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# THE QUALITY MANAGEMENT SYSTEM HANDBOOK

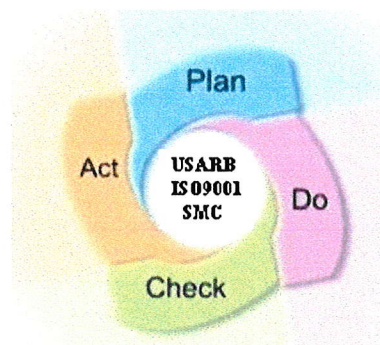
**CODE MC-USARB-01**

**THE STANDARD OF REFERENCE: SR EN ISO 9001:2015**



**Edition: 2**

**Revision: 4**

**Date: 12.02.2024**



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Date 08.02.2024	Date: 12.02.2024
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## THE REVISION POINT

No. Crt.	Edition / revision / date	Summary content or identification Modification / analysis	Developed by	Checked
			Function, first name, surname and signature	
1.	Ed.1 / Rev.0 01.12.2008	Development of the Quality Management System Handbook Code MC-USB-01 / Ed.1 Rev.0	QR	QMR
2.	Ed.2 / Rev.0 01.07.2011	Development of the Quality Management System Handbook Code MC-USB-01 / Ed.2 Rev.0 according to SR EN ISO 9001:2008	QR	QMR
3.	Ed.2 / Rev.1 01.02.2012	Development of the Quality Management System Handbook Code MC-USB-01 / Ed.2 Rev.1 according to SR EN ISO 9001:2008	QR	QMR
4.	Ed.2 / Rev.2 25.06.2014	Development of the Quality Management System Handbook Code MC-USARB-01 / Ed.2 Rev.2 according to SR EN ISO 9001:2008	QR	QMR
5.	Ed.2 / Rev.3 22.06.2016	Development of the Quality Management System Handbook Code MC-USARB-01 / Ed.2 Rev.3 according to SR EN ISO 9001:2008	QR	QMR
6.	Ed.2 / Rev.4 12.02.2024	Development of the Quality Management System Handbook Code MC-USARB-01 / Ed.2 Rev.4 according to SR EN ISO 9001:2008	QR	QMR



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### **Mission of Alecu Russo Balti State University**

Alecu Russo Balti State University assumes the general mission of education and advanced scientific research, being designed to meet the needs of society. The main concern is to prepare at a high didactic-scientific level specialists able to quickly integrate into the labour market, to be competitive in a challenging environment, through their ability to adapt to change and innovation.

USARB also assumes its own mission as a catalyst for the development of Moldovan society by:

- putting lifelong learning and academic mobility into practice;
- increasing the quality and efficiency of education and learning processes;
- promoting equity, social cohesion and active citizenship;
- stimulating creativity and innovation, including entrepreneurship.

USARB's vision is to be a national leader in: higher education, basic and applied scientific research, opening towards European recognition for all university degree programs, by developing an organizational culture oriented towards quality, collaboration, creativity, excellence and active involvement of all members of the university community.

Alecu Russo Balti State University undertakes, in all circumstances, in all its activity, to be guided by the following fundamental values :

- Integrity, reflected by honest, fair, ethical actions, by developing trust in the decision-making process throughout the University's work.

- Responsibility, reflected in ensuring academic and fiscal integrity, effective management of financial resources and state assets. Every employee and every student of the University must adopt honest and upright conduct in all their activities, taking responsibility for the quality of their decisions, actions and outcomes.

- Collaboration, reflected in the interdisciplinary approach, focus on teamwork, achievement of common goals through the committed effort of all University subdivisions, support of community projects, development of external partnerships, participation of the entire academic community in decision-making. Every employee and every student of the University must respect the work of colleagues, the general rules of conduct in the University, must show solidarity and academic collegiality.





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- Safety, reflected in the provision of a safe working and study environment. In the University every employee, every student or visitor must feel protected, safe and secure. In this context, university does not tolerate violence, abuse, harassment and discrimination, but we continually develop an inclusive academic community, respect diversity, support and facilitate everyone's success.

- Freedom of thought and expression, reflected in the ability of every employee and student of the University to express themselves freely and openly, to engage in reasoned opposition. Thus, we are open to creative ideas, constructive and innovative proposals, constructive criticism, we encourage diversity of thinking styles and research methods specific to each field, we show openness to the freedom of each individual to decide the directions of scientific research, the methods and strategies applied in their work, participation in various structures and committees in the University and beyond.

– Transparency, reflected in the effort to develop a culture of transparency in order to increase the quality of decision-making, access to information concerning all University processes for all employees, students, University partners.

– Innovation, reflected in encouraging and supporting ingenious, creative and innovative ideas, developing an environment that provides opportunities for growth and change. To this end, we are open to seeking solutions based on scientific research and providing advice and expertise to business and the community.

– Excellence, reflected in our commitment to serve our community by offering study and research programmes, further education and training, providing various services and organising events to disseminate academic and scientific research results of the highest quality.

### **The policy of Alecu Russo Balti State University in the field of quality**

Alecu Russo Balti State University aims to become a national leader in the provision of accredited educational services in the field of training specialists at bachelor and master level, conducting scientific research, consulting and continuing professional education.

The policy of the Alecu Russo Balti State University in the field of quality management is oriented towards the continuous provision of customers with services at the level of European standards and continuous improvement of the quality of services based on feedback from customers, suppliers and employees.

The USARB policy aims at developing the quality management system, its evaluation and audit criteria and methodology for continuous improvement, setting the



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University's objectives for quality assurance, evaluation and internal and external accreditation of study programmes; regular evaluation of teachers by students; facilitating the process of continuous staff development; work; making graduates more employable; improving the quality of education, research and recreation infrastructure.

The main goal of the university is to train competent specialists who will work in a knowledge-based economy. University education is seen as a stage in lifelong learning, an integral process of acquiring skills, initiation into scientific research and socialisation of personality.

To achieve this goal the university aims:

1. Systematically monitor the requirements of training institutions and the labour market.
2. To forecast the requirements of the market for educational services, intellectual activities and scientific production and to react to them in an appropriate and timely manner.
3. To develop and continuously improve the University Quality Management System through synergistic, in-depth and coherent strategies.
4. To improve the structure and technology of quality training of specialists by:
  - alternation of theoretical training and practical internships;
  - diversification of training programs;
  - to intensify research activity, maintain and develop scientific schools as a basis for training highly qualified staff;
  - ensuring access to mobility programs, training programs based on modern educational technologies, implementing distance learning, improving students' forms of independent work;
  - improving the cycle training system, students' study of information technology and foreign languages;
  - supporting talented young people;
  - development of internal communication/cooperation system;
  - the competence-based approach to the training process;
  - optimising the activity of organising the training process and its methodical assurance;
  - improving the information assurance of the training process;
  - development of the technical and material basis of the training and scientific research process;
  - development of educational programmes.





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5. Study and implement good practice in vocational training and scientific research.
6. Development of partnership relations with training and education units of all levels, with other suppliers and customers.
7. Systematic self-assessment of the possibilities and results of meeting internal and external customer requirements.
8. Continuous improvement of the professionalism of employees (qualification, competence, including quality management).
9. Creating the conditions for productive and creative activity.

In order to achieve the quality policy, the university has implemented a Quality Management System based on the requirements and recommendations of the ISO 9001:2008 series of standards, which was subsequently aligned with the new edition of the ISO9001 standard (ISO9001:2015).

The following priorities are taken into consideration when making managerial decisions in the university: (a) satisfaction of beneficiaries; (b) competence of staff; (c) corporate culture; (d) state-of-the-art technologies; (e) value for money; (f) health and safety.

The development, implementation and maintenance of the effective functioning of the Quality Management System, which encompasses all components of the university's work and staff, is oriented towards the achievement of the given policy. The employees of Alecu Russo Balti State University are competent persons in their fields of activity and strive for the recognition of the university as a leader on the market of educational services.

The university management contributes in every way to the implementation of the quality policy and undertakes to support the efforts of the employees in this area and to provide the necessary resources for these activities.

The quality policy of the Alecu Russo Balti State University is approved at all levels of university management and is aimed at confirming that the services offered by the university meet the requirements of the clients and tend towards excellence.

*Rector of the University*

*Natalia GAȘIȚOI*



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### **The Quality Doctrine in Alecu Russo Balti State University**

The Quality Doctrine was developed based on own experiences, study of the experience of universities in the Republic of Moldova, universities in other countries in the framework of SCM TEMPUS Project T005B05 "THE DEVELOPMENT OF QUALITY ASSURANCE SYSTEM WITHIN SELECTED UNIVERSITIES IN MOLDOVA (QA IN UM)".

The doctrine defines the goals, tools and guarantees of continuous improvement of the processes of quality assurance of educational services and training of specialists in Alecu Russo Balti State University.

#### ***Main purpose***

Continuous improvement of the training system of competent specialists, capable of imposing themselves on the national and international labour market, through the implementation of the Management System of the Quality Management System (QMS), based on the university's quality policy and objectives. The implementation of the QMS requires the establishment of organisational structures and the development of documentation to enable monitoring, periodic evaluation, corrective intervention, preventive intervention and continuous quality improvement.

#### ***Strategic goals***

- building the image of USARB as a nationally and internationally recognized higher education institution through the international certification of the Quality Management System and educational services;
- creating a self-improving Quality Management System that realises the principle of continuous improvement;
- ensuring that the needs of internal and external beneficiaries are met as a priority;
- ensuring systemic guarantees that beneficiaries acquire the knowledge and skills necessary for self-fulfilment in society;
- providing internal and external beneficiaries with material, methodical and informational resources that guarantee the implementation of all Quality Management System processes in the university;
- ensuring systemic integration of training with research and practice;
- creating a single legal framework, harmonised with national and international legislation, to ensure the efficient functioning of the Quality Management System.



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- creating the conditions for effective corporate management in the quality assurance system of specialist training;
- ensuring internal guarantees of the quality of educational services and training of specialists;
- creating external guarantees of the quality of educational services and training of specialists.

### ***Principles for achieving strategic goals***

Effective university management requires systematic work. Strategic goals can be achieved by implementing and refining a Management System, oriented towards continuous quality improvement in order to meet the requirements of all stakeholders.

The Quality Management System in the Alecu Russo Balti State University is an integral part of the University Management System.

Quality management in the university is based on the following principles:

#### ***Principle I: "Client orientation"***

This principle orients the entire activity of the university towards the beneficiary. The University depends on its beneficiaries and therefore must understand the current and future needs of the beneficiaries, meet the beneficiaries' requirements and aim to exceed the beneficiaries' expectations.

#### ***Principle II: "Leadership"***

Leadership is a complex notion that characterizes the type of manager who possesses the "art of leadership", being a leader not only by the nature of the function, but by the recognition of his qualities by all collaborators, because his activity is under the sign of credibility stemming from competence. Leaders are very important for the university because they set the unity of purpose and the direction of the university's development.

#### ***Principle III: "Staff involvement"***

Staff at all levels are the essence of the university, and their full involvement enables their skills and knowledge to be used for the benefit of the university. Involvement requires the creative mobilisation of all university employees: from top management down to the individual worker.

#### ***Principle IV: "Process Approach"***

This principle is based on the fact that in a university a desired result is achieved more efficiently when resources and related activities are managed as a process.

#### ***Principle V: "Management as a system approach"***

Identifying, understanding and managing a system of interdependent processes for a given objective improves the effectiveness and efficiency of the university's work.

#### ***Principle VI: "Continuous Improvement"***



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Continuous improvement is a permanent objective of the university, a requirement for maintaining educational services in the market under competitive conditions.

### *Principle VII: "Fact-based approach to decision-making"*

This principle requires that university issues are effectively addressed in decision-making. Effective decisions are based on the analysis of data and information.

### *Principle VIII: "Mutually beneficial provider relationships"*

A university and its provider are interdependent, and the system of relationships helps increase the ability of both parties to create value.

### *Tools to achieve strategic goals*

The basic instrument for achieving the strategic goals of the university is the *Strategic Institutional Development Plan of Alecu Russo Balti State University*, which is developed by for a period of five years. On the basis of the strategic plan the university draws up annual activity plans, which constitute stages in achieving the strategic goals.

The implementation of the University Quality Management System requires the opening of a special research programme "Quality Management".

### *Expected results*

- increasing the personal responsibility of employees at all levels of training, scientific research and administration for the quality of educational and scientific research services;
- increasing students' personal responsibility for learning outcomes;
- setting up a system to motivate university employees and students for quality work;
- creating a clear self-improving Quality Management System for all employees, students and external customers;
- creating a united team to achieve the strategic objectives of the University Quality Management System;
- creation of a system for monitoring and satisfying the requirements of internal and external beneficiarice
- increasing the authority and financial attractiveness of the university to beneficiaries and investors in the regional, national and international market for educational services, intellectual activity and scientific production.

### *University quality assurance guarantee*

#### *Internal guarantees:*



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- the activity of the university employees oriented towards ensuring the quality of educational services, training of specialists;
- the personal responsibility of each employee for the results of their work;
- the work of the persons responsible for the operation of the University Quality Management System;
- regular internal audit of the Quality Management System;
- systematic monitoring of all university processes, highlighting of unfavourable situations, elaboration of respective managerial decisions and implementation of corrective measures;
- the implementation of the principle of continuous improvement of the University Quality Management System;
- systematic updating of the university curriculum, other regulatory documents (regulations, instructions, etc.);
- regular interim certification of staff responsible for the operation of the University Quality Management System
- regular attestation of employee and student jobs;
- University traditions

### *External guarantees:*

- international exchange of students, PhD students, teachers and researchers;
- national accreditation procedures;
- carrying out consultative audits of the University Quality Management System by representatives of international quality management consulting companies;
- international certification of the university Quality Management System.



