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Comrat State University
Quality Management and Educational Process Department

Governing documents
QUALITY MANAGEMENT SYSTEM (QMS)

Registered: QMD № 190 , dated 26.09.2022

QUALITY ASSURANCE STRATEGY

2022 - 2027



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Strategia privind asigurarea calității în cadrul Universitatea de Stat din Comrat este elaborată în cadrul Proiectului internațional Enhancement of Quality Assurance in Higher Education System in Moldova – QFORTE/ Îmbunătățirea asigurării calității în Sistemul de învățământ superior din Moldova — QFORTE, nr. de ref. 618742-EPP-1-2020-1-MD-EPPKA2-CBHE-SP, finanțat de Uniunea Europeană prin intermediul programului ERASMUS+.

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INTRODUCTION

According to the Republic of Moldova National Development Strategy "Moldova 2030" one of the public policy priorities for the mentioned period is the direction II "Reliable human and social capital", goal 4 "Relevant and quality education", medium-term priority "Quality education for all"¹. Based on the outlined goal, the National Development Strategy of the Republic of Moldova considers the quality of education as the most important condition for higher-education institutions' competitiveness. Thus, the management of Comrat State University undertakes to conform to state requirements and to systematically improve the efficiency of the university educational quality management system.

Comrat State University strategy for quality assurance has been developed in accordance with the following documents:

- Education Code of the Republic of Moldova (No. 152 dated July 17, 2014)
- National Action Plan on Quality Assurance of Higher Education in the Republic of Moldova for the period 2021-2023 (Approved by ANACEC Governing Board, Decision no. 53 dated 25.06.2021)
- Framework plan for bachelor (Cycle I), master (Cycle II) and integrated higher education (MECR Order no.120 dated 10.02.2020);
- Regulation on the organization and realization of higher education master studies - cycle II (Government Decision no.80 dated 16.02.2022);
- Regulations for the organization of undergraduate (1st cycle) and integrated studies (MECR Order no. 1625 dated 12.12.2019);
- Framework recommendations on improving study programmes based on the results of external quality assessments with a view to their accreditation (MECR Order no 569 dated 15.12.2017).
- Comrat State University Development Strategy for the period 2022-2027 (Approved by CSU Senate dated 06.04.2022);
- Recommendations for the design, implementation and development of the quality management system at CSU (Approved by the CSU Senate dated 15.09.2014);
- CSU quality Manual (Approved by the CSU Senate dated 04.12.2015);
- Regulations on monitoring education quality at CSU (Approved by the CSU Senate dated 03.11.2016);
- CSU Education Quality Assurance Concept (Approved by the CSU Senate dated 03.11.2016);
- CSU Quality Policy (Approved by the CSU Senate dated 03.11.2016);
- Regulations on CSU Quality Council (Approved by CSU Senate dated 22.12.2016);
- CSU Regulations on the Internal System of Quality Assessment in Education (Approved by the CSU Senate dated 23.06.2017);

¹ **Strategie națională de dezvoltare „Moldova 2030” II Capital uman și social robust: 4.Educație relevantă și de calitate, Prioritate pe termen mediu: Educație de calitate pentru toți**



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- Comrat State University Internationalization Strategy 2020-2025 (Approved by the CSU Senate dated 09.07.2020);
- Comrat State University Action Plan for the Integration into the European Research Area (Approved by the CSU Senate dated 20.05.2020).

The quality assurance strategy aims at implementing CSU quality policy and covers external and internal quality assurance, implementation activities and expected outcomes. The quality assurance strategy should be implemented at all levels of management, and may be analyzed and revised as necessary.

I. ANALYSIS OF THE CURRENT QUALITY ASSURANCE SYSTEM

The current CSU Education Quality Assurance Concept (Approved by the CSU Senate dated 03.11.2016) is focused on maximum assistance to young people in receiving quality education and developing their creative potential, as well as training socially responsible professionals who are able to engage in an international dialogue of cultures.

The main goal in respect of quality is fulfilling requirements and anticipating expectations of all the consumers of University's educational services: applicants, students, doctoral students, university professors/teachers, employing organizations, state and society.

The current quality assurance system at CSU has a multi-level structure, which includes:

1. CSU Quality Council is an advisory and consultative body which aims at planning and coordinating work on university quality assurance system formation and development, identifying the areas to improve educational quality, as well as at implementing organizational management of all university structural divisions, included in the quality management system. The Quality Council is headed by the Rector of the university.

2. Quality and Educational Process Management Department is an independent structural unit providing university quality management system development, maintaining it, developing measures aimed at continuous improvement of quality at the university. General management of the Quality and Educational Process Management Department activities is carried out by the head of the department.

3. Quality representatives in structural divisions (dean's offices, departments) are the personnel responsible for quality assurance in university structural divisions. The objectives of quality representatives are as follows: participation in planning, auditing and evaluating the university structural division activities in respect of quality, management of quality documentation in the division.

