the field of quality assurance;
- ✓ Evaluation of the quality of educational services offered by the institution;
- ✓ Implementation of performance indicators as tools for measuring the achievement of the requirements defined by the reference standards at the system level;
- ✓ Ensuring the transparency of internal evaluation processes;

- ✓ Monitoring the activity at the level of Faculties/Doctoral Schools/Continuous Training Center .

At the college level:

1. The commissions for quality assurance at the level of Faculties / Doctoral Schools / Continuing Education Center implement, monitor and evaluate at the faculty level the policies and objectives in the field of quality management. The commission is made up of 5 members, including a student representative.

The main objectives of the Quality Assurance Commission are:

- ✓ Elaboration and implementation of the quality assurance strategy at the Faculty level;
- ✓ Detection of inconsistencies of the quality management system within the Faculty with the quality assurance strategy at the university level;

2. At department level - the head of department is responsible for quality management.

The duties of each structure are described in the Institutional Regulations . The subdivisions within the internal quality assurance system have activity plans and annual reports . When designing the activities, the subdivisions take into account the strategic development plans of the institutions, as well as the activities of hierarchically superior structures. They contain the name of the activities , deadline, responsibilities.

3.3. PLANNING OF QUALITY ASSURANCE PROCESSES

Quality planning within USPEE "Constantin Stere" is carried out by establishing quality objectives, resources and activities that contribute to their achievement. This process involves identifying the needs and expectations of stakeholders, setting quality objectives; specifying the characteristics of the university's product and service offering; establishing strategies for achieving the quality objectives and the necessary resources.

The general quality objectives of USPEE "Constantin Stere" are defined in the Quality Assurance Strategy.

In order to fulfill the mission and realize the quality assurance vision, USPEE "Constantin Stere" pursues the following quality objectives:

- Establishing and implementing institutional mechanisms and procedures for evaluation, analysis and continuous quality improvement;
- Fulfilling the specific quality standards for higher education, as they are provided in the reference documents of the relevant institutions (ANACEC – Methodology of external quality assessment for the provisional operation authorization and accreditation of study programs and technical professional education institutions, higher education and continuing education,

approved by HG no. 616 of 18.05.2016, with subsequent amendments; ENQA - Standards and Guidelines for Quality Assurance in the Higher Education Area);

- Development and consolidation of undergraduate, master's, doctoral, postgraduate and continuing education by modernizing academic programs and perfecting the instructional-educational process in accordance with national and international standards;
- Development of scientific research activity;
- Continuous development and improvement of the quality of human resources;
- Transparency, internationalization and communication of systematic information regarding the quality of services offered by USPEE "Constantin Stere" (educational, research, social, etc.) to interested parties;
- The policy and specific objectives regarding Quality Management can be found in the Strategic Plan and Operational Plans of USPEE "Constantin Stere".

IV. RESOURCES MANAGEMENT

4.1. GENERAL

The University is managed by the Board of Directors, the University Senate and the Rector. The board of directors of USPEE "Constantin Stere" and the management of the University determine the required resources and provide the necessary resources for the implementation of the processes of the quality management system and the improvement of its performance, as well as for achieving the satisfaction of its customers.

4.2. HUMAN RESOURCES

In the basic internal normative act "Organization and functioning regulation of USPEE "Constantin Stere" the responsibilities and rights of scientific-didactic and didactic staff and non-teaching personnel from the university are specified, so that the education process takes place in good conditions.

The activities related to the human resources policy within the USPEE are carried out in accordance with the provisions of the Education Code of the Republic of Moldova, the Labor Code of the Republic of Moldova, the Education Development Strategy for the years 2014-2020, "Education-2020", University Act, Internal Regulation of USPEE, ppecum and other institutional, national and international normative acts.

The human resources development strategy has as its general objective the recruitment, maintenance and development of an intelligent, professional and competitive human capital, capable of achieving the USPEE mission. The specific objectives are the design and implementation of a high-

performance system for recruiting, selecting and integrating human resources, improving the employee motivation system, improving the human resources training system, improving performance evaluation. The priority directions of the management of university human resources have as a benchmark the activities in the field, oriented towards the continuous efficiency of the exploitation of human potential, the attraction and maintenance of high-performance personnel, the creation of a favorable climate, the identification of effective methods for recognizing and rewarding excellent performances.

The staff recruitment and selection process, as well as staff activity, is based on a series of fundamental principles such as meritocracy, competitiveness, equal opportunities, gender equality, non-discrimination on various criteria (gender, nationality, race, religion, special needs, political affiliation, etc.), the inadmissibility of sexual and moral harassment. These are reflected in the normative acts of the University - in *The human resources development strategy of USPEE "Constantin Stere" for the period 2020-2025*, in *Action plan regarding gender equality within USPEE "Constantin Stere" for the period 2022-2027* and other internal normative acts.

4.2.1. Management staff

The university senate is composed of teaching and research staff and representatives of students, master's students, doctoral students. All members of the University Senate, without exception, are elected by the universal, direct and secret vote of all scientific-didactic and didactic staff and tenured researchers, respectively of all students. Each faculty will have representatives in the University Senate, according to representation quotas, stipulated in the University Charter.

The University Senate elects, by secret ballot, a President, who leads the meetings of the University Senate and represents the University Senate in internal and/or external relations.

The university senate establishes responsible persons, through which they control the activity of the executive management of the higher education institution. Monitoring and control reports are periodically presented and discussed in the University Senate, forming the basis of its resolutions.

At the level of the university and each faculty, specialized entities are organized in various fields, which ensure their proper functioning, in accordance with the requirements of a high-performing higher education.

Student representatives are encouraged and appointed to participate in commissions, offices, formations of any type. Participating students have equal rights with the other members of the respective institutional entities, thus establishing a clear, unequivocal relationship between the main stakeholders in the university education process with the aim of monitoring and improving the educational activity.

The rector of USPEE "Constantin Stere" as the main institutional manager ensures that the staff, who are assigned responsibilities in the quality management system, are competent to carry out the activities. The applied training, training, skills and experience required for nomination in the positions provided for in the organization chart of USPEE "Constantin Stere" are established in the Job Sheets and documented for each individual employee, according to the skills possessed, displayed in CVs (kept in the employees' Personal Files in the Human Resources section of the University) and periodically checked.

The professional development of the university staff, including in the field of quality, is a continuous process and is carried out on the basis of periodic training-retraining, but no less often than once every five years.

The level of competence of the staff, including aspects that affect quality, is identified / established / documented based on the analyzes carried out by the quality management section.

4.2.2. Academic staff

The academic staff consists of scientific-didactic and didactic staff and research staff, trained in training and scientific research activities.

USPEE "Constantin Stere" faculties have a teaching body suitable for the mission assumed, characterized by professional and didactic prestige, with rich practical experience

According to the Education Code of the Republic of Moldova, adopted in 2014, with subsequent amendments, the scientific-didactic and didactic staff and the titular research staff are hired through competition and have employment contracts concluded for a period of 5 years. All staff trained in the training process have certified pedagogical training.

The teaching staff at the faculty level, such as the positions of dean and head of department, are represented by teaching staff with the title of professor or university lecturer. He is elected by competition, according to the Regulation on the election of management staff by competition.

The holders of the discipline have the scientific title of doctor or habilitate doctor and monitor the correspondence of performance to the level of quality standards, evaluated by the Quality Management Section, including through student surveys regarding the quality of teaching, held periodically.

4.2.3. Non-teaching, teaching and auxiliary administrative staff

non-teaching administrative staff (accountants, human resources managers, auxiliary department administrators, heads of laboratories, office managers) are employed according to their skills and have the responsibility to act according to the obligations established in the corresponding

job descriptions, according to the quality standards. His skills are also subject to continuous improvement in the field.

The staff from the accounting department strictly follows the regulations in force regarding the registration of assets and income and expenditure elements, also taking care of the preparation and execution of the university's budget.

The auxiliary teaching staff is represented by the vice-deans and methodologists of the faculties who benefit from a training process in the field and continuous professional improvement at the workplace.

Auxiliary staff - porters, room cleaners, drivers, mechanics, workers of various profiles - are employed according to the needs and requirements stipulated in the corresponding job descriptions.

4.2.4. Staff training

The permanent professional training and development of employees is a fundamental constant for the promotion of teaching and administrative staff.

USPEE "Constantin Stere" encourages the initial and continuous training of employees by granting motivating access to the study programs offered by the University.