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### 1. THE PURPOSE AND FIELD OF APPLICATION

#### 1.1. The purpose

This Handbook documents how the requirements for the Management System applied in the Alecu Russo Balti State University in accordance with the quality standard SR EN ISO 9001:2015 are realized, so that:

- the university to demonstrate its ability to consistently deliver educational services that meet beneficiary requirements, statutory requirements and applicable legal and regulatory requirements;
- to increase beneficiary satisfaction through effective implementation of the Management System, including processes for continuous improvement of the system and ensuring compliance with beneficiary requirements, statutory requirements and applicable legal and regulatory requirements.

#### 1.2. Field of application

The Quality Management System of the university is applied in the field of educational services: higher, postgraduate and continuing education, scientific research and administrative support services of the university.

The Management System is applied to all subdivisions of the university according the organisational chart. The requirements are mandatory for all university staff.

#### 1.3 Presentation of the university

##### 1.3.1. General Information

Alecu Russo Balti State University is a public institution, financed from the state budget, part of the higher education system of the Republic of Moldova, which operates on the basis of the Constitution of the Republic of Moldova, the Education Code, the Code of Science and Innovation of the Republic of Moldova, the legislation in force, international agreements and conventions to which the Republic of Moldova is a party, its own Charter and the internal regulations drawn up in accordance with it.

In its relations with society, the Alecu Russo Balti State University identifies itself by the following attributes:

**Name:** *Alecu Russo Balti State University*. Abbreviated name: USARB;

**In international relations** the name Alecu Russo Balti State University is used:

**Emblem and seal** approved by the Senate;



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**University Day**, celebrated annually on 12 October, with scientific, cultural and sporting events.

The Rectorate of the University **is located** at 38 Pushkin Street, mun. Balti, Republic of Moldova, code 3121. Tel. (231) 52 4 30; fax. (231) 52 4 39; website: [www.usarb.md](http://www.usarb.md)

**Rector:** PhD, Assoc. Prof. , Natalia Gașitoi, tel. (231) 52 4 30;

**First Vice-Rector for didactic activity**, representative of the Rector for QMS: PhD, Assoc. Prof. , Lidia Pădureac, tel. (231) 52 3 44.

### 1.3.2. Field of activity

Higher, postgraduate and continuing education, scientific research, consultancy services.

### 1.3.3 Establishment and short history

The history of the university begins in 1945, when, in accordance with the Decision of the Soviet of People's Commissars of the USSR No. 470 of 14 March 1945 "On measures of aid to schools in the USSR", the Soviet of People's Commissars of the USSR by its Decision No. 532 of 12 June 1945 opened in Balti a Teaching Institute with two faculties: *History and Philology, Natural Sciences and Geography* with an admission plan of 120 people. The Institute of Education was located in a single study block (the building of the former "Miss Ileana" High School for Girls) on the present Pushkin Street.

In 1947, the *Department of Physics and Mathematics* was created at the Balti Teaching Institute.

*The basic objective* of the Teaching Institute was to prepare in a short time the necessary teachers for the education system of the republic.

In accordance with the order of the Council of Ministers of the USSR No. 9038-p of 10 July 1953, the Council of Ministers of the USSR by Decision No. 846 of 13 August 1953 "On the reorganisation of the Balti Teaching Institute and the creation of the Pedagogical Institute in Cahul" decided *to reorganise the Balti Teaching Institute into the Balti Pedagogical Institute* with effect from 1 September 1953.

*The basic objectives* of the Pedagogical Institute were: (a) the qualitative preparation of school teachers for middle school; (b) the creation of conditions for the research activity of teachers and students; (c) the propagation of scientific and especially pedagogical knowledge.





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On 6 July 1954 the Council of Ministers of the S.S.M.R. adopted Decision No. 762 "On measures to improve the training of teachers in pedagogical educational institutions in the republic". According to this Decision, the Soroca Teaching Institute was merged with the Balti Pedagogical Institute. At the same time, changes occurred in the structure of the institute:

- The history section of the Faculty of History and Philology was transferred to the Pedagogical Institute in Chisinau;
- The Faculty of Natural Sciences and Geography was transferred to the Pedagogical Institute of Tiraspol;
- *The Faculty of Foreign Languages* was transferred from the Pedagogical Institute in Chisinau to the Pedagogical Institute in Balti;
- *The Moldavian language and literature section* was transferred from the Pedagogical Institute in Tiraspol to Balti.

Consequently, three faculties were created at the Pedagogical Institute in Balti: of *Philology* - by merging the Sections of Russian language and literature and Moldovan language and literature; of *Physics and Mathematics* - by merging the Mathematics and Physics Sections; of *Foreign Languages*.

In 1955 the Faculty of Foreign Languages was merged with the Faculty of Philology, and in 1957 the faculties were separated again.

Since 1956, by order of the Ministry of Education of the R.S.S.M. no. 735 of October 11, 1956, the Pedagogical Institute in Balti was reoriented to the training of school teachers with a *broad profile*.

Since 1958, the Pedagogical Institute in Balti begins training in a new Section - *primary classes and music* within the Faculty of Philology.

In 1959, the Pedagogical Institute from Balti, by the decision of the Council of Ministers of the R.S.S.M. no. 169 of April 24, 1959, *the name of Alecu Russo* was conferred. In the same year, the institute begins training for a new specialty - *Russian language and literature and music*.

In 1960, the *Faculty of Primary Classes* was transferred from the Pedagogical Institute in Chisinau to the "Alecu Russo" Pedagogical Institute in Balti, which became the fourth faculty of the institute. By order of the Ministry of Public Education of the R.S.S.M. no. 212 of June 28, 1966, the Faculty of Primary Classes was reorganized into the *Faculty of Pedagogy*. In 1967, *the preschool education* specialty was opened at the Faculty of Pedagogy.

In 1976, the Faculty of Pedagogy was *divided* into two faculties: the Faculty of Pedagogy and Methodology of Primary Education and the Faculty of Pedagogy and Preschool Psychology.



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In February 1980 in connection with the suspension of the training of mathematics teachers, the name of the Faculty of Physics and Mathematics was changed to the Faculty of Technical Disciplines. From August 1, 1980, the Faculty of Pedagogy and Methodology of Primary Education was *divided* into two faculties: the Faculty of Pedagogy and Methodology of Primary Education and the Faculty of Music and Pedagogy. The number of faculties at the "Alecu Russo" Pedagogical Institute increased to 6.

In accordance with the order of the Ministry of Higher and Secondary Specialized Education of the R.S.S.M. no. 57 of 11.04.88 within the Science Section, *the Scientific Research Sector* (S.C.Ș.) was created.

In 1991, the Faculty of Technical Disciplines was renamed the *Faculty of Technology and Physics*.

Based on the Decision of the Government of the Republic of Moldova no. 330 of May 21, 1992 "*Alecu Russo*" Pedagogical Institute from Balti was reorganized into *Alecu Russo Balti State University*. According to the new scheme of the university structure, approved by the university Senate and the College of the Ministry of Science and Education of the Republic of Moldova, starting from July 15, 1992, the faculties of Pedagogy and Methodology of Primary Education and of Pedagogy and Preschool Psychology were merged into one *Faculty of Pedagogy and Psychology*. In the same year, the training of teachers was resumed mathematics and the Faculty of Technology and Physics was renamed the *Faculty of Technology, Physics and Mathematics*.

The founding of a classical state university in Balti pursued several *objectives*:

- the creation in the municipality of Balti of a strong *regional* center for science, culture and training of personnel with university degrees;
- more uniform geographical location of higher education institutions in the Republic of Moldova
- the educational offer for candidates who had to resort to the services of institutions with dubious status as subsidiaries of ghost universities in the Russian Federation.

In connection with the opening of new musical specializations in 1995, the Faculty of Music and Pedagogy was renamed the *Faculty of Music and Musical Pedagogy*.

In accordance with the relevant Ministry's order no. 251 of 14.07.95 "Regarding the opening of the Faculty of Economics and Law within the State University of Balti" the first faculty with a non-pedagogical profile - *of Economics and Law* - was opened in the university.



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In accordance with the Decision of the Council of the Ministry of Education and Science of 24.08.98, the Faculty of Economics and Law was divided into two separate faculties: the Faculty of *Law* and the Faculty of *Economics*.

In 2002, the university was *accredited* by the Government of the Republic of Moldova.

In accordance with the provision of the Ministry of Education of the Republic of Moldova no. 05-11-2831 of May 22, 2003, the eighth faculty was created within the university - *the Faculty of Natural Sciences and Agroecology*.

In the summer of 2003, an ARTE profile class was opened in the theoretical high school - the embryo of the future Regional High School of Arts.

In 2003, the names of two faculties were changed: the Faculty of Technology, Physics and Mathematics - into the *Faculty of Technology, Physics, Mathematics and Informatics*; Faculty of Pedagogy and Psychology - in the *Faculty of Pedagogy, Psychology and Social Work*.

In 2004, the **Military Department** was opened in the university. In the same year, the *Department of Information Technologies* was created.

In 2006, by decision of the National Council for Accreditation and Certification, the university was accredited in two scientific profiles: *Theory and Methodology of Educational Curriculum* and *Physical Properties of Substances in Various States*. The university became a *profile member of the Academy of Sciences of Moldova*.

In the autumn of 2006, on the basis of the scientific laboratories of the university and the "Selecția" Field Crops Research Institute, the Branch of the Academy of Sciences of Moldova was opened in Balti.

Based on the Decision of the College of the Ministry of Education and Youth no. 3.2.1. of March 27, 2008 "Regarding the results of the evaluation and accreditation of the Alecu Russo Balti State University and the order of the Ministry of Education and Youth of the Republic of Moldova no. 209 of March 29, 2008, the Alecu Russo Balti State University was accredited with 31 specialties/specializations.

In November 2008, the university started the activities of setting up the Quality Management System.

In January 2009, a new student dormitory with 180 places was put into operation. Also this year, the university obtained the ISO 9001:2000 International Certificate of the European University Quality Management System.



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In the fall of 2010, along with the tribute to 65 years of activity of the university, the ceremony of conferring the honorary title of Professor Emeritus was inaugurated.

In 2011, by the Decision of the National Council for Accreditation and Attestation no. 581 of June 3, 2011, the university is 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 five research profiles: Physics and technology of material environments; Educational curriculum technology; Modern philology in the context of the dialogue of cultures; Linguistic and literary phenomena in / from the diachronic and synchronic perspective; The socio-legal dimension of the European integration of the Republic of Moldova. Qualification of the institution: Internationally competitive organization (category B).

In April 2011, the Agreement establishing the Consortium of Universities from the Republic of Moldova-Romania-Ukraine was signed, an organization that includes six universities: Alecu Russo Balti State University (Republic of Moldova), State University of Moldova (Republic of Moldova) , Alexandru Ioan Cuza University of Iași (Romania), “George Enescu” National University of Arts from Iasi (Romania) and Yuriy Fedkovych Chernivtsi National University (Ukraine).

In order to optimize human, financial and material resources, improve the quality of university management and in accordance with the Senate Decision in August 2011, the Faculty of Pedagogy, Psychology and Social Assistance were merged with the Faculty of Music and Music Pedagogy, constituting the following faculties: Education and Arts and the Faculty of Psychology and Social Work and was renamed the Faculty of Technology, Physics, Mathematics and Informatics in the Faculty of Real Sciences.

In October 2011, the Quality Management Department was formed. On December 5, 2011 and later on August 24, 2012, the university was certified by the management systems certification bodies IQNet (The International Certification Network) and SRAC (Romanian Society for Quality Assurance) in the fields of university education activities and the training of university and academic staff . The certificate confirms that the university has implemented and maintains a quality management system according to the conditions of the international standard ISO 9001:2008.

In November 2011, by the Senate Decision of November 16, 2011, the Resource Center for the continuous training of university teaching staff in the field of Information Technology and Communications was created.

In order to optimize human, financial and material resources, improve the quality of university management, ensure effective collaboration between faculties and departments and achieve the



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objectives set by the Ministry of Education regarding the efficiency of public spending in the field of education and in accordance with Senate Decisions no. 1 of 26.08.2013 and no. 3 of 02.10.2013 the Faculty of Philology was merged with the Faculty of Foreign Languages and Literatures and the Faculty of Letters was established; The Faculty of Economics with the Faculty of Natural Sciences and Agroecology and the Faculty of Real Sciences and the Faculty of Exact, Economic and Environmental Sciences was established. The specialties History and Civic Education and Social Work (cycle I) and the specializations Social policies for family and children and Supervisory services in Social Work (cycle II) were transferred from the Faculty of Psychology and Social Work to the Faculty of Law and was established the Faculty of Law and Social Sciences. The specialty of Psychology (cycle I) and the specializations of Forensic Psychology and Psychological Counseling (cycle II) were transferred from the Faculty of Psychology and Social Work to the Faculty of Educational Sciences and Arts and the Faculty of Educational Sciences, Psychology and Arts was established .

In 2013, the "Ion Creangă" Regional Theoretical High School, by Government Decision, becomes a Republican High School and leaves the composition of the University.

In 2014-2015, the "Orange cafe" lounge was put into operation, with a capacity of 12 seats, equipped with modern equipment and cutting-edge IT technologies.