4. The Student Council for Quality is a permanent representative, collegial and coordinating body of student self-government, implementing students' rights and responsibilities in receiving quality education and their participation in the assessment and quality assurance of the educational process. The purpose of the Council is to involve students in assessing and ensuring education quality at CSU, increasing their motivation and stimulating a conscious attitude to the learning process.

The implementation of quality assurance policy at CSU is carried out in accordance with the laws and by-laws of the Republic of Moldova, as well as with more than 40 internal regulations on quality assurance.



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The algorithm of the university activities on improving education quality assurance system includes the following stages (Fig.1.):

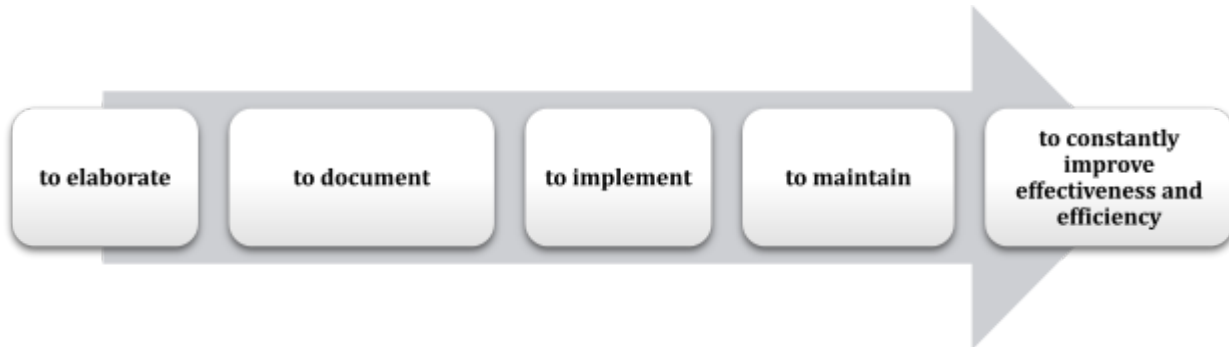


Fig. 1. Algorithm of the university activities on improving education quality assurance system
Fig. 1. Algorithm of university activities to improve the education quality system

The implementation of quality policy at CSU is aimed at ensuring *internal and external quality assurance of educational services.*

Internal Quality Assurances of Education at CSU includes:

1.1. Quality of implemented educational programmes, based on the use of research and project teaching methods, implementation of research results in the educational process, creation of motivational and organizational conditions for students’ productive independent work.

1.2 Regular updating of curricula, the introduction of new courses, including those taught in a foreign language (see Fig. 2).

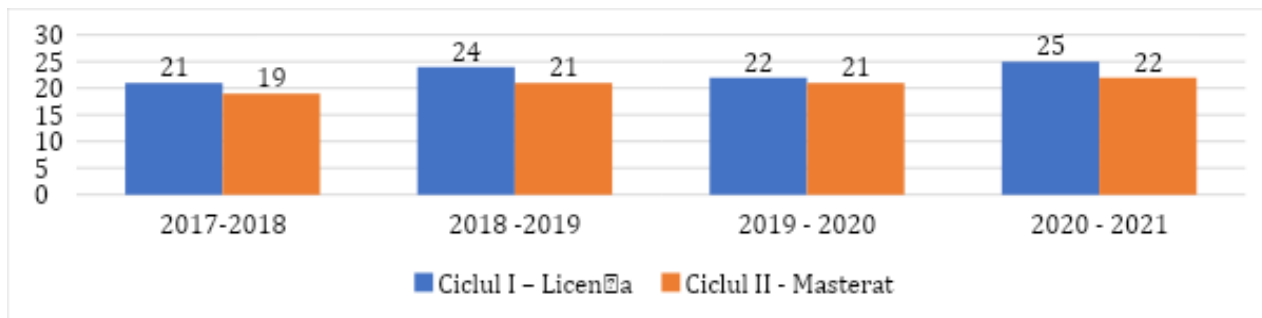


Fig. 2. Number of study programmes offered by the CSU in the period of 2017-2021 by year

Figure 2. demonstrates the positive dynamics of study programmes at CSU for the period 2017-2021. Thus, during the analyzed period in the first cycle of higher education - licentiate the number of study programmes increased by 4 or 19%, and in the second cycle of higher education - master by 3 programmes or more than 16%.