Also, through various periodic training programs, the qualification of the employees is planned / carried out / checked / improved and, thus, their ability to satisfy the requirements of the SMC and the needs of the customers. Making all employees aware of the relevance and importance of the activities they carry out and how everyone, at their place of work, can contribute to the achievement of quality objectives is an essential objective of the training system.

4.2.5. Staff motivation

USPEE "Constantin Stere" staff motivation is achieved through several ways, including:

- the correlation of salary income according to the legislation in force and with the realized and/or forecasted variation of the inflation rate;
- generating additional income through contractual research activities (grants, contracts, publications, etc.).

4.3. INFRASTRUCTURE MAINTENANCE

The quality of the product offered by USPEE "Constantin Stere", in addition to the professionalism and motivation of the employees, is also significantly influenced by some components of this infrastructure, especially equipment, hardware, software, the internal and external communication system, control measures equipment and other.

The Rector of USPEE "Constantin Stere" as the main institutional manager provides employees with the necessary infrastructure (work spaces, equipment for fulfilling service obligations, logistics, support services) to ensure working conditions, which allow the production and realization of products/qualitative services and conforming to the standards and expectations of the beneficiaries.

4.3.1. The heritage of the university

The university owns a building. The following educational spaces function in this building: the Senate Hall, lecture halls, seminar rooms, laboratories, the library, the sports field. Various offices are also set up - for the rector, vice-rectors, dean's offices, chairs, administration offices, etc.

USPEE "Constantin Stere" falls within the standards requested by the Ministry of Education regarding training spaces.

As it follows from the existing inventory documents at the Accounting service, the laboratories are equipped according to specific standards.

4.3.2. Library services

The USPEE "Constantin Stere" library has a staff consisting of 1 librarian with higher education. The library has 2 reading rooms equipped with computer technology and Internet connection, for access to bibliographic sources from inside and outside the University.

The USPEE "Constantin Stere" library is equipped with specialized books and subscriptions to national and foreign periodicals.

From the foreign and domestic periodicals that are present in the library's collections, we mention: *Revue Générale de Droit International public*; *National Law Review*, *Moldoscopia*, *Noosphere*, *Scientific Annals of USPEE "Constantin Stere"*; *Romanian Journal of Private Law*; *Moldovan Review of International Law*; *Romanian Journal of Sociology*, *Romanian Journal of Environmental Law*, *Law*, etc.

The library also received publications from various donations from the teaching staff of the University, from various publishing houses (Oxford University Press, Litera, Hamangiu, Cartier, CHBeck, Universul juridic, Lumina Lex), from interlibrary exchanges with other universities (Universitatea " Aleco Russo" from Bălți, "BPHaşdeu" University from Cahul, State University of Moldova, "Constantin Brâncusi" University from Târgu-Jiu, Romania, etc.), doctoral theses after defense at the University. As a result of the close relations with various institutions (the National Library, the Faculty of Law of the Free International University of Moldova, the European Institute in Romania, the Romanian Association of Humanitarian Law, the Association of International Law and International Relations, etc.) valuable publications were received necessary for the documentation of university users.

USPEE "Constantin Stere" is constantly concerned with expanding its own library, by creating new, modern spaces, a multimedia reading room, to ensure students' quick access to the book collection. At the same time, the alphabetical catalog was developed, drawing up files for authors, coordinators and publication titles in parallel with the systematic catalog by fields, so that the library responds, through structure, functionality and the services offered, to the various and complex study requirements, information and documentation.

We underline the fact that USPEE "Constantin Stere" is the founder of four professional scientific journals - the National Journal of Law; Supremacy of Law Magazine; Moldoscopy Magazine; Life Sciences Magazine. All four mentioned journals passed the accreditation by ANACEC and were awarded type B. They can also be consulted in the university scientific library, but also on the University's website.

4.3.3. Equipped with computer technology

In USPEE "Constantin Stere" the equipment with peripherals and computers refers to high-performance equipment such as computers; printers; video projectors. This endowment is distributed in the studio, research and operational locations. Thus, in the University building, there are a number of departments, properly equipped and equipped with computers connected to the Internet, printers, copiers and other high-performance equipment:

- computer science and forensics laboratories;
- the University library;
- the secretariats of the faculties, the spaces of the departments, the deans' offices of the faculties;
- the offices of the University management;
- USPEE Senate "Constantin Stere" et al.

In 2023, USPEE "Constantin Stere" benefited from a batch of high-performance equipment worth 40 thousand euros, entered into the University's balance sheet through the **QFORTE - Enhancemen of Quality Assurance in Higher Education System in Moldova project**, registered with number 618742 -EPP-1-2020-1-MD-EPPKA2-CBHE-SP, of which USPEE "Constantin Stere.

The information flow of USPEE "Constantin Stere" is organized in an integrated computer system, the University's equipment with hardware and software being permanently monitored and adapted to the needs of the educational process.

On this principle, the up-to-date record of the database of the computer system is made, through the interaction between the dean's offices, the secretariat, teaching staff and the system administrator as coordinator. The computer system is designed in such a way as to permanently provide the possibility of collecting, processing and analyzing relevant data and information for the evaluation and institutional assurance of quality management.

4.3.4. Other infrastructure elements

To ensure the quality of the study and work process, USPEE "Constantin Stere" also has a number of other necessary facilities, such as transport for work needs, including equipment transport, canteen, elevators, air conditioners and others , which positively influences the quality of the activity carried out at the University, equally maintaining the quality of the product provided by employees in the process of their work.

We especially mention the "*NEO-CLINICA*" *University Medical Center* , which was organized within the USPEE "Constantin Stere" as a multifunctional center in continuous development. First of all, it represents a training and practical training center for USPEE "Constantin Stere" students in paramedical specializations. Doctors, specialists in physical medicine and medical rehabilitation, rehabilitators, physiotherapists and teachers of national and international performance are employed as teachers. The basic goal is to train professionals in the field of physical therapy, who can intercede in the practice of treating human ailments the fundamental concepts of physical therapy, to train, consolidate and perfect the knowledge and skills of applying the techniques, procedures and methods used in physical therapy, to know and to apply the means of physical therapy in the complex treatment of diseases.

At the same time, it is expected to provide consultation and medical services for both adults and children. Also, within it, University employees can strengthen their health. Currently, the medical recovery section is operating where the offices are placed for training students, but also for offering Physiotherapy, Physiotherapy, Massage, Medical Consultations procedures. A psychological counseling office also operates within the "NEO-CLINICA" Center .

Professors and doctors work in the clinic: rheumatologist, neurologist and rehabilitator, professional massage therapists who hold courses for students and offer professional consultations in the respective fields.

4.3.5. The quality of the work environment

The quality of the working environment is also an important element of infrastructure. Thus, the physical factors of the working environment (temperature, humidity, ventilation, etc.) are absolutely necessary to achieve the comfort and compliance of the product with the customer's requirements and are permanently controlled and regulated in such a way as to create a decent and pleasant ambient environment.

The work climate generated by human factors is maintained through measures to recognize the merits and motivate the staff, as well as by maintaining a freely consented discipline of all employees.

4.4. FINANCIAL RESOURCES

The financial activity of USPEE " Constantin Stere" is organized on the principle of non-profit and self-financing. The university can have as its main sources of income only those resulting from non-profit activities, namely registration, tuition and re-examination fees of students, contributions of members and former members of the academic community of the university, donations and bequests, any other forms of sponsorship offered by natural or legal persons, from the country and abroad.

4.5. PARTNERSHIPS OF THE INSTITUTION

USPEE " Constantin Stere" welcomes and encourages the involvement of students and teachers in various national and international collaborative activities. The joint implementation and realization of scientific projects (programmes), the participation of researchers in the realization of scientific works, the joint organization of conferences and other scientific meetings, information and documentation visits, the training of scientific staff through postgraduate education (doctorate and professional training courses); joint editing of scientific works, mutual exchange of scientific publications and information; mutual support of specialized scientific publications (magazines); debates on professional topics in order to achieve the exchange of experience, mobility, etc. are just some of the directions promoted at USPEE through collaborations and partnerships.

We mention the scientific research and collaboration activity with the universities and scientific centers in the country : State University of Moldova, "Alec Russo" State University of Bălți, State University of Cahul, Academy of Economic Studies of Moldova, State University of Comrat, "Ștefan cel Mare" Academy of the MAI of the Republic of Moldova, the Institute of Electronic Engineering and Nanotechnologies "G. Ghițu" , the National Institute of Economic Research, the Employers' Association in the Energy Field of the Republic of Moldova, the Institute of Legal and Political Research, the International Center for Cooperation in Education and Research, the International Free University of Moldova, the Cooperative-Commercial University of Moldova, etc. .