On May 3, 2016, according to order no. 02-58, in accordance with the USARB organizational chart, minutes no. 10 of 12.03.2016, minutes no. 10 of 03.05.2016 of the meeting of the Faculty of Law and GD no. 195 of 13.03.2013, the Department of Law within the Faculty of Law and Social Sciences is divided into two separate departments: the Department of Private Law and the Department of Public Law.

The Continuing Professional Training Center (CPTC) operates within the USARB, a subdivision reorganized based on the USARB Senate decision of 10/25/2017. The aim of the center is the continuous training of pre-university teaching staff from the north of the Republic of Moldova and from the whole country in all pedagogical specialties. The center offers services to ministries, departments and educational institutions, regarding the improvement and recycling of personnel.

In 2019, with the consent of the Ministry of Education, Culture and Research, the "Ion Creangă" Pedagogical College reopened its activity within the USARB and obtained the provisional operating authorization for the professional training programs: 11310 Primary Education and 11210 Early Education (educator, assistant of the educator, music director).

In 2022 in USARB, with the support of partners: Government of the Republic of Moldova; Ministry of Agriculture, Regional Development and Environment; Ministry of Economy and



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Infrastructure of the Republic of Moldova; Ministry of Education, Culture and Research of the Republic of Moldova; USAID Moldova; US Embassy in Moldova; Embassy of Great Britain and Northern Ireland in Moldova; Embassy of Sweden in Moldova; Balti City Hall; ADR North; ATIC; Balti Free Economic Zone, a new subdivision was created - NORTEK Innovation and Technological Transfer Center. The center is designed as a link between teaching processes, research and the labor market.

In 2023 USARB, being part of the Consortium implementing the Erasmus+ project *Enhancement of Quality Assurance in Higher Education System in Moldova - QFORTE*, made up of several partner universities from the Republic of Moldova and the EU (Germany, France, Spain and Slovenia), ANACEC and the Ministry of Education and Research (MER), was subjected to the process of external assessment of academic quality in the higher education institution. Based on the decision of the ARACIS Council of 13.07.2023, USARB obtained international institutional accreditation.

### **1.3.4. University Structure**

The USARB structure chart is presented in Appendix 4 of the Handbook.

#### **The organizational structure**

##### **Faculties:**

- Letters (FL);
- Exact, Economic and Environmental Sciences (FEEES);
- Educational Sciences, Psychology and Arts (FESPA);
- Law and Social Sciences (FLSS);

#### **Pre-university structures**

- "Ion Creanga" Pedagogical College from Balti

#### **Departments:**

##### **1) Faculty of Letters (FL);**

- Department of Romanian language and Romance philology;
- Department of English and German philology;
- Department of Romanian and Universal Literature;
- Department of Slavic Studies.

##### **2) Faculty of Exact, Economic and Environmental Sciences:**

- Department of Mathematics and Computer Science;
- Department of Physical and Engineering Sciences;





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- Department of Economics;
- Department of Natural Sciences and Agroecology.

### 3) Faculty of **Educational Sciences, Psychology and Arts:**

- Department of Education Sciences;
- Department of Psychology;
- Department of Arts and Art Education.

### 4) Faculty of **Law and Social Sciences:**

- Department of Law;
- Department of Socio-human sciences and social work.

### **Military Department**

#### **The continuing professional training center (CPTC)**

#### **Functional compartments:**

- University Scientific Library;
- Medical Services Centre;
- Canteen Complex;
- Autonomous thermal boiler room.

#### **University infrastructure:**

#### **The study blocks:**

1.	Administrative block	total surface	2991,8 m <sup>2</sup>
	including:	administrative	536,6 m <sup>2</sup>
		of studies	1076,1 m <sup>2</sup>
		cultural	244,0 m <sup>2</sup>
		auxiliary	1154,5 m <sup>2</sup>
2.	Study block no. 2	total surface	1763,1 m <sup>2</sup>
	including:	administrative	392,6 m <sup>2</sup>
		of studies	428,9 m <sup>2</sup>
		cultural	380,9 m <sup>2</sup>
		auxiliary	560,7 m <sup>2</sup>
3.	Study block no. 3	total surface	4931,3 m <sup>2</sup>
	including:	administrative	540,1 m <sup>2</sup>
		of studies	2951,2 m <sup>2</sup>
		cultural	233,7 m <sup>2</sup>
		auxiliary	1204,3 m <sup>2</sup>
4.	Study block no. 4	total surface	2942,7 m <sup>2</sup>
	including:	administrative	0
		of studies	1623,7 m <sup>2</sup>
		auxiliary	1319,2 m <sup>2</sup>





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5.	Study block no. 5	total surface	7249,1 m <sup>2</sup>
	including:	administrative	
		of studies	
		auxiliary	
6.	Study block no. 6	total surface	4396,8 m <sup>2</sup>
	including:	administrative	363,4 m <sup>2</sup>
		of studies	2230,8 m <sup>2</sup>
		auxiliary	1802,6 m <sup>2</sup>
7.	Study block „Lira”	total surface	1553,1 m <sup>2</sup>
	including:	administrative	165,2 m <sup>2</sup>

		of studies	857,0 m <sup>2</sup>
		auxiliary	530,9 m <sup>2</sup>
8.	Scientific library	total surface	4874,0 m <sup>2</sup>
	including:	administrative	271,7 m <sup>2</sup>
		of studies	2224,7 m <sup>2</sup>
		storage	676,0 m <sup>2</sup>
		auxiliary	1347,0 m <sup>2</sup>
Total by university:			30701,9 m <sup>2</sup>

NORTEK - capacity over 6054 m<sup>2</sup>.

Student dormitories

Name of the dormitory	Year of giving in operation	Technical status	Type of dormitory (corridor / sections etc.)	Accommodation capacity according to the project	No. persons / room	m <sup>2</sup> / person
<i>Olimp</i>	1969	satisf.	corridor	320	3-4	4,5 m <sup>2</sup>
<i>Integrala</i>	1960	satisf.	corridor	200	3-4	4,6 m <sup>2</sup>
<i>Romanticii</i>	1967	satisf.	corridor	320	3-4	4,4 m <sup>2</sup>
<i>Meridiane</i>	1959	satisf.	corridor	250	3-4	4,5 m <sup>2</sup>
<i>Luceafărul (new)</i>	2009	excel.	sections	180	2-4	
* <i>Lira</i>	1965	satisf.	corridor	200		
** <i>ABC</i>	1979	unsatisf.	sections	400		
** <i>Luceafărul</i>	1981	unsatisf.	sections	400		

\* The "Lira" dormitory will be vacated when the new study block is put into operation. At present, students of the Faculty of Education, Psychology and Arts are studying in this dormitory.

\*\* The "ABC" and "Luceafărul" dormitories have not been inhabited since 1999, are in need of capital repairs and are located 5 km from the university campus.



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### Human Resources

The training process in the university is carried out by 158 teaching staff, 100 of whom - with scientific degrees and titles.

#### **1.3.5. List of authorisations**

1. Certificate of registration of the university: no. 1007602000972 in the State Registration Chamber of the Ministry of Information Development.
2. Activity license: no. 11-5-618 of 05.07.2001, letter of the Ministry of Education of the Republic of Moldova and the Nomenclature of the fields of vocational training and specialties for training of staff in higher education institutions, cycle I, according to which the university has been authorized with the right to organize studies for specialties:
  - 141 Education and teacher training, with the specializations:
    - o 141.01 Mathematics;
    - o 141.02 Computer science;
    - o 141.03 Physics;
    - o 141.06 Biology;
    - o 141.07 Geography;
    - o 141.08 Languages and literatures;
    - o 141.09 Modern languages;
    - o 141.11 Music;
    - o 141.12 Fine arts;
    - o 141.14 Technological education;
  - 142 Educational sciences:
    - o 142.01 Pedagogy;
    - o 142.02 Preschool Education;
    - o 142.03 Primary Education Pedagogy;
    - o 142.04 Psychopedagogy;
  - 212 Music and Performing:
    - o 212.2 Singing;
  - **216** Theatrical art:
    - o 216.5 Choreography;
  - 222 Languages and literatures:



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- o 222.1 Languages and literatures
- 223 Modern and classical languages:
  - o 223.1 Modern languages;
- 333 Public administration, with specialisation:
  - o 313.1 Public administration;
- 322 Psychology, with specialisation:
  - o 322.1 Psychology;
- 331 Social work
  - o 331.1 Social work services;
- 341 Journalism:
  - o 341.1 Journalism;
- 342 Communication sciences, with specialisation:
  - o 342.2 Communication sciences;
- 361 Accounting, with specialisation:
  - o 361.1 Accounting;
- 363 Business and Management, with specialisation in:
  - o 363.1 Business and management;
- 364 Finance:
  - o 364.1 Finance and banking;
- 381 Law, specialising in:
  - o 381.1 Law;
- 424 Ecology, with specialisation:
  - o 424.1 Ecology;
- 444 Computer science, with specialisation:
  - o 444.1 Computer science;
- 542 Textiles, clothing, footwear and leather processing:
  - o 542.2 Industrial clothing design;
- 613 Agronomy, with specialization:
  - o 613.1 Agronomy.

3. Accreditation certificate: **AS Series No. 0110** issued in accordance with the Decision of the College of the Ministry of Education, Youth and Sport No. 4.5.2. of 23 March 2006 and the



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Nomenclature of vocational training fields and specialties for the training of staff in higher education institutions, cycle I, according to which the specialties/specializations are accredited:

- 141. Teacher education and training:
  - o 141.02 / 141.09 Computer Science and Applied Modern Languages, full-time education, title/qualification "Bachelor of Education Sciences";
  - o 141.08.01 / 141.09.04 Romanian language and literature, Russian language and literature, full-time and part-time education, title/qualification "Bachelor of Education Sciences";
  - o 141.08.02 / 141.09.01 Russian and English language and literature, full-time education, title/qualification "Bachelor of Education Sciences";
- 223. Modern and classical languages:
  - o 223.1 Modern languages. Language A and Language B: German and English, full-time education, title/qualification "Bachelor of Humanities";
- 322. Psychology:
  - o 322.1 Psychology, full-time education, title/qualification "Bachelor of Social Sciences";
- 364. Finance with specialization:
  - o 364.1 Finance and Banking, full-time and part-time education, title/qualification "Bachelor of Economics";

**Series AUC No. 000007** issued in accordance with the Decision of the College of the Ministry of Education and Youth No. 321 of 27 March 2008 and the Nomenclature of vocational training areas and specialties for the training of staff in higher education institutions, cycle I, according to which the specialties / specializations are accredited:

- 141. Teacher education and training:
  - o 141.01 / 141.02 Mathematics and computer science, full-time education, title/qualification "Bachelor of Education Sciences";
  - o 141.03 / 141.02 Physics and Computer Science, full-time education, title/qualification "Bachelor of Education Sciences";
  - o 141.08.01 Romanian language and literature, part-time education, title/qualification "Bachelor of Education Sciences";
  - o 141.08.01 / 141.09.02 Romanian language and literature and French language and literature, full-time education, title/qualification "Bachelor of Education Sciences";



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- o 141.08.01 / 141.09.01 Romanian language and literature and English language and literature, full-time education, title/qualification "Bachelor of Education Sciences";
- o 141.08.01 / 141.09.03 Romanian language and literature and German language and literature, full-time education, title/qualification "Bachelor of Education Sciences";
- o 141.08.02 / 141.09.05 Russian language and literature and Romanian language and literature, full-time education, title/qualification "Bachelor of Education Sciences";
- o 141.08.03 Ukrainian language and literature, part-time education, title/qualification "Bachelor of Education Sciences";
- o 141.08.03 / 141.09.05 Ukrainian language and literature and Romanian language and literature, full-time education, title/qualification "Bachelor of Education Sciences";
- o 141.09. Modern languages. Language and Literature A and Language B: French Language and Literature and English Language and Literature, full-time education; English Language and Literature and French Language and Literature, full-time education; German Language and Literature and French Language and Literature, full-time education; German Language and Literature and English Language and Literature, full-time education; English Language and Literature and German Language and Literature, full-time education, title/qualification "Bachelor of Education Sciences";
- o 141.11. Music, full-time and part-time, title/qualification "Bachelor of Education Sciences";
- o 141.14 Technological education, full-time and part-time, title/qualification "Bachelor of Education Sciences";
- 142. Educational sciences:
  - o 142.01 Pedagogy, full-time education, title/qualification "Bachelor of Education Sciences";
  - o 142.03 / 142.02 Primary Education Pedagogy and Pre-school Pedagogy, full-time and part-time education, title/qualification "Bachelor of Education Sciences";
  - o 142.03 / 141.09 Primary Education Pedagogy and English Language, full-time education, title/qualification "Bachelor of Education Sciences";
- 331. Social Work:
  - o 331.1 Social work services, full-time and part-time education, title/qualification "Bachelor of Social Work";
- 361. Accounting:
  - o 361.1 Accounting, full-time and part-time education, title/qualification "Bachelor of Economics";
- 381. Law:



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o 381.1 Law, full-time and part-time, title/qualification "Bachelor of Law";

• 444. Computer Science:

o 444.1 Computer Science, full-time and part-time, title/qualification "Bachelor of Computer Science".

4. Scientific Accreditation Certificate: **Series P No. 042** issued on the basis of the Decision of the Commission for Accreditation of Science and Innovation Organizations of the National Council for Accreditation and Certification No. AC-3/1 of 28 April 2011, published in the Official Monitor of the Republic of Moldova No. 91-94 (3887-3890) of 3 June 2011, Art. 581, issued on 29 September 2011, No. 74, valid until 28 April 2016.