1.3 Continuous improvement of educational technologies used in the educational process. In the process of teaching/learning/assessment at CSU technical means of teaching, electronic platforms, computer systems (classes), smartboards, computers and projectors are actively used. For all the courses taught by university professors and teachers PowerPoint, Prezi and Google presentations, educational videos, etc. have been created. Information technology is widely used in the teaching and evaluation process, as well as for organizing feedback, creating and administering the course on educational platforms. Professors and teachers use various innovative technologies: MOODLE, Padlet, Zoom, Cisco Webex, Google Classroom, Edpuzzle, Padlet, Google Forms, Quizizz, Kahoot, Mentimeter, Class Responder, Tricider, Quizlet, Prezi, Canva, etc.



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1.4 Modern material, technical and informational support of the educational process.

1.5 The system of continual interaction with the university educational services consumers. The university considers students and their parents; employers; founders; state bodies; contingent suppliers (schools, lyceums, colleges); university staff (teaching staff, employees); public organizations, etc. as interested parties. The university's objective is to get from each of the mentioned parties clearly defined requirements for the educational system and transform them into specific goals and objectives of the university educational activity.

1.6. Regular measures for internal monitoring of both CSU process realization quality and the quality of services provided. The university has developed control and measuring materials to assess the progress of students, and introduced the technology for checking Licentiate (Bachelor) and Master theses of students using the "Anti-Plagiarism" system. In order to maximize the transparency regarding the CSU activities, to familiarize all participants of the educational process and the public with the measures taken at the university to ensure the education quality the information about the internal quality system of the university is available on the university website <https://kdu.md>. The site is regularly updated, the University regulatory framework for education quality system, the results of monitoring, self-assessment reports, and the University strategy development program are posted, the current events of the University activities are regularly covered.

1.7. Realization of the educational services and training specialists internal quality assurance continual improvement principle.

1.8 Participation of students in educational services quality assessment procedures through systematic surveys.

1.9 Regular personnel advanced training (Fig.3).

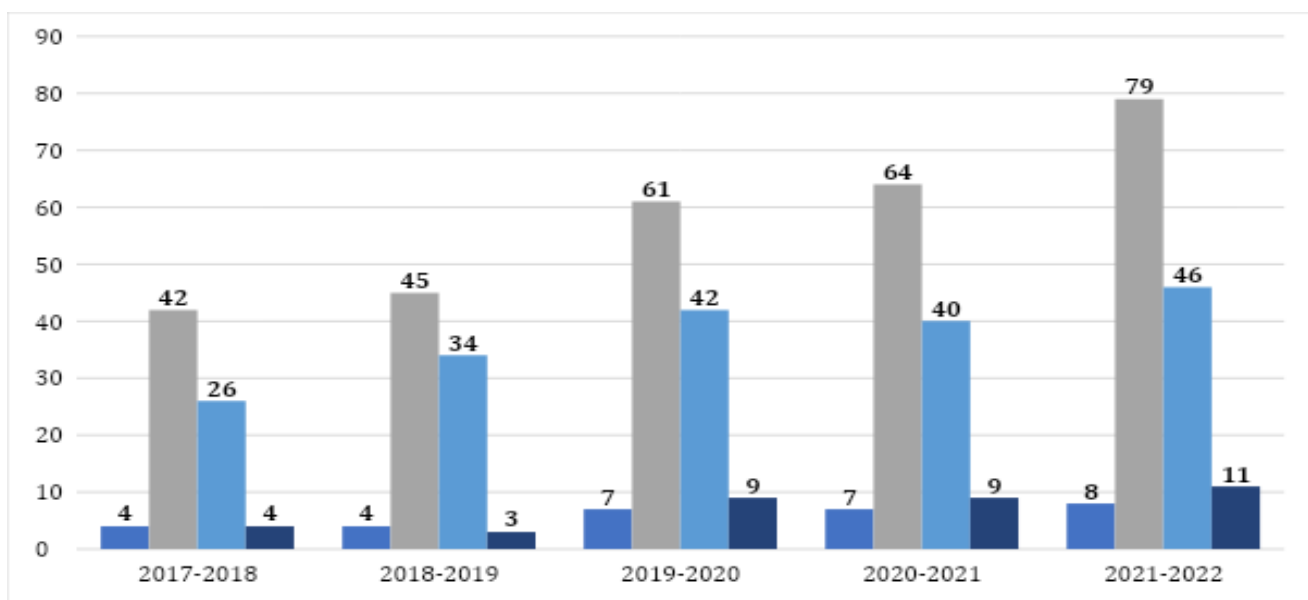


Fig. 3. The structure of CSU faculty in 2017-2022.

It should also be noted that since 2009 almost 90% of the teaching staff of CSU have completed the psychological and pedagogical module



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By developing an internal quality management system the university increases the efficiency and functionality of the structural divisions and faculty activities, furthermore, the results of monitoring the employees and divisions' activities are used to calculate the incentive allowances.

External Quality Assurances of Education at CSU includes:

2.1. Universities' effectiveness monitoring indicators regular fulfillment carried out by the Ministry of Education and Research of the Republic of Moldova aimed at receiving additional funding.