In order to ensure the quality of professional practice, we enjoy the support of state bodies and local public administration . Among the state bodies we mention: the Association of Internal Auditors from the Republic of Moldova, the General Police Inspectorate of the MAI, the National Anti-Corruption Center, the State Ecological Inspectorate, the Chamber of Commerce and Industry of the Republic of Moldova , the Union of Lawyers from the Republic of Moldova, the Superior Council of Magistracy, the Court Constitutional Court, the Supreme Court of Justice, the Customs Service of the Republic of Moldova, the Ministry of Justice.

The local public administration bodies with which USPEE " Constantin Stere" collaborates are : Cimișlia District Council, Leova District Council, Edineț District Council, Fălești District Council, Glodeni District Council , Ungheni District Council , Călărași District Council , Căușeni

District Council , District Council Nisporeni , Drochia District Council , Râscani District Council , Florești District Council , Soroca District Council.

USPEE " Constantin Stere" cooperates with local authorities with a view to professional training of students, activities to promote instructional-educational and scientific quality, etc.

USPEE " Constantin Stere" also has the possibility of collaborations in the scientific and methodical-didactic field, in order to ensure the quality of the education process in general, to make **international cooperations and partnerships more efficient :**

- " Constantin Brâncuși" University from Târgu-Jiu, Romania
- VIKO University in Vilnius, Lithuania
- " Vasile Alecsandri" University from Bacău, Romania
- " Mihai Eminescu" International Academy , Romania
- "Vasile Pogor" Scientific Cultural Association, Romania
- Southern University of Rostov-on-Don, Russia
- Moscow Humanitarian University, Russia
- University of Kragujevac, Serbia
- "Archimedes" Foundation, Tallinn, Estonia
- Samara State Economic University, Russia
- "Danubius" University, Galati, Romania
- Sukhishvili University, Georgia
- Public University of Navarra, Spain
- Central Institute of Scientific Research within "Spiru Haret" University, Romania
- Romanian-American Academy of Arts and Sciences (ARA)
- Keizer University, USA
- Kyiv State University of Telecommunications, Ukraine
- American University of Girne, Cyprus
- Romanian Society of European Law, Romania
- Institute of Donetsk, Ukraine
- University of Poltava, Ukraine
- European Public Law Organization, Greece
- St. Cyril and St. Methodius University , Veliko Tarnovo, Bulgaria
- "Alexandru Ioan Cuza" University, Romania
- "Petre Andrei" University, Iasi, Romania
- Nice Sophia University – Antipolis, France, *etc.*

The collaborations are presented in the form of the mutual exchange of articles in scientific journals, participation in scientific conferences and symposia, lectures given both by the professors invited to USPEE "Constantin Stere", and by the USPEE professors who go, through academic mobility programs, to hold courses at other universities, participation in trainings, forums, etc.

The Erasmus+ program is of great importance for the university. In this context, we mention the exchange of professors and students from the Faculty of Law within USPEE "Constantin Stere" with the Public University of Navarre (UPNA), within the Erasmus+ mobility project no. 2016-1-ES01-KA107-024703.

Among other successful projects of USPEE "Constantin Stere" we mention:

✚ **eTwinning NSS EU 872113907712:** *Autumn School for Teachers* Period: 29.10.2015-30.10.2015.

✚ **European Project EIDHR/2010/250-082:** *Establishing a master's program in the field of Human Rights and Democratization in Armenia, Belarus, Ukraine and Moldova* , period: 2010-2013. Partners: Yerevan State University, Armenia; Belarus State University, Minsk; "Taras Shevchenko" University in Kyiv, Ukraine and "Constantin Stere" University of European Political and Economic Studies.

✚ **Jean Monnet 200480-LLP-1-2011-1-MD- AJM-MO:** *Summer school in European integration studies and human rights – theoretical-scientific aspects.* Period 2011-2013.

✚ **Sweden-Denmark-Moldova Project** / Project number: 15836 - *SMILE - Support for Migrants Children* / 2018-2022 .

✚ **Erasmus+, Key Action 2 - QFORTE - Enhancement of Quality Assurance in Higher Education System in Moldova** / 618742-EPP-1-2020-1-MD-EPPKA2-CBHE-SP - *Capacity Building in Higher Education* / 15.11.2020 – 14.11.2023 .

The students of USPEE "C. Stere":

✚ **The project within the OSCE Mission to Moldova , OSCE Model** – 2015 ;

✚ **training program in the field of "Emotional Intelligence "** (Alicante University) – 2015;

✚ **Jean Monnet Spring School, European Integration and the EU Economy** - 2016;

✚ **Carrying out criminal procedure courses of the American legal system and carrying out the internship in the United States of America, Utah State within the program "The Leawitt institute "** - 2016;

✚ **Training on the implementation of local initiatives (Erasmus program) , Republic of Belarus** – 2016;

✚ **Study visit within the "Study tours to Poland" project** - 2016 ;

✚ **Project within the Information Office of the European Parliament in Romania** "Promoters for a European democracy, the realization of the local initiative by carrying out the training "Create Europe at home" (Romania) - 2016;

✚ **Study project carried out at the headquarters of the European Parliament in Brussels (Belgium)** – 2016;

✚ **Russian-Moldovan Forum (Russian Federation)** – 2016;

✚ **The international summer school "EU ACADEMY Jean Monnet"** - "Problems of economic development of the EU and the relations of the Republic of Moldova with the European Union" - 2016;

✚ **International Junior Science Olympiad in Physics-Chemistry-Biology** – December 2-12, 2016, Indonesia;

✚ **International School for Art** "Reflections of the cultural heritage in the art of Constantin Brâncuși, the route Craiova - Horezu - Mușetești - Peștisani - Bumbești - Jiu - Tîrgu-Jiu - Drobeta-Turnu Severin" - July 20-30, 2016;

✚ **Jean Monnet School** "EU Innovation Management" – 2017;

✚ **" program** - criminal procedure courses of the American legal system - 2017;

✚ **NATO Security School** – 2017;

✚ **" Business School** - 2017;

✚ **Erasmus +, KA 1 - 2019-1-LT01-KA107- 060267** - Vilniaus kolegija /University of Applied Sciences (VIKO) – University of European Political and Economic Studies "Constantin Stere" (USPEE), Chisinau, Moldova - Inter-institutional a agreement 2019-2021 between institutions from programs and partner countries. Mobility for learners and staff;

✚ **Erasmus +, KA 1 - 2018-1-LT01-KA107-046924** - Vilniaus kolegija /University of Applied Sciences (VIKO) – University of European Political and Economic Studies "Constantin Stere" (USPEE), Chisinau, Moldova - Inter-institutional agreement 2018-2020 between institutions from programs and partner countries. Mobility for learners and staff;

✚ **Erasmus +, KA 1 - 2017-1-LT01-KA107-035143** - Vilniaus kolegija /University of Applied Sciences (VIKO) – University of European Political and Economic Studies "Constantin Stere" (USPEE), Chisinau, Moldova - Inter-institutional a agreement 2017-2019 between institutions from programs and partner countries. Mobility for learners and staff;

✚ **Erasmus +, KA 1 - 2018-1-ES01-KA107-048540** - Universidad Pública de Navarra, Spain - University of European Political and Economic Studies "Constantin Stere" (USPEE), Chisinau, Moldova - Inter-institutional Grant Agreement between program and partner countries. Mobility for learners and staff;

✚ **Erasmus +, KA 1- 2016-1-ES01-KA107-024703** - Universidad Pública de Navarra, Spain - University of European Political and Economic Studies "Constantin Stere" (USPEE), Chisinau, Moldova - Inter-institutional Grant Agreement between program and partner countries. Mobility for learners and staff; etc. a.

The academic year 2020-2021 was marked by the entry of USPEE into the **QFORTE - Enhancement of Quality Assurance in Higher Education System in Moldova project consortium** , registered with the number 618742-EPP-1-2020-1-MD-EPPKA2-CBHE-SP . This project is part of the Capacity Building in Higher Education (CBHE) - Key Action 1 family of projects, from the Erasmus+ program, funded by the European Union and which aim to strengthen the institutional capacities of universities in Western European countries. The QFORTE project is a structural type and has a duration of 3 years.