Alecu Russo Balti State University of is accredited as a science and innovation organization with all related rights to conduct research, innovation and technology transfer activities in the research profile(s):

- Physics and technology of material media (performance assessment - good);
- Teleology of educational curriculum (performance appraisal - sufficient);
- Modern philology in the context of the dialogue of cultures (performance assessment - sufficient);
- Linguistic and literary phenomena in / from a diachronic and synchronic perspective (performance appraisal - good);
- Socio-legal dimension of the European integration of the Republic of Moldova (assessment of performance - sufficient).

Qualification awarded to Alecu Russo Balti State University: ***Internationally competitive organization (category B)***.

5. Scientific Accreditation Certificate: **Series P No. 076** issued on the basis of the Decision of the Specialized Commission for the Evaluation of Organizations in the Sphere of Science and Innovation of the National Council for Accreditation and Certification No. AC-03/1 of 27 May 2010, published in the Official Monitor of the Republic of Moldova No. 232-244 (5665-5677) of 29 July 2016, art. 1244.

Alecu Russo Balti State University is accredited in quality on research profiles:

- Physics and technology of material media (performance assessment - good);
- Theology of educational curriculum (performance assessment - good);
- Modern philology in the context of the dialogue of cultures (performance appraisal - good);



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- Linguistic and literary phenomena in / from a diachronic and synchronic perspective (performance appraisal - good);
- The socio-legal dimension of the European integration of the Republic of Moldova (appraisal of performance - fair);
- Sustainable development models in economics and management (performance appraisal - enough).

Qualification awarded to Alecu Russo Balti State University: **Internationally competitive organisation (category B).**

6. Authorization to carry out training in the following professional/specialization master programs:

### **Ministry of Education Order No 391 of 30 May 2008:**

1. Romanian language: temporal and spatial varieties (120 credits);
2. Modern and Contemporary Romanian Language (120 credits);
3. Modern Didactics of Philological Disciplines (90 credits);
4. Modern educational techniques and principles in foreign languages (90 credits);
5. Modern applied languages (120 credits);
6. Didactics of Mathematics (90 credits);
7. Information and Communication Technologies in Education (120 credits);
8. Didactics of Physics (90 credits);
9. Instructional and Production Technologies (120 credits);
10. Database administration (120 credits);
11. Pedagogy (90 credits);
12. Educational management (90 credits);
13. Psychological counselling in institutions and organisations (120 credits);
14. Communication and organizational management (120 credits);
15. Forensic psychology (120 credits);
16. Social policies and services for families and children (120 credits);
17. Supervision in social work (120 credits);
18. Didactics of music subjects (120 credits);
19. Business Law (90 credits);
20. Criminal Sciences and Criminology (90 credits);
21. Financial management (120 credits);





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22. Business Administration (120 credits);

23. Accounting (120 credits);

24. Didactics of biology (90 credits).

### **Ministry of Education Order No 570 of 8 July 2009:**

1. European integration and neighbourhood policy.

### **Ministry of Education Order No 423 of 01 June 2010:**

1. Public Administration Management (120 credits);
2. Business Law (120 credits);
3. Law and Public Policy (for candidates from fields other than Law) (120 credits);
4. Law and Public Policy (for law graduates) (90 credits);
5. Didactics of Music (120 credits).

### **Ministry of Education Order No 796 of 3 November 2010:**

1. Didactics of Chemistry (90 credits).

### **Ministry of Education Order No 117 of 01 March 2011:**

1. Agricultural ecology (120 credits).

### **Ministry of Education Order No 162 of 22 March 2011:**

1. Educational management (120 credits).

### **Ministry of Education Order No 193 of 31 March 2011:**

1. Business Administration (120 credits);
2. Accounting (120 credits).

### **Ministry of Education Order No 110 of 14 March 2013:**

1. WEB Programming (120 credits).

### **Ministry of Education Order No 123 of 20 March 2013:**

1. European Policies and Public Administration (120 credits).

### **Ministry of Education Order No 206 of 22 April 2013:**

1. Didactics of artistic disciplines (120 credits).

### **Ministry of Education Order No 1195 of 24 December 2013:**

1. Criminal sciences and criminology (120 credits);
2. Labour relations and human resources management (120 credits).

### **Ministry of Education Order No 94 of 17 February 2014:**

1. Labour relations and human resources management (90 credits).

### **Ministry of Education Order No 271 of 11 April 2014:**



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1. Management of inclusive education (120 / 90 credits);
2. Language teaching (90 credits).

### **Ministry of Education Order No 290 of 17 April 2014:**

1. Russian language teaching in the national school (120 credits);
2. Didactics of the Russian language in the national school (90 credits);
3. Didactics of the Romanian language in the foreign language school (120 credits);
4. Didactics of the Romanian language in the monolingual school (90 credits);
5. Didactics of Universal Literature (120 credits);
6. Didactics of Universal Literature (90 credits);
7. Modern Didactics of Philological Disciplines (120 credits);
8. Modern Training and Translation Technologies (90 credits);
9. Philology (120 credits);
10. Philology (90 credits).

### **Ministry of Education Order No 410 of 15 May 2014:**

1. Management of Public Services (120 credits);
2. Banking and Insurance (120 credits).

### **Ministry of Education Order No 678 of 23 June 2014:**

1. Innovation Management and Technology Transfer.

### **Ministry of Education Order No 262 of 28 April 2015:**

1. Database Administration and WEB Technologies (120 credits).

### **Ministry of Education Order No 569 of 17 June 2015:**

1. Management of early education (90 credits);
2. Management of early education (120 credits).
7. AQAS accreditation certificate issued on 20 March 2015, valid until 30 March 2020, according to which the specialty 141.01 / 141.02 Mathematics and Computer Science is accredited.
8. AQAS accreditation certificate issued on 23 February 2016, valid until 30 September 2021, accrediting 141.08.01 / 141.09.01 Romanian language and literature (A) and English language.
9. AQAS accreditation certificate issued on 21 August 2018, valid until 30 September 2023, accrediting the speciality 0113.1/0112.1 Pedagogy in primary education and pre-school pedagogy.



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10. Certificate of external quality assessment issued on 20 November 2018, according to which the Bachelor degree programme 363.1 Business and Administration, part-time education form is accredited for a period of 3 years.

11. External quality assessment certificate issued on 20 November 2018, according to which the Bachelor degree programme 361.1 Accounting, part-time education form is accredited for a period of 3 years.

12. External quality assessment certificate issued on 20 November 2018, according to which the Bachelor degree programme 364.1 Finance and Banking, full-time education form is accredited for a period of 3 years.

13. Certificate of external quality assessment issued on 20 November 2018, according to which the bachelor's degree programme 444.1 Computer Science, full-time and part-time education is accredited for a period of 5 years.

14. Certificate of external quality assessment issued on 20 November 2018, according to which the bachelor's degree programme 313.1 Public administration, full-time and part-time forms of education is accredited for a period of 5 years.

15. External quality assessment certificate issued on 20 November 2018, according to which the Bachelor's degree programme 0721.2 Food technology, full-time education form is provisionally authorised for a period of 5 years.

16. Certificate of external quality assessment issued on 20 November 2018, according to which the bachelor degree programme 812.1 Tourism, full-time education form is conditionally accredited for a period of 3 years.

17. Certificate of external quality assessment issued on 20 November 2018, according to which the following bachelor degree programmes are accredited:

- 141.08.01 Romanian language and literature, part-time education for 5 years;
- 141.08.02/141.09.04 Russian and English language and literature, full-time education for 3 years;
- 141.08.03/141.08.01 Ukrainian and Romanian language and literature, full-time education for 3 years;
- 141.08.01/141.09.04 Romanian and French language and literature, full-time education for 3 years;
- 141.08.02/141.08.01 Russian and Romanian language and literature, full-time education for 3 years;



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- 141.08.02 Russian language and literature, part-time for 3 years;
  - 141.08.03 Ukrainian language and literature, part-time education for 3 years;
18. Certificate of external quality assessment issued on 20 November 2018, according to which the following undergraduate degree programmes are accredited:
- 141.02 Computer Science, full-time and part-time education form for a period of 5 years;
  - 141.11 Music, full-time and part-time education for a period of 5 years;
  - 141.14 Technological education, full-time and part-time for 5 years;
  - 142.03/141.09.04 Pedagogy in primary education and English language, full-time education for 3 years;
  - 141.09.04/141.09.01 English and French language and literature, full-time education for 3 years;
  - 141.09.01/141.09.04 French and English language and literature, full-time education for 3 years;
  - 141.09.05/141.09.04 German and English language and literature, full-time education for 3 years.
19. External quality assessment certificate issued on 04 June 2019, according to which the Bachelor's degree programme 0710.1 Engineering and Management in Motor Transport, full-time and part-time forms of education is accredited for a period of 5 years.
20. External quality assessment certificate issued on 02 September 2019, according to which the Bachelor degree programme 0313.1 Psychology, full-time education form is accredited for a period of 5 years.
21. External quality assessment certificate issued on 02 September 2019, according to which the Bachelor degree programme 0319.1 Social work, full-time and part-time forms of education is accredited for a period of 5 years.
22. External quality assessment certificate issued on 02 September 2019, according to which the Bachelor's degree programme 0723.3 Industrial Clothing Design, full-time and part-time forms of education is accredited for a period of 5 years.
23. Certificate of external quality assessment issued on 02 September 2019, according to which the undergraduate degree programme 0321.1 Journalism and media processes, full-time education form is accredited for a period of 5 years.



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24. Certificate of external quality assessment issued on 15 October 2019, according to which the Bachelor degree programme 0521.1 Ecology, full-time and part-time forms of education is accredited for a period of 5 years.
25. External quality assessment certificate issued on 15 October 2019, according to which the Bachelor degree programme 0114.10 English and German language and literature, full-time education form is accredited for a period of 5 years.
26. External quality assessment certificate issued on 15 October 2019, according to which the Bachelor degree programme 0114.07/0114.06 Geography and Biology, full-time and part-time forms of education is accredited for a period of 5 years.
27. External quality assessment certificate issued on 15 June 2020, according to which the Bachelor's degree programme 0114.10 English and Spanish language and literature, full-time education form is accredited for a period of 5 years.
28. Certificate of external quality assessment issued on 30 December 2020, according to which the bachelor degree programme 0231.2 Foreign languages is accredited. English and German, full-time education for a period of 5 years.
29. External quality assessment certificate issued on 30 December 2020, according to which the Bachelor degree programme 0231.2 Foreign languages is accredited. French and English, full-time education for a period of 5 years.
30. External quality assessment certificate issued on 30 December 2020, according to which the Bachelor degree programme 0231.2 Foreign languages is accredited. German and English language, full-time education for a period of 5 years.
31. External quality assessment certificate issued on 20 October 2021, according to which the Bachelor degree programme 0613.1 Information Technology, full-time education form, is provisionally authorised.
32. Certificate of external quality assessment issued on 20 October 2021, according to which the Master's degree programme Psychological Counselling in Institutions and Organisations (120 ECTS credits), full-time education form is accredited for a period of 5 years.
33. External quality assessment certificate issued on 20 October 2021, according to which the Master's degree programme Supervision in Social Work (120 ECTS credits), full-time education form is accredited for a period of 5 years.



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34. External quality assessment certificate issued on 20 October 2021, according to which the Master's degree programme Social Policies and Services for Family and Children (120 ECTS credits), full-time education form, is accredited for a period of 5 years.
35. External quality assessment certificate issued on 20 October 2021, according to which the Master's degree programme Financial Management (120 ECTS credits), full-time education form is accredited for a period of 5 years.
36. External quality assessment certificate issued on 20 October 2021, according to which the Master's degree programme in Banking and Insurance (120 ECTS credits), full-time education form, is accredited for a period of 5 years.
37. External quality assessment certificate issued on 20 October 2021, according to which the Master's degree programme Commercial Business Administration (120 ECTS credits), full-time education form is accredited for a period of 5 years.
38. External quality assessment certificate issued on 20 October 2021, according to which the Master's degree programme Accounting and Auditing (120 ECTS credits), full-time education form is accredited for a period of 5 years.
39. External quality assessment certificate issued on 12 April 2022, accrediting the Master's degree programme Didactics of Musical Disciplines (120 ECTS credits), full-time education form, for a period of 5 years.
40. External quality assessment certificate issued on 12 April 2022, accrediting the Master's degree programme Didactics of English Language (90 ECTS credits), full-time form for a period of 5 years.
41. External quality assessment certificate issued on 12 April 2022, accrediting the Master's degree programme Didactics of the French Language (90 ECTS credits), full-time education form for a period of 5 years.
42. Certificate of external quality assessment issued on 12 April 2022, according to which the Master's degree programme Didactics of the Romanian Language and the Language School (90 ECTS credits), full-time education form, is accredited for a period of 5 years.
43. External quality assessment certificate issued on 12 April 2022, according to which the Master's degree programme Didactics of the Romanian Language and the Language School (120 ECTS credits) is accredited for a period of 5 years.