2.2. Successful authorization of new study programmes and accreditation of existing ones. By the beginning of the 2022-2023 academic year 11 study programmes of cycle I of higher education - licentiate, 2 programmes of cycle II of higher education - master's degree and 2 continuing education programmes had successfully undergone the accreditation procedures carried out by ANACEC.

2.3 Facilitate the mobility of students, faculty, and researchers. The main goal of academic mobility is to ensure higher education quality in the global educational space, ensuring compliance of national education standards with international ones. Academic mobility of CSU faculty and students is implemented through programmes of cooperation with partner universities and international scholarship programmes, such as Erasmus+, DAAD, MEVLANA and others. According to the reached and signed agreements, the university has the opportunity to send and receive professors/teachers and students within the academic mobility, which positively affects education quality and the image of the university at the international level. Dynamics of outgoing teaching mobility (Fig. 4)

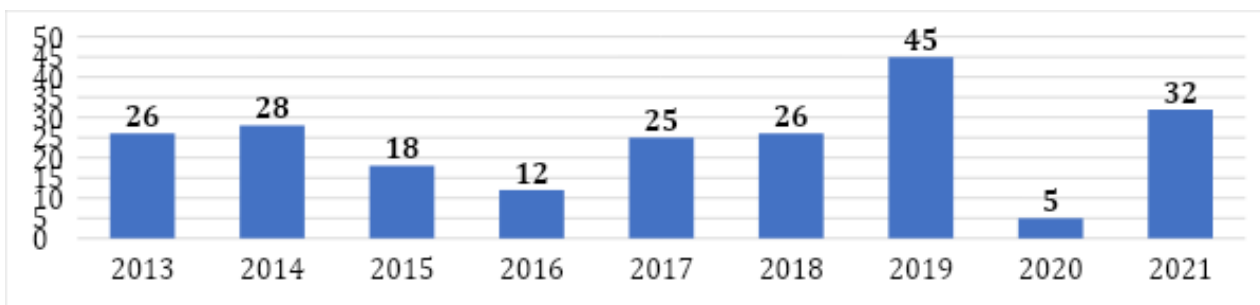


Fig. 4. Dynamics of teaching mobility at CSU

Source: updated based on QFORTE data from CSU Human Resources Department

2.4. Positive image of the University in the external environment. According to the uniRank rating (<https://www.4icu.org/>) CSU ranks 12th out of 20 universities in Moldova.

II. CSU QUALITY ASSURANCE SYSTEM SWOT-ANALYSIS

One of the effective mechanisms for identifying main directions of planning in developing quality plans of the university and its structural divisions is the SWOT-analysis, which allows to get a clear assessment of the university strengths and the situation in the service market within the budget and extra-budgetary activities.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - University management and staff' being ready for strategic change; - The university administration relates the 	<ul style="list-style-type: none"> - Legal and regulatory framework for quality assurance needs partly to be updated; - Not all mid-level managers and university



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<p>institution's development with the education quality;</p> <ul style="list-style-type: none"> - CSU education quality assurance system complies with national standards; - CSU education quality assurance system is ensured by an internal legal and regulatory framework; - CSU quality assurance system involves all the interested parts: students, professors/teachers, graduates and employers; - Systematic improvement of students' performance through an integrative approach; - Experience in undergoing external evaluation procedure of study programmes; - Highly qualified teaching staff: more than 90% of the teaching staff have completed the psycho-pedagogical module and more than 60% of the teaching staff have an academic degree; - A good material and technical base allows the use of modern technology in the education of students; - The experience the university has in participating and realizing international academic mobility; - The experience the university has in participating and realizing international projects; - Technical capacity and experience in distance learning for students; - Long-term cooperation with employers, governmental and non-governmental organizations; - Active cooperation under bilateral agreements with the universities of Turkey, Romania, Bulgaria, Russia, etc.; - The multilingual nature of the CSU library, which is a major support for international students; - Students' active involvement in the university governance and decision-making process; - Continuous development of inter-institutional and international partnerships. 	<p>personnel accept and support quality-related ideas due to lack of motivation;</p> <ul style="list-style-type: none"> - The problem of recruiting highly qualified staff willing to work in the field of quality assurance; - Most of the study programmes should undergo external evaluation; - Lack of internationally accredited study programmes; - Lack of a system for recording participation in scientific events and the teaching staff's publication activity abroad; - Lack of an automated system for analyzing concerned people's surveys, which slows down the teaching-learning-evaluation process; - Weak monitoring of graduate employment; - Lack of entrepreneurs' motivation in students' internships; - University's limited financial capacity in implementing academic mobility and international projects; - Weak cooperation with foreign HEIs in research activities; - Insufficient commercialisation and implementation of research outcomes; - Small proportion of university staff who are proficient in English, which reduces the opportunities to undergo international accreditation. - Lack of methodologies and technologies to monitor certain areas of activity - Limited opportunities for complex funding of strategic goals and objectives.
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> - The Republic of Moldova's rapprochement with the European Union is a clear mutual willingness to cooperate, as well as in university education quality improvement; - Strengthening of partnerships with large companies in training and employment; - Intensification of experience sharing and 	<p>THREATS</p> <ul style="list-style-type: none"> - A "demographic hole" and an increase in the outflow of young people; - Decreasing number of students and, as a consequence, reduction in funding from the state budget; - Demotivation of graduates of the first cycle of higher education to study in the following