The main objective of the project is to contribute to the deeper integration of the Republic of Moldova in the European Higher Education Area (EHEA), by improving quality assurance in the national higher education system. The University of European Political and Economic Studies " Constantin Stere" is working towards this goal together with other partner universities in the country: the State University of Moldova, Academy of Economic Studies from Moldova, State University " Alecu Russo" from Bălți, State University from Comrat, Academy of Music, Theater and Fine Arts, State University " BP Hașdeu" from Cahul. In order to improve the quality assurance in the national higher education, the universities of the Republic of Moldova benefited from the support of some European Union countries such as Estonia, Slovenia, France, Spain, Germany, which shared their experience with Moldovan partners in order to deepen the integration in the European space of higher education.

Within USPEE " Constantin Stere", the project is implemented by a renowned team, which brings together the University management, as well as representatives of the structural university subdivisions.

The QFORTE project contributes to the strengthening of the institutional capacities of the partner universities and has become an important tool for the development of the quality culture in general, including by perfecting the national legislative base on quality assurance, this being an objective of the durability and sustainability of the project.

The development of partnership relations opens up new perspectives of national and international cooperation for the university environment and thereby contributes to deepening the integration of USPEE " Constantin Stere" in the European space of higher education.

V. PERFORMING, MONITORING AND IMPROVING PROCESSES FROM THE INSTITUTION

Process is a set of related or interacting activities that transform inputs into outputs. The university has a hierarchical organizational structure, with well-defined responsibilities at the level of each entity. The management of USPEE " Constantin Stere" periodically identifies the activities and processes carried out at the level of the entities, their sequence and interaction, analyzes them with the aim of identifying the possibilities of improving the quality management system, so that the services offered by the University satisfy the requirements of the interested parties (internal and external).

5.1. TYPES OF PROCESSES AND SERVICES PERFORMED BY THE INSTITUTION

Three types of processes interact within the University, which contribute to achieving the proposed objectives (Appendices 7-8):

- Managerial processes
- Main (core) processes
- Support processes .

For each process included in the SMC, reference documents were developed, responsibilities were defined, resources were allocated and monitoring methods were identified.

Managerial processes (institutional, strategic and coordination processes) - are processes that coordinate the running of the main processes and support processes. These involve policy and objective setting actions; establishing responsibilities; establishing the modalities and ways of communication; the SMC analysis carried out by the management, the identification of the required resources, the provision of human, material and financial resources; infrastructure and work environment, processes related to evaluation, analysis and improvement of results.

In turn, the management processes are divided into:

- The strategic planning process
- Performance management process (reporting, monitoring and control)
- Quality management process .

The main (basic) processes – are processes for the realization of educational services, research and direct satisfaction of some requirements of interested parties. These processes create value and essentially determine service quality. These include:

- The educational (educational) process
- The research process and the exploitation of scientific results
- The process of ensuring the quality of student life - dormitories, canteen, access to university IT systems, library, career counseling and guidance, alumni relations

- The process of collaboration with the external environment - the development of international relations, collaboration with other third parties.

The educational process is delimited in several procedural components, specific operational procedures being dedicated to them:

- Curricular procedure - elaboration-development-monitoring-evaluation of educational programs
- Admission procedure - organization and conduct of admission at all levels of studies: bachelor's, master's, doctorate, continuing education courses
- The procedure for ensuring the didactic process - organizing and conducting the didactic activity.
- Student evaluation procedure
- The student's training procedure - management of the academic course, record of school situations, etc.
- The procedure for completing university studies.

The process of research and valorization of scientific results within USPEE " Constantin Stere" is delimited in several procedural components, these being ensured by specific operational procedures:

- Development and implementation of the research plan
- Securing funds for research
- Management of research projects and relationships with research partners
- Capitalizing on research results (dissemination through conferences, publication, patenting, use, sale).

The process of ensuring the quality of life of students is also ensured by a series of operational procedures:

- Ensuring living conditions in dormitories
- Public catering services (canteen)
- Ensuring access to university IT systems
- Ensuring access to the library
- Career counseling and guidance
- Educational counseling
- Psychological counseling
- Maintaining the relationship with alumni.

Support processes (the professional activities of servicing the basic activity) – are processes that support managerial processes and main processes, ensuring their normal and efficient functioning. Support processes were divided into:

- The financial administration process
- The human resources management process
- Procurement process
- Infrastructure management process
- The management process of information systems
- Promotion and marketing process
- Documentation and information services process
- Other administrative processes.

5.2. PLANNING PROCESSES AND SERVICES

The university plans, develops and continuously applies the processes necessary to carry out the activities in its field of activity. Management, core and support processes are planned, monitored and evaluated annually. The University's management team develops the Institutional Strategic Plan, in which the objectives associated with the three categories of processes are defined, together with the strategies and policies adopted to achieve them. After its approval by the Board of Directors, the document is sent to the academic community and published on the institution's website. At the same time, the Objectives, together with the Strategies and Actions to achieve them, are promoted by the executive management of USPEE "Constantin Stere" through internal communication channels, so that members of the academic community are informed and can become part of the process of achieving their. Starting from the Strategic Plan, the executive management prepares the annual Operational Plan, a document in which the processes are planned in accordance with the adopted objectives, strategies and policies. At the level of faculties and administrative structures, annual Operational Plans are developed, approved by the executive management of USPEE. All operational plans are aligned with the objectives and strategies included in the Institutional Strategic Plan and in the Operational Plan of USPEE "Constantin Stere". In addition to the Operational Plans, a series of Regulations, Methodologies and Procedures are developed that regulate how to create, implement, develop and improve the services offered by USPEE "Constantin Stere".

The main direct beneficiary of the services provided by USPEE "Constantin Stere" is the student. The university offers students a wide range of services and special programs to ensure a quality student life. These services - social, cultural, sports, counseling services, accommodation / food - are monitored and evaluated periodically. Such special services for students refer to:

- Special projects for students with disabilities
- Discount for tuition fees
- Organization of the graduate day
- Organization of the graduate day etc.

The planning of University services is based on the interaction between all types of processes. The processes of providing the services are documented in the system procedures, process sheets, regularly, applicable legislation in the respective fields. Specific quality objectives are established for these services.

The institution plans these activities, including the maintenance activity, to ensure that they are carried out under specified conditions.

The monitoring and measurement of processes related to educational services, the limits of acceptance and the responsibility of assessing the conformity of the service with the specified requirements are presented in regulations, procedures, programs. The departments and functions responsible for the results of these services keep records on the satisfaction of the requirements.

5.3. PERFORMANCE OF PROCESSES AND SERVICES

5.3.1. Carrying out the educational activity

The services offered by the University are regulated by documented information that is developed, approved and approved by the Management of USPEE " Constantin Stere" in accordance with the legislation in force. University services are established and carried out in accordance with the legal provisions in force and internal regulations. The university is regularly subject to external evaluation by ANACEC (usually once every five years), in its capacity as a provider of higher education services.

Since the main direct beneficiaries of the educational services offered by the University are the students, admission to the 3 cycles of university studies (bachelor's, master's and doctorate) is carried out in accordance with the university's autonomy, respecting the national legislation, which provides for the right to education of every citizen. Enrollment in the admission competition is based on the baccalaureate diploma or equivalent documents recognized by the Ministry of Education and Research.

The educational offer is developed annually, taking into account the requirements of the labor market. The study programs within the 3 cycles (bachelor's, master's and doctorate) are accredited and periodically evaluated by approved national institutions. USPEE " Constantin Stere" offers a wide range of master's and doctoral degree programs that are part of different fields of university studies. Educational activities and services aim at developing and acquiring the necessary skills so that students can integrate into the labor market.

With the support of the Department of International Relations (DRI) and the mobility programs, USPEE students can benefit from the opportunity to carry out part of their studies in an institution within the European Union.

Through the Continuing Education Department USPEE " Constantin Stere" offers specific services for the lifelong personal and professional development of teachers in pre-university education. Continuing professional training services are aimed at people who want to acquire or complete a range of skills associated with qualifications.

Through the faculties' secretariats, all technical and administrative activities regarding the admission, enrolment, interruption of studies, expulsion, re-enrollment, transfer of students, approved by the management of the faculties or the university, are managed. Also, the secretariat bears full responsibility for the promptness, correctness of data entry and informing students about their school situation.

5.3. 2 . Carrying out scientific research activity

The activity of scientific research represents a major component of the activity carried out by teachers, researchers and students and falls within the scientific areas of the fields of study.