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44. External quality assessment certificate issued on 12 April 2022, according to which the Master's degree programme Didactics of Universal Literature (90 ECTS credits), full-time education form, is accredited for a period of 5 years.
45. External quality assessment certificate issued on 12 April 2022, according to which the Master's degree programme Didactics of Universal Literature (120 ECTS credits), full-time education form, is accredited for a period of 5 years.
46. External quality assessment certificate issued on 12 April 2022, according to which the Master's degree programme Didactics of Mathematics (90 ECTS credits), full-time education form, is accredited for a period of 5 years.
47. External quality assessment certificate issued on 12 April 2022, according to which the Master's degree programme Modern Didactics of Philological Disciplines (Romanian language) (90 ECTS credits), full-time education, is accredited for a period of 5 years.
48. External quality assessment certificate issued on 12 April 2022, according to which the Master's degree programme Modern Didactics of Philological Disciplines (Romanian language) (120 ECTS credits), full-time education form, is accredited for a period of 5 years.
49. External quality assessment certificate issued on 12 April 2022, according to which the Master's degree programme Modern Applied Languages (English) (120 ECTS credits), full-time education form is accredited for a period of 5 years.
50. External quality assessment certificate issued on 12 April 2022, according to which the Master's degree programme Educational Management (90 ECTS credits), full-time education form is accredited for a period of 5 years.
51. External quality assessment certificate issued on 12 April 2022, according to which the Master's degree programme Educational Management (120 ECTS credits), full-time education, is accredited for a period of 5 years.
52. External quality assessment certificate issued on 12 April 2022, according to which the Master's degree programme Public Administration Management (120 ECTS credits), full-time education form is accredited for a period of 5 years.
53. External quality assessment certificate issued on 12 April 2022, according to which the Master's degree programme Management of Inclusive Education (90 ECTS credits), full-time education form is accredited for a period of 5 years.





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54. External quality assessment certificate issued on 12 April 2022, according to which the Master's degree programme Management of Inclusive Education (120 ECTS credits), full-time education form is accredited for a period of 5 years.
55. External quality assessment certificate issued on 12 April 2022, according to which the Master's degree programme Management of Early Childhood Education (90 ECTS credits), full-time education form is accredited for a period of 5 years.
56. External quality assessment certificate issued on 12 April 2022, according to which the Master's degree programme Early Childhood Education Management (120 ECTS credits), full-time education form, is accredited for a period of 5 years.
57. External quality assessment certificate issued on 12 April 2022, according to which the undergraduate degree programme 0114.10 Foreign languages is accredited. French and English, full-time education for a period of 5 years.
58. External quality assessment certificate issued on 12 April 2022, according to which the Master's degree programme Web Programming (120 ECTS credits), full-time education form is accredited for a period of 5 years.
59. External quality assessment certificate issued on 21 December 2022, accrediting the Master's degree programme Database Administration and WEB Technologies (120 ECTS credits), full-time education form for a period of 5 years.
60. MER Order No 1052 of 17.08.2023, Appendix No 2:
- 0113.1/0112.1 Pedagogy in primary education and pre-school pedagogy;
  - 0113.1/0114.10 Pedagogy in primary education and English language;
  - 0114.11/0114.15 History and civic education.
61. MER Order No 167 of 23.02.2023, Appendix No 1:
- 0114.9 Russian language and literature;
  - 0114.9/0114.10 Russian and English language and literature;
  - Didactics of Russian language and literature.
- MER Order No. 167 of 23.02.2023, Appendix No. 2 - Innovative engineering and technology transfer in the automotive industry.
62. MER Order No 82 of 03.02.2023: Appendix No 1 - 0421.1 Law; Appendix No 2:
- Labour relations and human resources management;
  - Criminal sciences, criminology and forensics.



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## **2. NORMATIVE REFERENCES**

**2.1. The following standards contain provisions that constitute requirements for the University's Quality Management System and for this handbook:**

- SM EN ISO 9000:2016 - Quality management systems - Fundamental principles and vocabulary.
- SM EN ISO 9001:2015 - Quality management systems. Requirements.

**2.2 The following standards provide guidance for the implementation and management of the Quality Management System:**

- SM EN ISO 9004:2018 - Quality management. Quality of an organization. Guidance for achieving sustainable success.
- EN ISO 19011:2021 - Guidance for auditing management systems.

**2.3. Documents representing requirements for university services:**

Laws, government decisions, documents of the Ministry of Education:

- Education Code of the Republic of Moldova (Code 152 of 17.07.2014, published in the Official Monitor No. 319-324/634 of 24.10.2014, with amendments and additions in force);
- Code on Science and Innovation (Law No 259-XV of 15.07.2004, as amended and supplemented);
- Law on the approval of the Nomenclature of vocational training fields and specialties for the training of staff in higher education institutions, cycle I (Law no. 142-XVI of 7.07.2005, with amendments and additions in force);
- Framework plan for bachelor (cycle I), master (cycle II) and integrated higher education studies (M.E.R. Order No 120 of 10.02.2020, as amended and supplemented);
- Regulation on the organisation and conduct of higher master studies - cycle II (GD no. 80 of 16.02.2022, as amended and supplemented);
- Guidelines for the implementation of the National System of Study Credits (M.E.T.S. Order no. 140 of 27.02.2006);
- Regulations for the organisation of undergraduate (1st cycle) and integrated higher education (ME Order no. 1625 of 12.12.2023)
- Framework regulation on the organisation of the examination for the completion of bachelor's degree studies (Order no. 1047 of 29.10.2015);



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- Regulation on the organisation of the higher doctoral studies, cycle III (GD no. 1007 of 10.12.2014);
- Regulation on continuing education of adults (GD no. 193 of 24.03.2017, as amended);
- Regulation on the evaluation, classification and monitoring of scientific journals (Approved by the NAQAER CC Decision No. 6 of 18 December 2018, as amended);
- Regulation on the legal effects of study documents issued by educational institutions in the Eastern districts of the Republic of Moldova and the city of Bucharest. Bender (Official Monitor of the Republic of Moldova No. 19-21 / 41 of 30.01.2004);
- Regulation on the procurement of goods and services by request for quotations (GD No. 666 of 27.05.2016, as amended);
- Framework Regulation on the functioning of hostels subordinated to state educational institutions (GD no. 74 of 25.01.2007, as amended);
- Framework Regulation on the manner and conditions of granting scholarships for students of higher education institutions, students of secondary education institutions of specialized and secondary vocational education and persons studying in postgraduate education (GD no. 1009 of 1.09.2006, as amended and supplemented);
- Framework regulation of the faculty of the higher education institution (Appendix No. 2 to Order No. 671 of 6.08.2010);
- Framework regulation of the department of the higher education institution (Appendix no. 1 to Order no. 671 of 6.08.2010);
- Framework regulation on the method of election of the rector of the higher education institution of the Republic of Moldova (Appendix to Order No. 09 of 14.01.2015);
- Regulation on the conditions of filling the places with budgetary funding in the State higher education institutions of the Republic of Moldova (annex to the Order of the Ministry of Education No. 748 of 12.07.2013);
- Provision No 451 of 29.08.2013 on concurrent training in two related specialties;
- Framework regulation on internships in higher education (annex to the ME order no. 203 of 19.03.2014);
- Framework regulation on academic mobility in higher education (GD no. 56 of 27.01.2014);



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- Framework Regulation on the organisation of admission to undergraduate and integrated higher education for the academic year 2022/2023 (MER Order 459 of 31.05.2022).
- Statutory provisions and own regulations of the university:
- Statute of the Alecu Russo Balti State University;
- Code of University Ethics;
- The strategic institutional development plan of Alecu Russo Balti State University for the period 2024-2029;
- Strategy on quality assurance in the Alecu Russo Balti State University for the period 2022-2024;
- Regulation on the Council for Institutional Strategic Development of the Alecu Russo Balti State University
- Regulation on the organization and functioning of the Senate of Alecu Russo Balti State University;
- Framework regulation on the evaluation of students' academic results in Alecu Russo Balti State University;
- Regulation on the evaluation of students' academic results, cycle I, bachelor's degree studies in the Alecu Russo Balti State University;
- Regulation on prevention of plagiarism in the Alecu Russo Balti State University;
- Regulation on the regulation of scientific and teaching activity in the Alecu Russo Balti State University.
- International conventions in the field, including:
- Convention on the Recognition of Qualifications concerning Higher Education in the European Region of Lisbon (11 April 1997);
- Bologna Declaration (19 June 1999);
- Convention of European Higher Education Institutions, Salamanca, 29-30 March 2001;
- Standards and Guidelines for Quality Assurance in the European Higher Education Area, ENQA, 2005.

Alecu Russo State University of Balti is a member of international associations:

Agence Universitaire de la Francophonie (AUF) (27 May 2007);

- Conference of Rectors of AUF member universities in Central and Eastern Europe (CONFRECO) (1 March 2008);



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- Visegrad University Association (Constituent meeting, University of Nitra, Slovak Republic, November 10-11, 2011).

Currently, the Alecu Russo Balti State University has established cooperation agreements not only with national higher education institutions, but also with international ones, including Azerbaijan, Belarus, Bulgaria, Switzerland, France, Georgia, Germany, Italy, Lithuania, Kazakhstan, Kyrgyzstan, Morocco, Norway, Poland, Romania, Russia, USA, Ukraine, Hungary.

### 3. TERMS AND DEFINITIONS

#### 3.1. Terms and definitions

The content of the handbook uses the terms and definitions of SM EN ISO 9000: 2016-Quality management Systems. Fundamental principles and vocabulary.

The definitions specific to the field of activity are those presented in the national reference standards or in the international ones.

#### **Terms used within the USARB QMS in lexicographic order:**

1. **Corrective action** – action to eliminate the cause of a detected non-compliance or other possible undesirable situation;
2. **Preventive action** – action to eliminate the cause of a potential non-compliance or other possible undesirable situation;
3. **Quality assurance**-activities by which the University seeks to give confidence that quality requirements will be met;
4. **Approval (of a document)** – acceptance of a document by an organizational entity / person based on defined decision-making powers;
5. **Quality audit**- systematic, independent and documented examination, carried out to determine whether their quality activities and results correspond to predetermined provisions and whether these provisions are actually implemented and capable of achieving the objectives;
6. **Beneficiary** (the common name "customer" is not appropriate for the educational environment) - organization or person receiving a product;
  - **primary beneficiaries**-students enrolled in training programs offered by the University;
  - **secondary beneficiaries**-educational, economic organizations; public and governmental administration institutions, local communities, society as a whole;



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7. **Quality** – the ability of a set of intrinsic characteristics to satisfy the requirements;
8. **Department**-basic structural unit of the faculty that carries out training and scientific research activities;
9. **Requirement** – need or expectation that is generally declared implicit or mandatory;
10. **Quality requirements** - requirements for the characteristics of the University's processes and products. These requirements relate to the requirements of external and internal beneficiaries and the requirements of the company;
11. **Compliance**-meeting a requirement;
12. **Quality control** - part of quality management focused on meeting quality requirements;
13. **Document**-information together with its support environment (e.g., education plan, quality handbook, instruction / job description, registration, etc.);
14. **Audit evidence**-records, statement of facts or other information that is relevant to the audit criteria;
15. **Effectiveness**-the extent to which the planned activities are carried out and the planned results are achieved;
16. **Efficiency**-relationship between the result obtained and the resources used;
17. **Faculty**-basic functional unit of the University which consists of one or more specialized sections / training fields, organized in departments;
18. **Job description** – document that describes in detail one or more sequences of some activities, usually procedural and addressed to a restricted group of performers;
19. **Form** - primary document, containing information on activities and their results, used as such or for the elaboration of other documents;
20. **Provider** – organization or person providing a product;
  - *Internal providers*
    - principal-teaching staff;
    - auxiliaries-support services and administrative services;
  - *External providers*
    - people or organizations in the country;
    - international partners;
    - international projects;



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21. **Quality improvement** - part of quality management, focused on increasing the ability to meet quality requirements;
22. **Continuous improvement** - activities carried out systematically to increase the University's capacity to meet the requirements;
23. **Information** - significant data;
24. **Work instruction** - provision formulating how to perform an action associated with a procedure.
25. **Registration** - document providing objective evidence of the activities carried out or the results achieved;
26. **Quality management** - all activities related to quality, carried out within the University. These activities relate to setting quality policy and objectives, quality planning, Quality Control, Quality Assurance and quality improvement;
27. **Quality handbook** - document describing the University's Quality Management System;
28. **Modification** (of a document) – any change in form, structure or content of previously approved documents;
29. **Non-compliance** – failure to meet a requirement;
30. **Quality objective** – what is pursued or what is aimed at in relation to quality;
31. **Education Plan** - document in which are recorded the essential data (study subjects, form of activities, credits, forms of evaluation, allocated time), regarding the educational processes offered to the student within a training field;
32. **Quality planning** - university activities through which quality objectives, specific processes and resources are established to achieve these objectives;
33. **Quality Plan** - document specifying what procedures and associated resources must be applied, by whom and when for a particular project, product, process or contract;
34. **Quality policy**-general intentions and guidelines of the University regarding quality as officially expressed by the highest level management;
35. **Procedure**-specified way of carrying out an activity or process (procedures may or may not be documented);
36. **Documented procedure** – way of carrying out an activity presented in writing;





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37. **Process** - set of interrelated or interrelated activities, which involves the use of resources (human, material, financial, informational) in order to transform input elements into output elements at the level required by the beneficiary (obtaining added value);

38. **Product** - result of a process;

### *University products:*

1. **Added value**, obtained by the student upon completion of the training program, expressed by the competences acquired and officially recognized (Bachelor's Degree, master's degree);
  2. **Training programs**, developed by the University;
  3. **Scientific materials** (monographs, reports, articles, theses), inventions / innovations, products (installations, materials, etc.);
  4. **Impact** of the University on the local society / community;
39. **Risk register** - the totality of risks currently registered and monitored by the public entity / structural subdivision.
40. **Risk** - a possible event that can have a negative impact in terms of achieving the objectives of the public entity.
41. **Beneficiary satisfaction** - perception of the beneficiary about the extent to which his requirements have been met;
42. **Services** - support activities that contribute to the effectiveness of programs provided to beneficiaries, to the development of training programs or to the realization of scientific research;
43. **Quality Management System** – management System through which the university is guided and controlled in terms of quality;
44. **Specification** - document stating requirements regarding processes or their results;
45. **Student** - person enrolled in a training program offered by the University;
46. **Traceability** – the ability to retrieve the history of use or location of a product or similar products by recordable means of identification;
47. **Quality control** - activities through which the University aims to fully meet the quality requirements;
48. **University** - Higher Education institution authorized or accredited.