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<p>scientific-practical knowledge between the educational system and industry, enhancement of joint scientific and technical developments, broadening dissemination of the educational services provided by the university;</p> <ul style="list-style-type: none"> - Updating and systematization of the regulatory framework on quality assurance according to the requirements of the Ministry of Education and Research of the RM and current market trends; - Involvement of students, employers and university human resources in the development and implementation of modern technologies and new scientific ideas; - Regular updating (creation) of study programmes according to market requirements; - Intensification of HEI's participation in socio-economic development programmes of the region; - Elaborating a system to support the reproduction of own human resources potential. 	<p>cycles of higher education (Master, Doctorate);</p> <ul style="list-style-type: none"> - The vast majority of school leavers with high baccalaureate grades enter Chisinau higher education institutions; - Outflow of qualified teachers and specialists outside the Republic of Moldova; - Weak interest of economic agents to participate in the development of the study programmes, but at the same time criticism on certain disciplines as being irrelevant; - The lack of the development strategy for the regional HEIs in the Republic of Moldova; - The risk of merging regional HEIs in the context of consolidation policy and increasing the efficiency of higher education institutions in the Republic of Moldova.
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Based on the SWOT analysis, the following solutions can be implemented in order to improve the quality of CSU's educational services:

Priority 1. Strengthening the quality management system in accordance with the requirements of current legislation

Priority 2: Providing secure conditions for quality educational process

Priority 3. Lifelong learning

Priority 4. Improving mechanisms and procedures to ensure transparency of HEIs and improve their image

III. MISSION, VISION AND POLICIES OF THE QUALITY ASSURANCE STRATEGY

Mission

Maximum assistance to young people in obtaining quality education and developing their creative potential, training socially responsible professionals capable of engaging in international dialogue of cultures.

Vision

CSU positions itself as an innovative higher education institution, which is working for the benefit of the Republic of Moldova and the ATU Gagauzia, based on historically developed standards of high quality modern education. The university is aimed at the implementation and organic combination of humanities, mathematical, natural sciences, socio-economic, agrarian-technological and pedagogical directions of training highly qualified specialists. The university takes care of its progressive and sustainable development as a consolidating centre of education, research and innovation.

Education quality policy



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CSU's main values and the main guarantors of its progressive development are the university academic staff, employees, students, doctoral students, university graduates. The university highly values its traditions, preserves and develops the approaches of a classical university, combining fundamental and professional training of specialists on the basis of continuous professional education using innovative educational technologies; creates conditions for the development of science and its integration into the educational process. The university, as an open system, develops comprehensive partnerships with employers, other higher education institutions, authorities and the public, develops and maintains international relations.

IV. QUALITY ASSURANCE STRATEGY GOALS AND AIMS

The following strategic **goals** are envisaged in the field of education quality assurance at CSU:

1. ensuring internal and external quality assurance of educational activities in the university at the level of internal and international standards;
2. increasing customers' satisfaction with the quality of educational services provided by the University.

According to the CSU strategic development programme for the period 2022-2026, the implementation of the quality policy implies the following **objectives**:

- ensuring conditions for the academic staff productive and creative work;
- improving the qualifications and professionalism of the teaching staff and support staff at CSU by improving the system of personal responsibility, assessment and motivation of employees;
- improving the organization of the educational process in terms of quality criteria, and objective monitoring of student progress;
- improving teaching methods and normative documentation in the field of education;
- continuous introduction of modern educational technologies, including increased use of distance learning technologies;
- active involvement of potential employers in the educational process and in the development of study programmes;
- full-scale involvement of the university in quality of education external evaluation;
- Improving the quality of educational activities and University internal culture;
- creating an environment conducive to the moral and personal self-realization of students and academic staff;
- preserving and developing the corporate culture of the university as a system of university values;
- strengthening the role of student government to ensure the education quality;
- pursuing the policy of integration of the educational process and research activities;
- during the whole period of studies to involve students in research activities;
- to improve the quality management system of the university, ensuring a high level of educational process quality;
- establishing a system of continuous professional training for the university personnel in the field of educational process management and quality assurance;
- diversification of tools to improve the efficiency of the university, including the use of strategic management methodology, project management, mechanisms of targeted funding, which establish the dependence of the amount of resources on the quality and effectiveness of educational services, research and development, tools to improve the effectiveness of the university structural divisions work teams.