The strategy of the scientific activity of USPEE " Constantin Stere" is elaborated and approved for a period of five years . Annually, operational research plans are approved at the level of departments, faculties and by the USPEE Senate, specifying the sources of funding and how the results will be capitalized. Research activity is supported by access to specialized literature and adequate logistical support.

The results of the research activities are capitalized by the publication of scientific works in four specialized journals of the University indexed in international databases (National Journal of Law, Supremacy of Law, Moldoscopie, Sciences of Life), books in prestigious national and international publishing houses. USPEE attaches great importance to the dissemination of scientific research results by organizing scientific events (symposia, workshops, etc.).

5.3. 3 . Realization of social-administrative services

Social-administrative services aim to meet the needs of students and staff to have an appropriate lifestyle. Administrative departments carry out and provide medical services, financial support, accommodation, catering, consultancy, advisory services, etc., in accordance with quality norms and standards.

5.3.4. Control of service provision

The University plans and performs the services in accordance with its own regulations, with the requirements of work procedures and the legislation in force, which implies:

- a) providing information on the characteristics of the service;
- b) the availability of work procedures, quality plans, projects, activity programs, orders, work orders in accordance with needs;
- c) the availability and use of appropriate materials and equipment;
- d) the availability and use of the necessary measuring and monitoring equipment and devices.

5.3.5. Process validation

All the processes carried out within the university are approved by the rector, along with the approval of the process specifications (procedures, quality plans, etc.). After approval, they are considered validated. The revalidation of processes takes place in the situation where the respective process has not been carried out for a year, or depending on the needs established by customer requirements and/or quality objectives, or changes in the structure of the processes of providing services.

5.3.6. Control of measuring and monitoring equipment

The measurements and monitoring to be carried out and the measuring equipment required to provide evidence of compliance with the specified requirements are established within the university.

For the measurements used, when drawing up records of compliance of the service/product/activity with the specified requirements, the measuring equipment is kept under control in accordance with the legislation in force of the Republic of Moldova.

In accordance with this procedure they are calibrated or checked at specified intervals in relation to standards traceable by the National Institute of Standardization and Metrology and are adjusted or readjusted, if necessary, to allow the determination of the status of metrological verification, protected against adjustments that could invalidate measurement results and against damage during handling, maintenance and storage.

5.4. PROCESS MONITORING AND DATA ANALYSIS

USPEE " Constantin Stere" has high-performance practices for monitoring and measuring its processes. The University has the Quality Assurance and Evaluation Council, the Quality Management Section, Quality Commissions at faculty level. Evaluation and quality assurance policies are designed

at the level of each department and each employee. The central and faculty-level committees promote a culture of quality, aimed at ensuring a permanent improvement of quality standards.

The monitoring process is permanent, systematic, planned and involves controlling the way in which the activity is carried out for the timely detection of non-conformities and the initiation of preventive and corrective actions.

USPEE " Constantin Stere" identifies and plans appropriate monitoring, measurement, analysis and improvement methods for:

- to demonstrate the performance of educational services;
- to demonstrate the conformity of the products;
- to demonstrate the effectiveness of the QMS processes.

One of the ways of measuring the performance of the SMC in the organization is the monitoring of the information related to the perception of the beneficiary on the organization's satisfaction of its requirements.

The measure of the beneficiary's satisfaction is given by a set of indicators that characterize the degree to which the instrumental, interpersonal and systemic skills acquired by a graduate upon completing a specialization within USPEE " Constantin Stere" are proven after employment.

USPEE " Constantin Stere" establishes the responsibilities for:

- drawing up *Questionnaires for evaluating the quality of study processes by students* ;
- identification of employing organizations and distribution/collection/processing of evaluation questionnaires;
- creation and management of the database related to the monitoring of student satisfaction.

The reports on the satisfaction of the students are presented in the conducted management analysis meetings, through which the improvement actions are determined.

The monitoring and measurement of processes within the University is carried out on two organizational lines: on the academic line and on the administrative line. Administrative processes are monitored through managerial control mechanisms. Study programs are monitored by the Vice-Rector for didactic activity and study quality and by the Quality Management Section. Each holder of the discipline is directly responsible for the quality of the achievement of the objectives set at the discipline level. In order to maintain and continuously improve the quality of study programs, the University monitors learning outcomes and determining factors. Annually, the CAEC of the University prepares summaries of the monitoring results and presents them to the University Senate.

The education and research processes are monitored by means of managerial control mechanisms managed on the hierarchical line of the Vice-Rector for scientific activity, at deans and chairs responsible for research.

The quality management system requires the existence of monitoring and measurement mechanisms at the level of all processes. Within USPEE's SMC, the four steps of the PDCA cycle must be followed, with the following phases: Plan - Realize - Monitor - Maintain/Improve.

5.4.1. Data analysis

Both the management of USPEE "Constantin Stere" and the members of the Quality Assessment and Assurance Council periodically analyze the quality of the university's teaching and research act. The purpose of this analysis is both to evaluate opportunities for improvement and to foresee the need for changes regarding the quality policy and objectives.

Analysis input data are included in the " *Report on the evolution of quality* " in the analyzed period and contain information about:

- the results of the audits;
- the reaction and satisfaction of the beneficiaries, including complaints;
- the stage of corrective and preventive actions;
- following up on the actions and measures provided for in the previous analysis;
- planned changes that could affect the quality management system;
- recommendations for improvement.

Analysis output data include decisions and actions regarding:

- improving the QMS;
- process improvement;
- the requirements regarding the resources necessary to achieve the objectives.

The University applies appropriate methods for monitoring and, where applicable, measuring the processes of the quality management system. The applied methods (analyses, assistance, checks, examinations) seek to demonstrate the ability of the processes to achieve the planned results.

The measurement and monitoring of the processes is done in order to keep them under control and to identify the possibilities of their optimization and continuous improvement.

USPEE "Constantin Stere" plans performance indicators regarding the skills obtained by students. The monitoring of students' competence, in the preparatory and final stages of the graduates, demonstrates the ability of the processes in USPEE "Constantin Stere " to achieve the planned results and the products to meet the identified requirements. When the planned results are not actually achieved, USPEE "Constantin Stere " undertakes appropriate corrective actions.

5.5. RECORD OF NONCONFORMITIES

The non-compliant product of the University consists of the set of information, knowledge and skills whose level does not correspond to the admission/promotion/graduation requirements.

The non-conforming product control process includes the following stages:

- Identification of the non-compliant product;
- Registration/communication of non-compliance;
- Examining the non-compliant product and making the decision;
- Establishing corrective actions;
- Checking after correction.

The identification of the non-compliant product is carried out during the stages of monitoring the processes of making the product by:

- The control performed at admission;
- Internal control , carried out during the education process (evaluation of specializations and disciplines, analysis of education plans, analysis of didactic materials, audits, student evaluations);
- Final control (accreditation process of specializations, external audits, evaluation of students at the end of their studies through the license/graduation exam).

Operational procedures and regulations, which require the use of specific forms for each type of activity in the educational and research process, also provide data for identifying non-compliant products.

The control of the non-compliant product has the following objectives:

- establishing some ways to avoid the continuation of the process in the same form (it is necessary to change the curriculum, the analytical program of a course, the course holder);
- avoiding the use of non-compliant products (students without adequate training, research contracts with improper development) .

As a result of the control of the non-conforming product, corrective actions are taken to eliminate the causes that generated the non-conformities.

5.6. INFORMATION AND CORRECTIVE AND PREVENTIVE ACTIONS

The management of USPEE " Constantin Stere" analyzes the information provided by the competent structures of the University regarding the university's QMS processes, with the aim of identifying and then eliminating the causes of non-conformities. Depending on the causes that generated the non-conformity, the necessary correction, the corrective action, the deadline and the responsibilities for their application are established.

In order to prevent the recurrence of non-conformities or undesirable situations, certain procedures and, therefore, the process described in that document may be modified.

The University management uses corrective actions as a tool to improve the QMS. Based on the data analysis, the USPEE management analyzes the current situation of the institution and develops plans that include corrective and ameliorative measures.

The University applies the following methods of treating non-compliant service:

- a) undertake actions to eliminate the non-conformity of correction;
- b) acceptance by derogation of the provision of the service under the existing conditions;
- c) termination of the provision of the respective service or action until the positive resolution of the non-conformity.

Nonconformities and causes are analyzed and corrective and preventive actions are taken to eliminate them. After correction or restart, the service is checked to see if it complies with the requirements. Both the treatment decision and the results of the final compliance verification are properly recorded.