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### 3.2. Abbreviations

#### 3.2.1. Logos and abbreviations for QMS

For the Quality Management System of Alecu Russo Balti State University, the following logo is used:



The following abbreviations are used in this Quality Handbook and in all other documents of the Quality Management System:

QMS Quality Management System

QH Quality Handbook

QC-USARB University Quality Council

QMD Quality Management Department

QAAC-F Quality Assessment and Assurance Commission(faculty)

QMR Quality Management Representative

QR Quality Responsible

SP System Procedure

OP Operational Procedure

WI Work Instruction

QP Quality Policy

QO Quality Objectives

JD Job Description

REG regulations (internal and external)

NALD Normative Acts And Legislative Documents

ORD Orders and provisions

F Forms

AR Audit report

NRCPA Non-Compliance Report And Corrective / Preventive Actions



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### **4. QUALITY MANAGEMENT SYSTEM**

#### **4.1 The procedural approach to QMS. General requirements**

The university has established, documented, implemented a Quality Management System in accordance with the requirements of EN ISO 9001:2008 (SR EN ISO 9001:2008), maintains and improves it continuously, subsequently being connected to the Standard EN ISO 9001:2015 (SM EN ISO 9001: 2015).

For this purpose, the following activities were carried out:

- a) the processes necessary for the Quality Management System were determined and applied throughout the university (see Appendices 1 and 2);
- b) the sequence and interaction of these processes was determined (see Appendices 2 and 3);
- c) the criteria and methods necessary for the effective operation and control of the processes were determined (QMS Procedures: SP, OP);
- d) the availability of resources (human and infrastructure), information and didactic materials necessary for the operation and monitoring of these processes was ensured;
- e) these processes are monitored, measured, analyzed;
- f) actions are pursued and implemented to achieve the planned results and continuous improvement of QMS processes.

The University ensures the administration of these processes according to the requirements of ISO 9001 standard.

The procedures ensure the effectiveness of Operation Planning and control of QMS processes. The role of procedures in QMS is to regulate activities that are important for quality so that they can be measurable and controlled. The procedures are, at the same time, important tools through which the university can identify its situation in the field of quality and train employees to achieve the requirements of the QMS.

QMS processes, identified in the USARB, are classified as follows:

- a) **general management processes (management)** that act directly on the functioning of the QMS and, implicitly, on the improvement dynamics;



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- b) **resource management processes**, which, although they do not create value directly perceptible by the beneficiaries, are necessary for the functioning of the QMS and, implicitly, for the improvement dynamics;
- c) **core processes**, which create value, have a direct impact on the satisfaction of the beneficiaries, integrate the other university processes and are ranked in:
- **product realization** / service delivery processes;
  - **service processes**, which contribute to the development of the main processes and have an impact on the satisfaction of the beneficiaries;
  - **monitoring, measurement, analysis and improvement processes**, which contribute to the analysis and improvement of processes and ultimately contribute to the satisfaction of beneficiaries;
- d) **support processes**, which contribute to keeping university processes under control. Each of the processes identified as being part of the four categories and presented in the process map are formed, in their turn, from sub-processes (stages).

The university keeps the listed processes under control through its own criteria, regulations, definitive QMS controls and monitoring.

### 4.2. QMS documentation requirements

#### 4.2.1. Overview

The management system documentation contains:

- a) documented statements of quality policy and quality objectives;
- b) quality objectives set at the relevant functions and levels of the University organizational chart;
- c) the MC-USARB-01 handbook;
- d) Management System procedures, PS-USARB - no. code and operational procedures, PO-USARB - no. code;
- e) regulations, prescriptions, programs (including management programs), plans (including plans to achieve objectives), norms, standards and other regulations, applicable in the University for the planning and control of processes and activities;
- f) forms, Code F-no. order;
- g) records on forms, code IF-no. Form and other media



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QMS documents shall enter into force from the date on which they are approved. They are kept under control according to the provisions of the procedure "Document Control", Code PS-USARB-01.

After approval, the documents of the Quality Management System are managed by the QR and can be kept on paper or electronically.

### **4.2.2. Quality Management System Handbook**

The quality Management system handbook is prepared according to the requirements contained in the Standard SR EN ISO 9001:2015.

The handbook of the quality Management system of the University includes:

- presentation of university policies in the field of Quality Management System;
- presentation of the scope of the University's Quality Management System;
- presentation of management system processes and their main interactions;
- specification of procedures and other documents established for QMS requirements. The procedure for controlling the QM is according to PS-USARB-01 "Document Control".

### **4.2.3. Document control**

The documents required by the Quality Management System kept under control according to the procedure "Document Control", Code PS-USARB-01 regulates the activities of:

- a) analysis and approval of authorized personnel documents, prior to issuance, to confirm that they are appropriate, as well as periodic analysis (in the preparation of internal audits) and making possible changes;
- b) periodic analysis, updating, if necessary, and re-approval of documents, establishing and updating a list of documents of the QMS (PS-USARB-01. F-05), identifying the status of current editions / revisions of documents, in order to prevent the use of invalid and / or obsolete documents. Filling in the revision indicator code PS-USARB-01. F-06 at each overhaul and marking of changes;
- c) ensuring the availability of current editions of appropriate documents in all places where activities essential for the effective functioning of the QMS are carried out;
- d) dissemination and preservation of documents so that they remain legible and easily identifiable;
- e) identification of documents of applicable external origin, making them available to those interested, as well as their regular updating. The legislation is controlled through the legislation program, which is updated at least weekly. QR develops and updates, at least annually, lists of



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regulations specific to the coordinated areas, which are made available to those interested. They have access to the legislative software program to consult the regulations applicable to their own activity;

- f) prompt withdrawal of invalid and / or obsolete documents from all points of dissemination or use, or otherwise securing against unintended use (separate storage, marking, etc.);

The categories of documents required for the documentation of QMS within the University are specified in the procedure PS-USARB-01 "Document Control". The structure of the QMS documents is presented in the form of a pyramid (fig. 1) and includes ascending operational procedures, System procedures and the quality handbook.

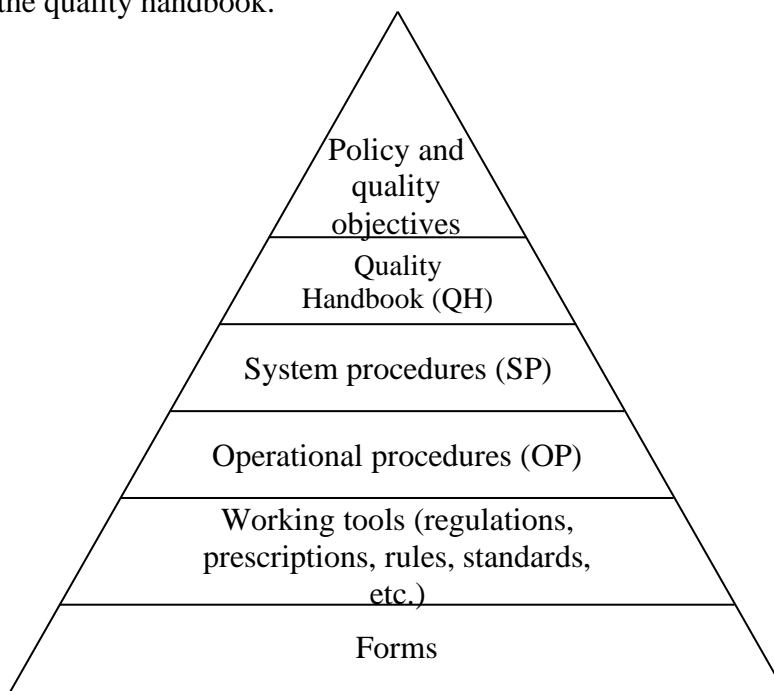


Fig. 1. USARB QMS Document Hierarchy

Fig. 1. USARB QMS Document Hierarchy

Document development and encoding is described in PS-USARB-01 "Document Control".

The activities and responsibilities for Document Control are documented in the PS-USARB-01 "document control" procedure.

#### **4.2.4. Records control**

The control of quality records aims to demonstrate compliance with the specified conditions and the effective functioning of the QMS.

By controlling the records related to the Quality Management System are ensured



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- a) presentation of current working methods and practices regarding the identification, collection, storage, access, retrieval, retention and disposal of records;
- b) ensuring the readability of records that are easily retrieved by identifying them in relation to the activity, product or work involved and keeping them in spaces that provide an appropriate environment for the Prevention of damage or destruction and for the Prevention of loss;
- c) availability of records, for evaluation by the beneficiary or his representative, when this constitutes a contractual requirement, for the period set;
- d) specifying the duration of retention (two years, unless other contractual deadlines or other clarifications (which have priority) are provided, in the working procedures or in the procedures of the Management system).

The activities and responsibilities for the control of records are documented in the PS-USARB-02 "Records control" procedure.

### **5. MANAGEMENT RESPONSIBILITY**

#### **5.1. Management commitment**

Management at the highest level, the entire teaching staff of the University demonstrates its commitment to the elaboration, implementation and development of the Quality Management System, as well as to the continuous improvement of its effectiveness.

To this end the university leadership:

- informs the staff about the importance of meeting the requirements of the beneficiaries, as well as statutory, regulatory and legal requirements in the field of university services;
- establishes quality policy and objectives as a component of university policy as a whole and ensures knowledge of their application;
- performs the analysis of the implemented Management System;
- provides with human and material resources necessary for the realization and development of educational activity;
- the commitment of senior management is expressed in the quality Policy Statement of the University Rector.

#### **5.2. Orientation to the beneficiary**

The university management is continuously concerned to identify, determine and satisfy the requirements of beneficiaries and stakeholders towards university services and to increase the satisfaction of beneficiaries.

To this end the university management:





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- surveys labor market requirements for graduate categories at current stage and in perspective;
- follow the dynamics of candidates ' requests for the various professions and specializations offered;
- reviews applicable legal and regulatory requirements relating to graduate professions and required knowledge or specialisations;
- evaluate and analyze information on the professional success of graduates and their satisfaction, employers ' families and other stakeholders;
- evaluate the results of examinations and the performance of its own teaching staff.

### 5.3. Quality policy

Starting from the mission and strategy of the University and taking into account the requirements and expectations of the beneficiaries of the university services and the legal and regulatory requirements regarding these services, the University Management formulated the "quality policy" of USARB. The policy text is contained in MC-USARB-01.

Quality policy:

- a) it is appropriate to the purpose and areas of activity of the University and the directions of development of these activities;
- b) provides a framework for setting quality objectives at the level of relevant functions and processes, harmonised with policy;
- c) includes a commitment to meet the requirements for the services of the University and continuous improvement of the effectiveness of the Quality Management System;
- d) it is communicated, understood and applied by all the staff and in all the activities of the University;
- e) it is reviewed for continued suitability and regularly updated during Management reviews.

### 5.4. QMS planning

#### 5.4.1. Actions to address risks and opportunities

Risk and opportunity management is a tool in anticipating risks and reacting to change. Risk and opportunity management is used by USARB to identify and assess risks/opportunities and take actions necessary to maintain risk levels within acceptable limits and to capitalize on emerging opportunities.



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USARB systematically analyzes the risks and opportunities that may influence the conduct of its activities, develops appropriate plans to limit the possible consequences of these risks and appoints the persons responsible for the development of those plans and their implementation.

### **5.4.2. Quality Objectives**

Management at the highest level of the University ensures that quality objectives are set for the relevant functions and levels starting with the general management function (general objectives), then for the specific processes and activities, including those of professional training of students (specific objectives).

Quality objectives are formulated in measurable terms and are consistent with quality policy.

### **5.4.3. Quality Management System Planning**

Management at the highest level of the University seeks and ensures that:

- a) the planning of the quality management system is carried out in order to meet the requirements set out in 4.1. as well as quality objectives;
- b) appropriate change management is established to enable the determination, understanding and acceptance of planned changes so that the implementation of these changes does not affect the integrity of the existing Quality Management System.

### **5.5. Responsibility, authority and communication**

The Quality Management System in the university is run at each level of the institution by the respective level manager:

- Rector-at university level;
- Vice-rector - within areas of responsibility;
- Dean-at the faculty level;
- Director of the Scientific Library - under the directed substructure;
- Head of department – at department level;
- Head of Service / compartment / section / Department / Center – at the level of the respective substructure.

The main elements of the organizational structure of the Alecu Russo Balti State University from are:

- University Quality Council (QC-USARB);
- Faculty level Quality Assessment and Assurance Commission (QAAC-F);
- The quality team, made up of all the members of the respective department;
- Quality group at the level of the other university substructures;



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- Internal auditors group;
- Faculty program committee.