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V. QUALITY ASSURANCE STRATEGY IMPLEMENTATION PRINCIPLES

The CSU quality assurance strategy is based on the following **principles**:

- transparency and publicity in making management decisions, involvement of the university staff in the implementation of activities;
- ensuring methodological and informational unity of the Strategy (systems of criteria for assessing the effectiveness of activities, procedures for monitoring the implementation of activities and algorithms for predictive evaluation of results).

Strategy implementation:

Rector is the head of the Strategy implementation activities.

Quality Council considers the implementation of activities and results of the Strategy implementation, analyzes the possibility of achieving the indicators, identifies the most important areas of activities to implement the Strategy.

Educational Process and Quality Management Department, Educational and Methodological Council, Student Self-Government Bodies of CSU, as well as structural subdivisions coordinate the activities of university divisions in accordance with the Strategy.

Faculties, departments and other divisions of the University participate in the Strategy realization through fulfilling the objectives on the university level and form objectives on the faculty and department levels.

VI. STRATEGY IMPLEMENTATION EXPECTED OUTCOMES

The implementation of CSU Quality Education Assurance Strategy will ensure the:

- _ strengthening of the university authority in the domestic and international markets and ensure customers' satisfaction with the quality of the university educational services;
- _ making the system of educational services quality evaluation and assurance unified and transparent for all employees and students of the university;
- _ increasing the responsibility of the University staff for the quality assurance of educational services at all levels of the educational, scientific and administrative activities;
- _ increasing the motivation of all employees to qualitative work, to unite the team around the idea of quality.

VII. AMENDMENT PROCEDURE

This Strategy shall be updated and actualized according to the established procedure in cases of modifications to the following:

- _ the normative-legal acts of the Republic of Moldova that regulate activities in the field of higher education;
- _ Comrat State University Development Strategy for the period 2022-2027 (Approved by the USC Senate dated 06.04.2022);
- _ Regulation on education quality monitoring in CSU (Approved by the CSU Senate dated 03.11.2016);
- _ Education Quality Assurance Concept in CSU (Approved by the CSU Senate dated 03.11.2016);
- _ CSU Quality Policy (Approved by the Senate dated CSU 03.11.2016);

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- _ Regulation on the Education Quality Internal Assessment System in CSU (Approved by the CSU Senate dated 23.06.2017);
- _ Internationalization Strategy of Comrat State University for the period 2020-2025 (Approved by the Senate of CSU dated 09.07.2020);
- _ Comrat State University Action Plan for the Integration into the European Research Area (Approved by the Senate of CSU dated 20.05.2020).

VIII. ACTION PLAN FOR IMPLEMENTING EDUCATION QUALITY ASSURANCE IN CSU

	Type of activity	Implementation period	Responsible persons	Indicators
Priority 1. Strengthening the quality management system in accordance with current legislation				
Objective 1.1. Updating institutional regulatory framework for quality management				
1.1.1.	Formulate and approve the CSU 2022-2026 quality assurance strategy	September, 2022	Educational process and quality management department	The Strategy has been elaborated and approved.
1.1.2.	Updating the internal regulatory framework governing the organization, implementation and quality control of the educational process	2022-2026	Educational process and quality management department	The internal legal framework governing quality control in education is updated.
1.1.3.	Analyze and update the University development strategy in line with the quality policy	2024	University Rector, Vice-Rectors, Educational process and quality management department	University Strategy Development has been updated.
Objective 1.2 Updating quality assurance documentation at structural division level				
1.2.1.	Analysis and updating of the University faculties development strategies in accordance with the quality policy.	2024	Faculty deans, faculty quality representatives	The four faculties' Strategies have been updated.
1.2.2.	Анализ и актуализация стратегий развития кафедр в соответствии с политикой качества Analysis and updating the development strategies of the departments in accordance with the quality policy.	2024	Heads of the departments, department quality representatives	All the departments' development strategies have been updated.
1.2.3.	Monitoring the state of the teaching and methodological documentation of the profiling departments.	2022-2026	Educational process and quality management department	Teaching and methodological documentation of the department is systematically monitored.
Objective 1.3. Develop, promote and reinforce a culture of quality education at all university levels.				
1.3.1.	Organization of information seminars on educational change and quality management	2022-2026	Educational process and quality management department	Minimum one seminar is annually carried out.