5.6.1. Corrective actions

USPEE "Constantin Stere " undertakes actions to eliminate the causes of non-conformities and to prevent their recurrence. The corrective actions undertaken are appropriate to the effects of the identified non-conformities. This process includes the following steps:

- Analysis of non-conformities;
- Determining the causes of non-conformities;
- Evaluation of opportunities for corrective action;
- Determination and implementation of corrective actions;
- Recording the effects of corrective actions;
- Analysis of the corrective actions taken;
- The improvement continues.

The results of the corrective actions are made public at the Senate meetings.

The results of the corrective actions are used as input data in the management analysis. Following the analysis or scheduled internal audits, the effectiveness of the proposed corrective actions is verified. If the corrective action did not achieve its objective, the process managers will propose new corrective actions and other reports will be drawn up.

5.6.2. Preventive actions

USPEE "Constantin Stere " establishes actions to eliminate the causes of potential non-conformities and prevent their occurrence. Preventive actions are appropriate to the effects of potential non-conformities.

The relevant data for the identification of potential non-conformities are obtained from:

- analysis of customer needs and satisfaction;
- the output data of the analysis performed by the management;
- process monitoring and measurement;
- the relevant records of the SMC, results of self-assessments.

The initiation and implementation of a preventive action is carried out by going through the following stages:

- Establishing the objective of the preventive action;
- Establishing preventive action, responsibilities and deadlines;
- Implementation of preventive action;
- Evaluation of the efficiency of the action.

The results of the preventive actions are made public at the Senate meetings. The preventive actions implemented will be checked and evaluated periodically through internal audits and management analyses.

5.7. INTERNAL AUDIT

USPEE " Constantin Stere" develops an annual audit and internal evaluation program for:

- verification of compliance of the QMS with the requirements of the reference standard;
- checking the operation of the QMS;
- identifying QMS non-conformities and highlighting improvement opportunities.

The audit program takes into account the stage and importance of the processes and areas to be audited, as well as the results of previous audits. The selection of auditors and the management of the audit ensure the objectivity and impartiality of the process.

CAEC is responsible for monitoring, analyzing and improving the QMS audit programs. Based on the observations made by the audit teams, CAEC proposes measures to adapt the internal audit techniques to the requirements of the reference documents.

Internal audits are performed by competent personnel independent of the audited activity/process. The auditors are specially trained for the management and the technique of conducting the audit, they can also be from outside the organization.

An audit plan is drawn up for each audit, specifying the audit criteria, the purpose of the audit and the audited areas. The results of the audits are recorded in audit reports and brought to the attention of the personnel with responsibilities in the audited area, so that they can take actions without delay to eliminate the deficiencies found during the audit and their causes. Follow-up activities verify and record the implementation and effectiveness of the actions taken.

The results of internal QMS audits and follow-up activities are the subject of the QMS analysis activities carried out by the university management and are used as input data of the periodic review

carried out by the executive management and serve to efficiently use resources and find opportunities for continuous improvement .

5.8. CONTINUOUS QUALITY IMPROVEMENT

Continuous improvement is one of the basic principles of quality management applied in USPEE "Constantin Stere" and aims to optimize the performance and quality of the products and services provided.

USPEE "Constantin Stere" acts for the continuous improvement of quality, quality objectives, audit results, data analysis, corrective and preventive actions, as well as periodic management reviews. Improvements can result in changes to products, documents, processes and even the QMS.

The University continuously improves its QMS effectiveness, the use of quality policy and objectives, the results of internal audits, data analysis, corrective and preventive actions and management analysis.

The adaptation of the university's services to the continuously evolving requirements of stakeholders is achieved through service quality improvement activities and QMS improvement.

Improving the quality of the University's services is achieved through:

- identifying areas with opportunities to increase stakeholder satisfaction and by being aware of changes in stakeholder requirements,
- the inclusion in the design of the offered services of some features that respond to the identified needs or improvement opportunities,
- measuring compliance and evaluating service quality feedback received from stakeholders.

The University management is concerned with ***the continuous improvement of QMS*** by:

- establishing, periodically reviewing and enforcing the quality policy,
- establishing the periodic review and monitoring of the achievement of quality objectives,
- performing internal audits,
- analysis of quality and QMS status data,
- initiating corrective and preventive actions.

The University's management continuously aims to improve the effectiveness and efficiency of processes, both through preventive measures and following the emergence of problems that indicate needs or opportunities for improvement. The following steps are followed in the continuous improvement processes:

- ***Identifying the need for improvement*** – identifying the problem, selecting the improvement area and motivating the choice made;

- *Knowledge of the current situation* – the effectiveness and efficiency of existing processes; data analysis to determine the frequency of a certain type of problem; a problem is selected and the objective for improvement is set;
- *Cause analysis* – identifying and verifying the cause of the problem;
- *Identifying possible solutions* – selecting and implementing a solution, considered the best;
- *Evaluation of the effects* – the problem and the causes of its occurrence are eliminated or the negative effects have been diminished, the adopted solution works and the objective has been met;
- *Implementation and normalization of the new solutions* – the old process is replaced by the improved process, including the dissemination of approved modified documents;
- *Assessing the effectiveness and efficiency of the process* - which includes the improvement action completed and the use of the solutions in other areas within the university.

The improvement process is generated by the modification of the quality objectives, as a result of the evolution of the requirements of the interested parties, or by the complete non-resolution of some problems for which corrective measures have already been applied.

Teaching staff, researchers, departments and faculties are encouraged to constantly concern themselves with the improvement of the activities they carry out. Improvement activities are part of the duties of the people who have management positions or who are directly involved in the process of implementing and developing the QMS.

A key role in achieving improvement is the periodic evaluation of study programs, with a view to accreditation at the established deadline. This periodic quality analysis implicitly triggers self-analyses, which lead to the improvement of the efficiency of all processes carried out within the study programs subject to evaluation.

The planning of the programs/fields that will be subject to periodic external evaluation is done annually, based on the requests received from the Faculty Councils. The vice-rector for didactic activity and quality of studies prepares the list of study programs that will be subject to evaluation for accreditation/periodic evaluation, which is subsequently approved by the Senate. The internal evaluation is completed by drawing up the internal self-evaluation report of the respective study program.

ANNEXES

USPEE REGISTRATION CERTIFICATE "Constantin Stere"

REPUBLICA  **MOLDOVA**

**CERTIFICAT
DE ÎNREGISTRARE**

**Instituția de Învățământ Superior "UNIVERSITATEA DE STUDII
POLITICE ȘI ECONOMICE EUROPENE „CONSTANTIN STERE,,”**
ESTE ÎNREGISTRATĂ LA CAMERA ÎNREGISTRĂRII DE STAT