The training activity of university managers, the group of internal auditors in the field of quality, the collection of information about good practices in quality management, the dissemination of information is carried out within the Quality Management Department (QMD).

### **5.5.1. Responsibility and authority**

The superior management of the University ensures that the responsibilities and authorities of all staff, performing activities, influencing compliance with the requirements for university educational services, are defined and communicated within the University.

The structure of the USARB Quality Management System is shown in Figure 2.

Quality management within USARB is achieved through a distinct organizational structure – QMD – with the establishment of responsibilities and decision-making powers, which facilitate the implementation and continuous improvement of QMS.

### **Responsibilities regarding the Quality Management System in the University**

QMS's responsibilities at university level are:

- The **QMS** is headed by the Rector who sets the strategy, policy, objectives and priorities in the field of quality, pursues their knowledge and application in the university, allocates and verifies the appropriate use of the resources related to the QMS;
- **The first vice-rector** of the university is the Rector's representative for QMS, appointed by him and confirmed by the Senate. It has responsibility and authority on the design, maintenance and improvement of QMS at university level;
- The vice-rectors of the University lead and are responsible for the implementation, maintenance and improvement of the QMS within the areas of responsibility;
- **The Quality Council** is a collective working body that studies, identifies, analyses and proposes solutions and decisions concerning the QMS. The Council constitutes a functional support structure at the university level, assembling minimal human resources necessary for the design, implementation, support and improvement of the QMS. The members of the Quality Council are elected in accordance with the rules of organization and functioning of the Quality Council.

**QMS's responsibilities at the faculty level are as follows:** The **QMS** at the faculty level is headed by the Dean, who promotes the University's strategy, policy, objectives and priorities in the



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field of quality, pursues the knowledge and achievement at the Faculty of the general objectives in the field of quality and specific ones;

- **The vice-dean** (one of the vice-deans) of the faculty is the Dean's representative for the QMS and is invested with responsibility and authority regarding the design, maintenance and improvement of the QMS at the faculty level, being assisted by the faculty Methodist;
- **The Quality Assessment and Assurance Commission** is a working body at the faculty level and has a role similar to that of the Quality Council at the university level. She is elected and validated by the Faculty Council;
- **The Program Committees of the Faculty** are responsible for the quality of the design, development and implementation of study plans and disciplinary curricula.

**The responsibilities of the QMS at department level are as follows:**

- **The head of department** has the authority and responsibility for the quality of all the processes carried out within IT (training, research, service provision);
- **The teaching staff** at the Department form the quality team;
- The head of the department appoints a teacher from the Department's office as **responsible for quality**. It aims at the level of the department to achieve general and specific objectives regarding quality, staff training, planning and conducting internal evaluations / audits and individual evaluations;
- **The heads of disciplines** are responsible for planning, carrying out and evaluating the educational process in the respective discipline.

**The responsibilities of the QMS at the administrative level are as follows:**

- **The director of the University Scientific Library** promotes the strategy, policy, objectives and priorities of the University in the field of quality, seeks knowledge and achievement at the library of the general objectives in the field of quality and specific ones. The director's work is based on the recommendations of the Quality Assessment and Assurance Commission, which is a working body at the level of the Scientific Library and has a similar role to that of the Quality Council at the level of the University;
- **The heads of services, sections, departments, and administrators of student buildings and student dormitories** have authority and responsibility for QMS at the level of their respective substructure.

The QMS duties of the first vice-rector, vice-dean and teacher responsible for quality at the department are specified in the job description of these functions.



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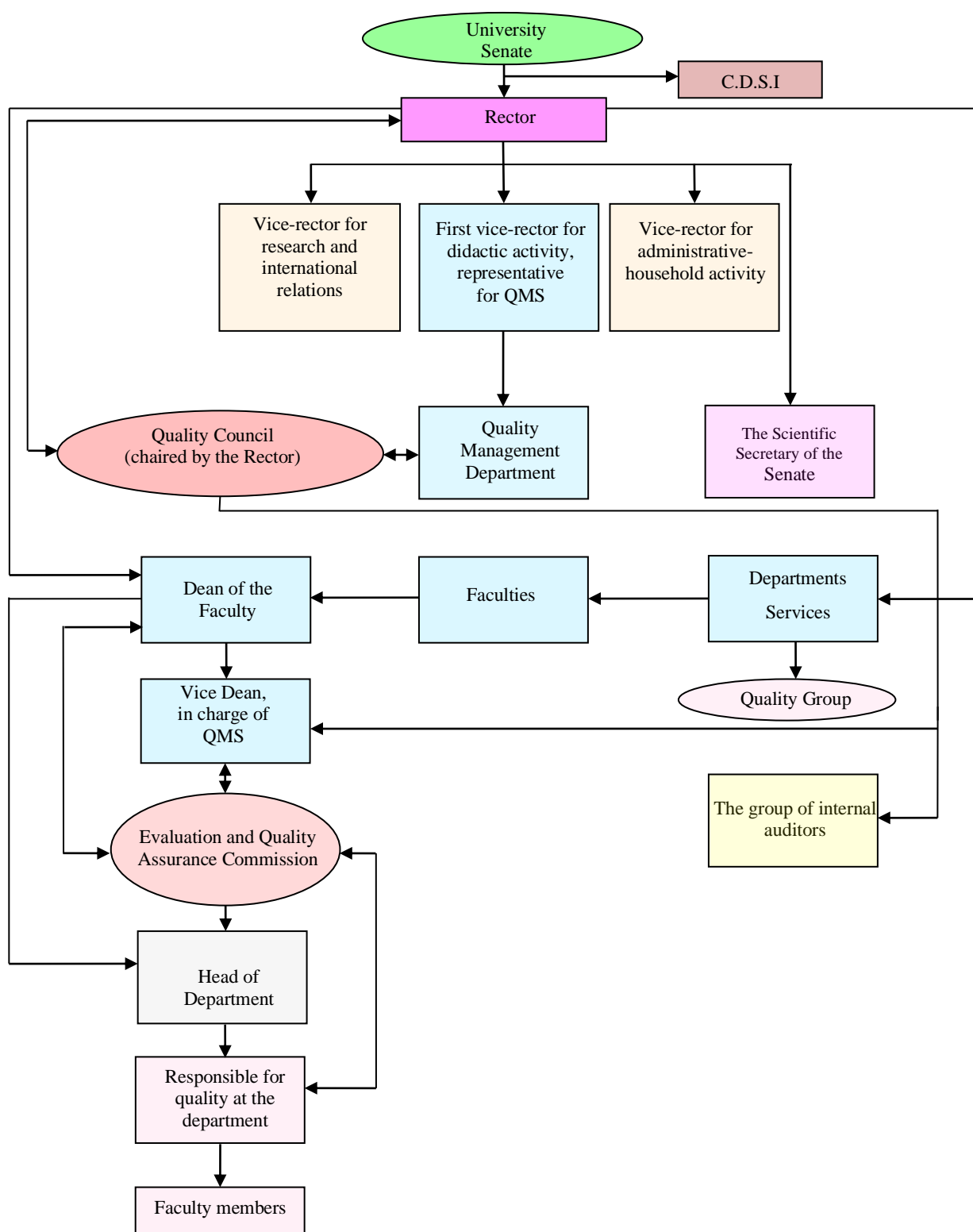


Fig. 2. The structure of the Quality Management System from the Alecu Russo Balti State University



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### **5.5.2. Management representative**

The Quality Management representative (QMR) is appointed by order by the Rector on the proposal of the Quality Council and is, as a rule, the first vice-rector of the University.

Outside the responsibilities of the basic function it has responsibility and authority for:

- ensure that the processes necessary for the functioning of the QMS are established, implemented and maintained;
- report to the University's senior management on the functioning and performance of the QMS and any needs for improvement;
- to ensure the promotion of awareness by all staff of the importance of determining, understanding and meeting the requirements of the beneficiaries;
- ensuring relations with other institutions and organizations in relation to the Quality Management System.

### **5.5.3. Internal and external communication**

The communication processes are carried out in such a way that the relevant information is transmitted operatively from the management to the staff and students, and the data on the functioning and effectiveness of the QMS reach the management as feed-back for the continuous improvement of the processes.

For communication within the university there is an infrastructure consisting of fixed and mobile phones, as well as an intranet network, accessible to all staff, which allows communication in both ways even in conditions when the activities are carried out in locations located away from the main office.

Apart from telephones, communication is also made in writing on paper in the form of decisions, orders, job descriptions, internal notes, various reports – including Activity Reports, audit reports, minutes, procedures, statement of policy and objectives, etc. or by means of display.

Direct communication is also made by word of mouth, especially for gainful provisions, on the stage of carrying out activities, as well as during meetings.

In the University, the communication process provides:

- Organization of meetings and working meetings;
- use of internal notes, memos and written decisions;
- dissemination of documents applicable in several departments;
- telephone, fax and internet communication, etc.



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### External communication on QMS

It is mainly provided by the QMR which draws up the documents responding to the requests of interested parties. They are submitted for approval to the rector and then transmitted to the respective authorities.

In order to inform the public about the University's efforts to improve performance, QMR ensures that the quality policy is displayed in publicly accessible places, including through publication on the University's website ([www.usarb.md](http://www.usarb.md)).

Communication with beneficiaries regarding the services and products provided is ensured by the rector, vice-rectors, heads of academic and functional subdivisions and / or by those responsible for certain activities for each case.

### 5.6 Management Analysis

#### 5.6.1. Overview

On a semi-annual basis, high-level management reviews the Quality Management System to ensure that it works as required, is appropriate, appropriate and effective.

They analyse the policy and objectives relating to the QMS, update and assess the needs for change and opportunities for improvement.

The activities and responsibilities for the analysis carried out by the management are presented in the PS-USARB-08 procedure.

#### 5.6.2. Input elements of the analysis

Management's analysis is mainly based on reports prepared by QMR, which include information on:

- results of internal and external audits conducted in the University;
- results of assessment of compliance with legal and regulatory requirements;
- communication with stakeholders, including customer feedback and complaints;
- data on process performance and service / product compliance;
- status of resolution of corrective and preventive actions;
- the activity to follow the actions taken after the previous analysis of the QMS carried out by the management, as well as to carry out the programs and plans to achieve the objectives;
- changes that can influence the Quality Management System;
- recommendations for its improvement.





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### **5.6.3. Output elements of the analysis**

The results of the analysis carried out by the management are kept as records in the form of reports drawn up by the QMR, minutes of the meeting and the resulting improvement programs.

The minutes and results improvement programs record the decisions regarding:

- improving the effectiveness of the QMS and its associated processes;
- improving the services provided and the products made in relation to the requirements of the beneficiaries;
- the resources necessary to make the decisions that are taken during the analysis.

## **6. RESOURCE MANAGEMENT**

### **6.1. Ensuring resources**

The University determines and provides necessary resources to implement and maintain the Quality Management System, and to continuously improve its effectiveness, and to increase the satisfaction of the beneficiaries by fulfilling their requirements, while respecting, at the same time, the applicable legislation.

### **6.2. Human Resources**

#### **6.2.1. Overview**

Within the university, the personnel who carry out activities that may affect compliance with the requirements for the processes and services provided are competent through studies, training, qualification and experience to be able to perform the tasks assigned to them.

#### **6.2.2. Competence, training and awareness**

The competence of the entire staff is determined and is identified in the job description related to each position in the university organizational chart.

Any change that may induce new requirements regarding the competence of the staff is identified in time and is accompanied by appropriate measures, including the training / improvement of the staff to achieve the necessary competence.

Staff training is carried out professionally and in the field of quality. The professional development of the university staff is carried out on the basis of the training-recycling plan approved



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for a period of five years. The teaching staff is obliged to take a refresher course at least once every five years, approved by the rector. Training in the field of quality takes place on the basis of the annual training program, developed by QMR and approved by the rector.

The training also aims to make the staff aware of the relevance and importance of their own activities in achieving the Quality objectives.

The need for training is realized at the beginning of each year by the head of the human resources and economic planning service, chancellery services together with QMR based on the needs identified by themselves, as well as the heads of academic (departments) and functional departments, needs that are communicated to the head the human resources section, written clerical services during the finalization of the annual training program.

Concrete activities and responsibilities are detailed in procedure PS-USARB-07 "Competence, training and awareness".

For this purpose, the Alecu Russo Balti State University:

- a) determine the appropriate competences and authorities, the necessary competent personnel for the activities that influence the quality;
- b) provides internal / external training or other improvement actions, as it deems necessary;
- c) evaluates the effectiveness of the actions taken;
- d) ensure that employees are aware of the relevance of their activities and their role in the structure, as well as of their personal contribution to the achievement of quality objectives;
- e) maintains in the employee files records regarding: education and training, skills, experience, etc.

### 6.3. Infrastructure

The University has and maintains the infrastructure necessary to provide its services in accordance with the requirements of the beneficiaries and the applicable legislation and regulations.

The university has its own buildings, amphitheatres, halls and work spaces as well as associated utilities.



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The university also has computer technology with software programs necessary for the computerization of the study process and related, management, documentation.

They are served and maintained by the Department of Information Technologies.

For the technical-material base, machinery, equipment, means of transport, proper maintenance is ensured through own activities or the services of specialized organizations. This process is coordinated by the administrative-household section.

The university also has the necessary infrastructure (landline and mobile telephony, intranet network, Internet access) to ensure bilateral communications between the entire staff, with beneficiaries and partners.