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1.3.2.	Усиление роли заинтересованных сторон (студентов, выпускников, работодателей) в обеспечении качества образования Strengthening the role of the parties concerned (students, graduates, employers) in ensuring the quality of education.	2022-2026	Educational process and quality management department	Minimum one information seminar is carried out every year.
Priority 2: Ensuring quality conditions for the educational process				
Objective 2.1. Formation / periodical updating of the study programmes for cycle I - licentiate and cycle II - master				
2.1.1.	Elaborating/updating study programmes in accordance with the outcomes of monitoring and forecasting labour market needs.	2022-2026	Faculty deans, heads of departments, faculty and departments quality representatives	Study programmes have been elaborated/updated in accordance with the outcomes of monitoring and forecasting labour market needs
2.1.2.	Elaborating/updating study programmes in accordance with the results of the survey carried out among all the parties concerned (students, academic staff, graduates, employers)	2022-2026	Career and guidance centre, Educational process and quality management department	At least one survey is carried out among all the parties concerned.
2.1.3.	Ensuring continuity between the study programmes of cycle I - licentiate and cycle II - master	2022-2026	Faculty deans, heads of departments, faculty and departments quality representatives	A thorough analysis of study programmes for cycle I - licentiate and cycle II - master studies have been carried out, and the continuity ensured.
2.1.4.	Providing facilities and documentation support for authorisation/accreditation of study programmes	2022-2026	Educational process and quality management department, faculty deans, heads of departments	Existing documentation has been updated, new documentation has been worked out and approved in accordance with external accreditation requirements
2.1.4.	Promote a culture of quality in all areas of management at the institutional level in order to ensure quality in educational services.	2022-2026	Educational process and quality management department	Information and training workshops have been carried out.
Objective 2.2. Ensuring quality of the teaching/learning/monitoring process				
2.2.1.	Мониторинг обеспечения УМК дисциплин профилирующих кафедр Monitoring the profiling departments in terms of educational and methodical complexes/teaching material to be used.	2022-2026	Faculty and departments quality representatives	Monitoring profiling departments in terms of educational and methodical complexes/teaching material to be used have been carried out.
2.2.2.	Systematic quality monitoring and evaluation of all types of classes.	2022-2026	Educational process and quality management department, faculty and departments	Evaluating at least 4 classes at profiling departments.

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			quality representatives	
2.2.3.	Implementation of a system to improve academic performance and quality of students' knowledge in a distance learning environment.	2022-2026	Educational process and quality management department	A system to improve academic performance and quality of students' knowledge in a distance learning environment has been implemented.
2.2.4.	Совершенствование методических и организационных условий для обеспечения самостоятельной работы студентов Improving methodological and organizational conditions for students' independent work	2022-2026	Heads of departments, department quality representatives	Methodological and organizational conditions for students' independent work are analyzed and developed every year.
2.2.5.	Continuous implementation of modern educational technologies into the teaching/learning/monitoring process	2022-2026	Educational process and quality management department, heads of departments, departments' academic staff	Modern educational technologies are analyzed and systematically implemented in the educational process.
2.2.6.	Carrying out a survey on evaluating the quality of the educational process at CSU.	2022-2026	Educational process and quality management department	At least one survey is carried out and analyzed annually.
2.2.7.	Regular review of students' internships and updating of internship bases.	2022-2026	Educational process and quality management department	annual analysis and updating of internship bases.
2.2.8.	Strengthening the material and technical base of the educational process	2022-2026	University Rector	Material and technical base is systematically updated.
2.2.9.	Непрерывное пополнение фонда научной и учебной литературы библиотеки КГУ, расширение фонда электронной библиотеки Continuous replenishment of the CSU library fund with scientific and educational literature, and expansion of the e-library stock.	2022-2026	University library	University library funds are constantly replenished, including e-library.
2.2.10	Implementing the principle of learning through scientific research at all stages of specialist training.	2022-2026	Vice-Rector on Science and International Relations, Educational process and quality management department	Carrying out informative seminars.
2.2.11.	Organize the adjustment and updating of assessment means to check the learning outcomes (competences) of individual disciplines and of the study programmes as a whole.	2022-2026	Educational process and quality management department	Systematic adjustment and updating of assessment means.