Numărul de identificare de stat - codul fiscal
1002600043325

Data înregistrării 28.07.1997

Data eliberării 19.04.2011

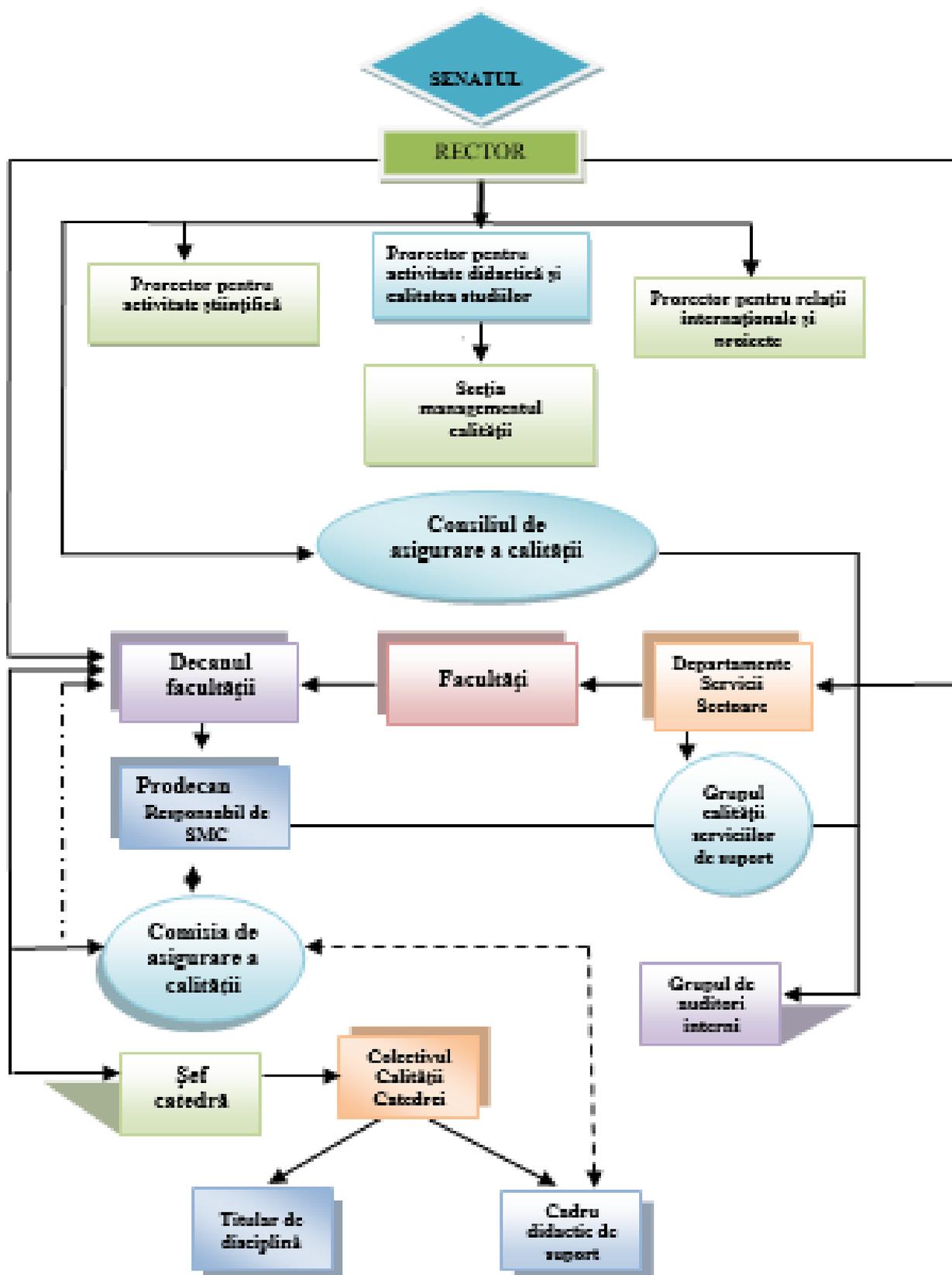
Svirepova Ludmila, registrator
Funcția, numele, prenumele persoanei
care a eliberat certificatul

L. Svirepova
semnătura

MD 0109124



STRUCTURE OF THE QUALITY MANAGEMENT SYSTEM
at USPEE "Constantin Stere"



EXTERNAL REGULATORY ACTS FOR THE OPERATION OF SMC
of USPEE "Constantin Stere"

- The Constitution of the Republic of Moldova
- Education Code No. 152 of 17.07.2014 , with subsequent amendments
- Labor Code of the Republic of Moldova, no. 154 of 28.03.2003 , with subsequent amendments
- Government Decision no. 209 of 25.03.2020, Regarding the approval of the Methodology for confirming scientific-didactic titles in higher education
- Government Decision no. 601 of 12.08.2020, Regarding the approval of the Concept of the Management Information System in Education
- Government Decision no. 415 of April 24, 2020, Regarding the approval of the Methodology for the implementation of qualification standards by technical and higher professional education institutions
- Government Decision no. 325 of 18.07.2019 regarding the approval of the Regulation on the conferment of scientific-didactic titles in higher education
- Government Decision No. 482 of 28.06.2017 regarding the approval of the Nomenclature of professional training fields and specializations in higher education
- Government Decision 1007 of 10.12.2014 regarding the organization of higher doctoral studies, cycle III
- Government Decision No. 1009 of 01.09.2006 regarding the amounts of scholarships, other forms of social aid for students from higher education institutions, students from secondary specialized, professional secondary education institutions and people studying in postgraduate education
- Education development strategy for the years 2014-2020 "Education 2020", Decision of the Government of the Republic of Moldova no. 944 of 14.11.2014
- The concept of the Education Development Strategy for the years 2021-2030 "Education 2030"
- The national strategy regarding employment policies for the years 2007-2015, Decision of the Government of the Republic of Moldova no. 605 of 31.05.2007
- The national employment strategy for the years 2017-2021, Decision of the Government of the Republic of Moldova no. 1473 of 30.12.2017
- Order no. 1371 of 08.12.2020 , Regarding the measures for the operation of higher education institutions during the period of risk of illness with COVID-19

- Order no. 997 of 18.09.2020 , Regarding the approval of the Roadmap regarding the internationalization of higher education
- Order no. 898 of 26.08.2020 , Regarding the Framework Recommendations for the initiation and organization of joint higher education programs
- Order no. 897 of 26.08.2020 , Regarding the Framework Recommendations regarding the organization of academic mobility and the recognition of mobility periods
- Circular No. 04/1-09/4562 of 22.08.2020 , With reference to the Implementation of Order no. 449 of 15.05.2020 in the academic year 2020-2021
- Order no. 618 of 01.07.2020 , Regarding the activity reports of the higher education institution
- Order no. 449 of 15.05.2020 , Regarding the measures for the operation of higher education institutions during the period of risk of illness with COVID-19
- Order no. 275 of 09.03.2020 , regarding the approval of the framework Regulation on the organization of admission to the first cycle – higher undergraduate studies for the 2020-2021 academic year
- Order no. 120 of 10.02.2020, Regarding the approval of the Framework Plan for bachelor (cycle I), master (cycle II) and integrated higher studies
- Framework regulation regarding the organization and operation of student self-governance structures
- The National System of Study Loans
- The framework regulation on the organization of the final exam for higher undergraduate studies
- Framework regulation regarding the election of the rector of the higher education institution in the Republic of Moldova
- Framework regulation on the organization and operation of the governing bodies of higher education institutions in the Republic of Moldova
- Order on the approval of the framework regulation on the organization and conduct of distance higher education
- Regulation regarding the organization of the II cycle – higher master's studies
- Framework regulation regarding the standardization of scientific-didactic activity in higher education
- Order on the approval of the framework Regulation on internships in higher education
- The methodological norms for the development and application of the standards of the Continuing Professional Training Programs
- Memorandum on Learning Permanent

- Regulation regarding the organization of continuous professional training (Decision of the Government of the Republic of Moldova no. 1224 of 09.11.2004)
- Regulation regarding the continuous training of adults (Decision of the Government of the Republic of Moldova no. 193 of 24 03.2017) .

INTERNAL REGULATORY ACTS FOR THE OPERATION OF SMC
of USPEE "Constantin Stere"

- The internationalization strategy of USPEE "Constantin Stere" for the period 2021-2025
- The institutional strategic plan for the years 2020-2025
- Strategic Scientific Plan for the years 2021-2025
- The human resources development strategy of USPEE "Constantin Stere" for the period 2020-2025
- The strategy regarding quality assurance within the USPEE "Constantin Stere" and the action plan for implementation for the period 2022-2027
- The strategy of scientific activity for the period 2021-2025
- Action plan regarding gender equality within USPEE "Constantin Stere" for the period 2022-2027
- University Code of Ethics of USPEE "Constantin Stere"
- Quality assurance policy within USPEE "Constantin Stere"
- Security Policy Concerning the Protection of Personal Data
- Institutional Policy of Intellectual Property and Technology Transfer
- Regulation of the organization and operation of the Board of Directors of USPEE "Constantin Stere"
- Regulation of the organization and operation of the USPEE "Constantin Stere" Senate
- Regulation regarding the occupation of management positions and the election of management bodies
- Regulations for the organization, conduct of the competition and the occupation of teaching and scientific-didactic positions within USPEE "Constantin Stere"
- Regulation for the organization of studies in higher education at USPEE "Constantin Stere" based on the national system of study credits
- Regulation for the organization of studies in distance higher education at USPEE "Constantin Stere"
- Regulation for the organization and conduct of higher Master's studies, Cycle II
- Institutional Regulation on the Organization of the Evaluation of Students' Learning Activity
- Regulation for organizing and conducting part-time education
- Regulation regarding the organization of the final exam for higher undergraduate studies
- Regulation on the evaluation of the quality of university studies
- Regulation regarding the University Ethics and Deontology Commission
- Regulation on the Protection of Personal Data of USPEE "Constantin Stere" students/masters/doctoral students
- Regulation on the Protection of Personal Data of USPEE "Constantin Stere" Employees

- Regulation on the Processing of Information Containing Personal Data in the Accounting System
- Regulation for organizing and conducting the scientific activity of students
- Regulation regarding the organization and conduct of internships, Cycle I-Bachelor
- Regulation regarding the organization and conduct of internships, Cycle II-Master
- Regulation for the organization and conduct of admission
- Internal regulation on the recognition and equivalence of study documents and qualifications obtained abroad
- Regulation on granting material aid to students
- Regulation regarding the organization and operation of the "ALUMNI" platform
- Organization and operation regulation of the USPEE "Constantin Stere" library
- Regulation regarding the activity of the Studies Section
- Regulation on the use of ICT tools and the e-Learning educational platform
- Regulation regarding the organization and operation of the USPEE "Constantin Stere" website
- Regulation on the organization and operation of the accommodation complex
- Regulation of operation of the Research and Innovation Center
- Regulation regarding the scientific activity of USPEE "Constantin Stere"
- Regulation regarding the student scientific circle
- Regulation of the organization and operation of the International Relations department
- Regulation on the organization and operation of scientific research and innovation structures
- Regulation regarding the preparation and defense of the bachelor's thesis
- Regulation regarding the preparation and defense of the master's thesis
- Regulation on the mobility of students and teaching staff
- Regulation of the organization and operation of the Faculty of Economic Sciences and Ecology
- Regulation of the organization and operation of the International Relations and Political Sciences department
- Regulation Regarding the Provision of Medical Services to Students
- Regulation regarding the exemption from payment of study fees, the granting of scholarships and other forms of support
- Institutional Regulation Regarding the Stimulation of Research Performance
- Regulation on the Awarding of Honorary Titles
- Regulation regarding the Tutoring Activity
- Regulation for conferring scientific-didactic titles in higher education within USPEE "Constantin Stere"
- Regulation of the organization and operation of the Doctoral School in Law, Political and Administrative Sciences

- Regulations of the Doctoral School in Economic Sciences and Ecology
- Regulation for the organization and conduct of postdoctoral programs within USPEE "Constantin Stere"
- Regulation of the organization and operation of the Commissions for Quality Assurance
- Regulation of the organization and operation of the Council for Quality Assessment and Assurance
- Regulation of the organization of the survey regarding the satisfaction of customer requirements
- Anti-plagiarism regulation of USPEE "Constantin Stere"
- Regulation of the organization and operation of the Continuing Education Center
- Regulation regarding enrollment procedures for FPC programs and their transparency
- Regulation on the initiation, approval, monitoring and periodic evaluation of study programs
- Regulation regarding the criteria and procedure for organizing the performance evaluation of trainees
- The methodology for accumulating the curricular minimum required for Cycle II, master's degree
- Methodology regarding the organization of students' individual work
- The methodology for organizing and conducting the final exams for university studies at a distance
- Methodology for conducting the didactic process in mixed format in USPEE "Constantin Stere"
- Guide regarding the completion and defense of the bachelor's thesis for students of the Faculty of Law, RI and Social and Human Sciences
- Guide regarding the completion and defense of the master's thesis for the master's students of the Faculty of Law, RI and Social and Human Sciences
- The student's guide of the "Economic Sciences and Ecology" Faculty .

**GENERAL PRINCIPLES OF ACTIVITY OF USPEE "Constantin Stere",
on ensuring equal rights and opportunities and fighting against inequalities**

Principle of action	Description
INCLUSION	Respect for dignity, equality and differences; combating stereotypes, discrimination, harassment and violence of any kind in any form
DIVERSITY	Respect for cultural, religious or ideological differences; promoting diversity and tolerance
GENDER EQUALITY	Promotion within USPEE of practices and policies that ensure balanced gender representation, at all hierarchical levels, and equal access to recruitment and career development
BALANCE	Promoting measures and policies that lead to balance between the personal and professional life of all University employees

OBJECTIVES AND PRIORITY DIRECTIONS OF QUALITY ASSURANCE
at USPEE "Constantin Stere" during 2022-2027¹

Strategic objectives of SMC	Priority directions
<p><i>Objective no. 1.</i> <i>Development and consolidation of undergraduate, master's, doctoral, postgraduate and continuing education by modernizing academic programs and perfecting the instructional-educational process in accordance with national and international standards</i></p>	<p>1.1. Institutional evaluation of the University. 1.2. Diversification of the educational offer. Adaptation and modernization of education plans, in accordance with national and international experience and practice 1.3. Development of modern didactic techniques and methods of teaching and training, especially those based on multimedia tools and interactive ones between teacher and student. Improving/updating the e-learning platform 1.4. Active involvement of students in the quality assurance process within the university. 1.5. Modernization of the university institutional base, including within the QFORTE project</p>
<p><i>Objective no. 2.</i> <i>Development of scientific research activity</i></p>	<p>2.1. Streamlining the research process . 2.2. Involvement of teachers in the research process. 2.3. Increasing student involvement in the research process. 2.4. Increasing the number of research projects won in national and international competitions. 2.4. Promotion and motivation of scientific research activity.</p>

¹According to the *Quality Assurance Strategy within the USPEE "Constantin Stere" and the Action Plan for its implementation, for the period 2022-2027*

<p>Objective no. 3.</p> <p><i>Development and continuous improvement of the quality of human resources</i></p>	<p>3.1. Consolidation of the university organizational culture, based on a new culture of the quality of academic life and the satisfaction of all actors involved - students, teaching and non-teaching staff.</p> <p>3.2. Increasing the performance of human resources through the process of recruitment, selection, integration in the university environment.</p> <p>3.3. Ensuring optimal conditions for activity, development and motivation of human resources, based on criteria of meritocracy and non-discrimination (on the grounds of gender, age, race, religion, etc.).</p> <p>3.4. Periodic internal evaluation of human resources performance, based on criteria of quality, meritocracy and transparency.</p>
<p>Objective no. 4.</p> <p><i>Transparency, internationalization and quality assurance communication</i></p>	<p>4.1. Ensuring open access to quality information for the entire academic community.</p> <p>4.2. Expanding the degree of cooperation at the regional / national / international level.</p> <p>4.3. Periodically updating and publishing information about the educational offer and other services for the community.</p>

LIST OF SMC PROCESSES WITHIN USPEE "Constantin Stere"

Cipher	Name
<i>Managerial processes</i>	
PM - 01	The strategic planning process
PM - 02	Performance management process (reporting, monitoring and control)
PM - 03	Quality management process
<i>Main (core) processes</i>	
PP - 01	The educational (educational) process
PP - 02	The research process and the exploitation of scientific results
PP - 03	The process of ensuring the quality of life of students
PP - 04	The process of collaboration with the external environment
<i>Support processes (maintenance processes)</i>	
PS - 01	The financial administration process
PS - 02	The human resources management process
PS - 03	Procurement process
PS - 04	Infrastructure management process
PS - 05	The management process of information systems
PS - 06	Promotion and marketing process
PS - 07	Documentation and information services process
PS - 08	Other administrative processes

LIST OF SMC PROCEDURES WITHIN USPEE "Constantin Stere"

Cipher	Name
<i>System Procedures</i>	
PS – 01	Document Control
PS – 02	Control of records
PS – 03	Internal audit
PS – 04	Non-conforming product control
PS – 05	Corrective and preventive actions
PS – 06	Customer satisfaction rating
PS – 07	SMC performance analysis
PS – 08	Continuous improvement
<i>Specific procedures</i>	
PSP - 01	Procedures related to managerial processes
PSp – 02	Procedures related to the educational (educational) process
PSp – 03	Procedures related to the research process and the exploitation of scientific results
PSp – 04	Procedures related to the process of ensuring the quality of life of students
PSp – 05	Procedures related to the collaboration process with the external environment
PSp – 06	Procedures related to support processes

LIST OF SURVEYS CARRIED OUT WITHIN THE FRAMEWORK OF SMC
of USPEE "Constantin Stere"

Cipher	LIST OF QUESTIONNAIRES	responsive
S - 01	Questionnaire for graduates	Admissions Committee
S - 02	Student assessment sheet for teaching activity	CEAC
S - 03	Questionnaire regarding the evaluation of the degree of satisfaction of the students	CEAC
S - 04	Course unit evaluation sheet	Faculty, department
S - 05	The didactic activity assessment sheet, theoretical courses	Faculty, department
S - 06	Assessment sheet for teaching activities, seminars	Faculty, department
S - 07	Graduate Questionnaire	Faculty
S - 08	Questionnaire for employers	Faculty
S - 09	Peer review questionnaire	Faculty, department
S - 10	Teacher evaluation questionnaire by the Faculty management	Faculty
S - 11	Questionnaire regarding the evaluation of the degree of satisfaction of teaching staff	CEAC