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Objective 2.3. Human resources				
2.3.1.	Periodic monitoring and updating of academic staff's self-evaluation criteria	2022-2026	Educational process and quality management department	Criteria for self-evaluation are constantly updating.
2.3.2.	Ensuring an objective and effective research self-evaluation rating for academic staff.	2022-2026	Educational process and quality management department	Self-evaluation criteria are constantly updating.
2.3.3.	Motivating academic staff to shape and maintain the quality of the education at CSU according to established standards.	2022-2026	Educational process and quality management department	Academic staff is regularly involved in forming and maintaining education quality in CSU according to established standards.
2.3.4.	Discussion and dissemination of good teaching practices at Faculty Councils and methodological seminars	2022-2026	Faculty deans, Faculty Councils, Educational process and quality management department	Good teaching practices are analyzed and implemented.
2.3.5.	Implementing a plan to recruit external specialists to work at CSU in the areas relevant to the university professional training directions.	2022-2026	Faculty deans, Faculty Councils, Educational process and quality management department	At least two professors/university teachers are attracted to work at each of the faculty every year.
2.3.6.	Motivating faculty to deliver online lectures abroad.	2022-2026	Faculty deans, Faculty Councils, Educational process and quality management department	At least two lectures a year at each faculty are carried out online abroad.
Objective 2.4. Research activities				
2.4.1.	Conducting basic and applied research through interdisciplinary collaboration.	2022-2026	Vice-Rector on science and international relations, faculty deans, Faculty Councils	At least one research is carried out at each faculty every year.
2.4.2.	Expansion and strengthening of cooperation with enterprises of the economy real sector, research services client organizations	2022-2026	Vice-Rector on science and international relations, faculty deans, Faculty Councils	Collaboration with at least one organization a year is ensured at each faculty.
2.4.3.	Enhancing international research cooperation.	2022-2026	Vice-Rector on science and international relations, faculty deans, Faculty Councils	Collaboration with at least one organization a year is ensured at each faculty.

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2.4.4	Facilitate the mobility of the academic staff for internships and sharing experience.	2022-2026	Vice-Rector on science and international relations, faculty deans, Faculty Councils	At least two mobilities a year are ensured at each faculty.
2.4.5.	Мотивация ППС к активизации публикационной деятельности в мировых научных журналах, индексируемых в базе данных WEB of Science, SCOPUS и др. Motivating teaching staff to intensify publication activities in global scientific journals indexed in the WEB of Science, SCOPUS, etc.	2022-2026	Vice-Rector on science and international relations, faculty deans, Faculty Councils	At least 1 article per year published at each faculty.
2.4.6.	Intensification of work on organizing and carrying out student conferences.	2022-2026	Vice-Rector on science and international relations, faculty deans, Faculty Councils	At least one conference a year is organized at the university.
2.4.6.	Implementing training in research management, and dissemination of the results obtained in the research process.	2022-2026	Vice-Rector on science and international relations	At least one training a year is organized at the university.
Priority 3. Lifelong learning				
Objective 3.1. Providing continuing education for university academic staff				
3.1.1.	Developing the competences of the academic staff within the courses for continuing professional education demanded by social and business environment.	2022-2026	Vice-Rector on science and international relations, CSU Centre for Continuing Education	The University academic staff is involved in empowering competencies through lifelong learning.
3.1.2.	Identifying and implementing actions to encourage the participation of all university teachers in the lifelong learning process in order to develop professional and personal skills.	2022-2026	Vice-Rector on science and international relations, CSU Centre for Continuing Education	Carrying out at least one informative seminar, implementing motivation criteria.
Objective 3.2. Developing a system of lifelong learning at university level				
3.2.1.	Developing a system of lifelong learning in the university in accordance with national and international educational standards.	2022-2026	Vice-Rector on Science and International Relations, CSU Centre for Continuing Education, Educational process and quality management department	A system of lifelong learning complies with international requirements.
3.2.2.	Promoting lifelong learning courses taking into consideration the needs of the region.	2022-2026	Vice-Rector on Science and International Relations, CSU	Lifelong learning courses have been elaborated in compliance with the needs of the region.



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			Centre for Continuing Education, Educational process and quality management department	
Priority 4. Improving mechanisms and procedures for HEI's transparency and image				
Objective 4.1. Improving mechanisms and procedures for transparency at university level.				
4.1.1.	Promoting at institutional level transparency in decision-making, collegiality and public responsibility through close cooperation with the University Senate, Institutional Strategic Development Board, faculties, research centres, student government organizations, and trade union	2022-2026	Rector, Vice-Rector on Science and International Relations, CSU Centre for Continuing Education, Educational process and quality management department	Systematic promotion at the university level the processes of transparency in decision-making, collegiality and public responsibility through close cooperation.
4.1.2.	Empowering the procedure for discussing and implementing necessary changes to improve the quality of study programmes.	2022-2026	Rector, Vice-Rector on educational activity, Vice-Rector on Science and International Relations, CSU Centre for Continuing Education, Educational process and quality management department	Discussion and implementation procedure have been empowered.
Objective 4.2. Improve mechanisms and procedures for external transparency				
4.2.1	Empowering the university website, publishing information in international languages, constantly updating the information content.	2022-2026	Educational process and quality management department, Faculty deans, Heads of Departments	The information is updated and posted in several languages.
4.2.2.	Active involvement of students in university image promotion activities.	2022-2026	Educational process and quality management department, Faculty deans, heads of departments	university graduates and students are involved in promoting the university image.



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4.2.3.	Implementing a set of marketing policy measures (including a system of innovative career guidance and promotional activities) in order to increase the university's visibility and attract applicants	2022-2026	Educational process and quality management department, Faculty deans, heads of departments	A complex of marketing policy measures has been worked out and is carried out.
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