The administrative-household section is responsible for providing the necessary material resources and the efficient operation of the technical-material base. Decommissioning/discarding fixed assets, low-value and short-lived items, tires and batteries, other inventory items is carried out in accordance with PO-USARB-03.

### 6.4. Work environment

The University identifies all the social and physical conditions necessary for each workplace to ensure the expected level of quality of educational services. These requirements refer to:

- ensuring the conditions in amphitheatres, halls, cabinets;
- ensuring the health and safety of the employees' activity;
- working methods / techniques in laboratories, research;
- recreation conditions through cultural-sports activities.

Within the university, the environmental conditions are determined and refer to all the spaces where the institution operates. These include, but are not limited to, the following: temperature, humidity, lighting, cleanliness, equipment, noise, etc. The environmental conditions are ensured by the care of the management of the institution through the administrative-economic section.

## **7. THE PROVISION OF EDUCATIONAL SERVICES**

### **7.1. Planning the delivery of educational services**

The University plans, develops and continuously applies the processes necessary to carry out the activities in its field of activity, having established:



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- quality objectives and service requirements, in accordance with beneficiaries' expectations, applicable legal and regulatory requirements (undergraduate programs, master's programs, scientific research);
- the documentation and resources necessary to provide educational services;
- activities for verification, authorisation, monitoring, measurement, inspections and specific tests, as well as acceptance criteria for services;
- the records that prove that the processes and services performed satisfy the requirements.

The necessary processes related to educational services, their sequence and interaction are presented in appendices 1, 2 and 3 of this handbook.

The planning of these services depends on the interaction with the support processes for ensuring infrastructure, competent human resources, social services, etc.

The service delivery processes are documented in the system procedures, process sheets, operational procedures, regulations, applicable legislation in the respective fields.

Specific Quality objectives are established for these services.

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

The monitoring and measurement of processes related to educational services, the limits of acceptance and the responsibility of evaluating the conformity of the service with the specified requirements are presented in the regulations, procedures, programs.

The departments and functions responsible for the results of these services keep records on the satisfaction of the requirements.

## **7.2. Processes related to the relationship with the beneficiary**

### **7.2.1. Determining requirements for educational services**

The requirements regarding the educational services are determined and specified in the university offer, the contracts for the provision of educational and social services concluded with the beneficiaries:



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- a. The requirements of the beneficiaries are identified through interviews or questionnaires or through direct expression in applications. The requirements of the beneficiaries may also refer to the use of the diplomas received after graduation on the labor market, under specific regulatory conditions or abroad;
- b. The requirements not specified by the beneficiaries, but necessary for the specific use of the university diplomas received, are also specified in the university's offer;
- c. The applicable legal and regulatory requirements regarding educational services are applied as specified in the legislation in force and are transposed in the university's regulations;
- d. Other additional requirements considered necessary are established by the university and communicated in the university offer and in the concrete contracts concluded.

The University assumes the responsibility and guarantee for the use of the diplomas issued, if they are used under legal conditions or under the conditions of the offer.

### **7.2.2. Analysis of educational service requirements**

The university annually analyzes whether the requirements of the labor market and the legal requirements are included in the university offer.

The analysis of the beneficiaries' requirements determines whether:

- the requirements of the beneficiaries are completely defined;
- the university has the ability to meet the requirements thus defined.

As records of the analysis of the beneficiaries' requirements, the correspondence with the beneficiary and all the offer materials, drawn up until the final offer is made, are kept. Also, the rector's signature on the study contracts is considered a record of the analysis of the beneficiaries' requirements.

### **7.2.3. Communication with the beneficiary**

The University has implemented and maintains effective methods of communication with the beneficiaries of educational services through:

- a) providing information on the educational services provided, through the university offer, other documents, direct meetings with students, parents in symposia, conferences;
- b) analyzing and satisfying the requests received for the services rendered of the concluded contracts;



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- c) the feedback from the beneficiary, including his complaints.

When the requirements related to the provision of services, activities are modified, the personnel involved become aware of the modification of the requirements, through the persons responsible for the respective activity.

The University establishes direct and fast ways, as well as the contact persons for communication with the beneficiaries regarding the contractual relations and any details related to the services provided.

Special attention is given to the feedback from the beneficiary, the evaluation of their satisfaction according to PS-USARB-06 "Evaluation of beneficiary satisfaction" including the treatment of observations and complaints regarding the educational services / works / products, which is done in accordance with the operational procedure PO-USARB-01 "Treatment of complaints".

### **7.3. Design and development of new university services**

The design activity refers, mainly, to the design of the curriculum of the new university specialties/specializations, at the first and second cycle, as well as the promotion of the changes that may intervene in the ongoing ones. The Regulation on the initiation, approval, monitoring and periodic evaluation of higher education programs establishes the general framework, content and organization of activities regarding the initiation, approval, monitoring and periodic evaluation of higher education programs. This regulation specifies the responsibilities regarding the initiation, approval, monitoring and periodic evaluation of higher education programs.

A higher education program consists of all the activities of design, organization, management and effective realization of educational and research activities or artistic creation, which ensure training in an advanced academic or professional field, in accordance with the normative framework in force.

#### **7.3.1. Design and development planning**

The design and development activities are planned (stages, analyses, checks, necessary validations, deadlines), and the related responsibilities are defined according to the nature of the new service, project.

The design and development activities are assigned to the qualified staff from the departments, the faculties that develop the new services.



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If necessary, external design services can be purchased for the development of the technical-material base (through purchases).

The organizational interfaces between the different groups involved in the design process are defined, and the necessary information is documented, transmitted and analyzed regularly by the university management.

Planning is updated as design and development evolves. Plans, programs, graphs and other forms of planning are used.

The university plans and manages the design-development process of educational activities. For this purpose, a system of plans is approved which include – to be checked if they correspond:

- the complex development plan of the university;
- admission plan;
- the study process management plan (contained in the Regulation on the organization and conduct of the study process);
- the didactic-methodical development plan;
- the plan of scientific investigations;
- the practical training plan;
- the purchase and investment plan.

### **7.3.2. Input elements of design and development**

In advance of designing the results of the educational activity, the input elements are identified and recorded that refer to:

- the requirements of the beneficiaries regarding the results of the educational activity;
- the normative requirements regarding the results of the educational activity;
- other requirements that influence the results of the educational activity.

The requirements contained in the input data of the design are identified, documented and their selection is analyzed to determine if they are adequate.

Incomplete, ambiguous or contradictory requirements are resolved together with those who established them. The input elements are correlated with the results of the analysis of the activities carried out in the university and the requirements of the beneficiaries.





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### **7.3.3. Output elements of design and development**

The design and development outputs are documented and expressed in terms that can be verified against the design input requirements. The documents, which contain the output data of the design and development, are analyzed and approved before issuance.

Design and development output documents:

- satisfy the requirements contained in the input elements of design and development;
- provides the appropriate information for the activities that follow the design and development for the realization of the designed service;
- contain or refer to the acceptance criteria of the designed service;
- specifies the essential aspects for the safe and correct realization of the new service.

### **7.3.4. Design and development analysis**

According to the planning, official, documented analyzes of the design and development results are carried out, corresponding to the stages for:

- to evaluate the ability of the design and development results to meet the requirements;
- to identify any problems and propose necessary actions.

The analysis sessions are attended by representatives of the functions interested in the design and development stages. Records of analysis results and any necessary actions are maintained.

### **7.3.5. Design and development verification**

As planned, design verification is performed to ensure that the design and development outputs meet the requirements for the specified applications or intended use, when known.

The results of the checks and any necessary actions are recorded and are confirmed as appropriate and by signing the projects by the authorized authorities.

The verification is filed together with the other design documents and kept according to PS-USARB-02 "Record Control".

### **7.3.6. Design and development validation**

Design and development validation is performed to ensure that the resulting work is capable of meeting the requirements for the specified use.



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The validation of the project is subsequent to obtaining a favorable result at the verification of the project and is internal (through the final analysis) and external (with the beneficiary or the authorities) depending on the nature of the financing and the model of application of the results.

The results of the validations and any necessary actions are recorded in the final minutes or through the approval of the rector.

### **7.3.7. Control of design and development changes**

All changes and modifications of the design and development are identified, documented, analyzed and approved by authorized personnel (in positions of responsibility), before their implementation.

The records of the results of the analysis of the changes and any other necessary actions are recorded (by countersignature) on the respective document.

## **7.4. Supply and public procurement**

### **7.4.1. Supply process**

The University takes all necessary measures so that the supplied product/service complies with the specified supply requirements, including control measures over the supplier and the supplied product/service.

The suppliers are evaluated and selected based on their ability to provide a product / service in accordance with the university's requirements following this activity resulting in the list of accepted suppliers. The selection, evaluation and re-evaluation criteria are established.

Requests for offers, correspondence with them, etc. are kept as supplier evaluation records.

Suppliers are re-evaluated after a maximum of two years, after which a list of accepted suppliers is compiled.

Supply orders identify the product / service supplied by name, characteristics, standard, possible certification requirements, if the product is not on the official list of products that must be certified for marketing.

The order is verified and approved by the rector, vice-rector and, as the case may be, the chief accountant.



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All supplied products are subject to checks at the reception within the university, according to the applicable provisions, before being accepted, including the associated documents. The Commission, the person responsible (as the case may be) for reception are responsible for ensuring the adequate verification of the supplied product.

### **7.4.2. Supply information**

Contracts and / or supply orders describe the characteristics and conditions that the supplied product and / or service must meet, including special requirements, if applicable, respectively:

- requirements for the approval of the product / service, procedures, processes and equipment;
- requirements for staff qualification;
- requirements for the quality management system.

The University ensures that the specified supply requirements are adequate, before communicating them to the supplier.

### **7.4.3. Checking the product / service supplied**

In order to ensure that the supplied products and/or services comply with the specified supply requirements, the university ensures that their verification process is carried out.

If it is necessary to check the product / service at the supplier, this is mentioned in the information for the supply, the agreements considered for the check and the method of release of the product / service.

## **7.5. Provision of services**

### **7.5.1. Control of service provision**

The University plans and carries out services and activities under controlled conditions in accordance with its own regulations, with the requirements of work procedures and applicable legislation.

According to the mentioned documents, controlled conditions mean:

- a) providing information on the characteristics;
- b) the availability of work procedures, Quality plans, projects, activity programs, orders, work provisions in accordance with needs;



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c) availability and use of appropriate materials and equipment;

d) the availability and use of the necessary equipment, measuring and monitoring devices;

e) implementation of monitoring and measurement;

f) carrying out the activities of teaching works / services, maintaining relations between graduates and the university, university and economic agents - beneficiaries of the educational product.

### **7.5.2. Processes validation**

All processes of carrying out the educational activity are subject to approval in the manner established by:

- licensing;
- academic assessment and accreditation;
- the admission plan approval procedure;
- the procedure for approving education plans, analytical programs / disciplinary curricula, regulations for the organization and development of the didactic process;
- the procedure for approving the plan for the development of didactic-methodical materials;
- the procedure for developing and approving the plan for carrying out scientific investigations.

The approval and validation of the processes carried out within the university can have, as the case may be, two levels, namely:

- all processes are approved by the rector, along with the approval of the process specifications (procedures, quality plans, etc.). After approval, they are considered validated;
- for the processes where the resulting output data can be verified through monitoring and subsequent measures (examination activities), a validation of the processes and activities takes place at the end of their completion.

The revalidation of the 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 the requirements of the beneficiaries and / or the quality objectives, or changes in the structure of the processes of providing some services.

### **7.5.3. Identification and traceability**

Within the university, operations are applied to identify students and documents associated with student admission to studies (admission documents), completed studies (promotion of evaluation /



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control forms), defense of bachelor's and master's theses, as regulated in the "Regulation of organization and development of the didactic process within the USARB".

The traceability of each student's professional training process is achieved through the student card, success and attendance registers, the faculty dean's orders, the rector's orders, other documents.

### **7.5.4. Beneficiary's property**

Within the university, the beneficiary's property is identified (high school, college graduation diploma, personal data announced when enrolling in studies, etc.), checked and kept safe in accordance with the rules specified in the "Regulations for the organization and conduct of the admission process (cycle I, cycle II)" and "Regulations for the organization and development of the didactic process within the USARB".

The results of own investigations (research, design, inventions, etc.) are attributed to the property of the beneficiary.

If the beneficiary's property is lost, damaged or becomes unfit for use, this is recorded and reported to the beneficiary for decision.

### **7.5.5. Retention of service**

The University maintains the compliance of the services with the requirements throughout their realization.

The level of knowledge, skills and professional competences provided by the university curriculum is ensured during the performance of the service / product (the training period).

This involves records on the entire flow of its provision in accordance with the "Regulation on the organization and development of the teaching process within the USARB" and the Regulation on the initiation, approval, monitoring and periodic evaluation of higher education programs.

### **7.6. Control of measuring and monitoring equipments**

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.



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When drawing up records of compliance of the service / product / activity with the specified requirements, the measuring equipment is kept under control. When it is necessary to ensure valid results, the measurement and monitoring tools are:

- a) revised, at specified intervals or before use against standards traceable to national standards; the basis used to standardize or verification is recorded;
- b) adjusted or readjusted, as necessary;
- c) are identified to easily determine the state of standardization;
- d) secured against adjustments that could invalidate the measurement result;
- e) protected during handling, maintenance and storage against degradation and damage.

The designated managers establish measures to ensure that the measurement and monitoring instruments are appropriate from the point of view of the measurement field, the type and the required precision and have measurement validity. Control of the measurement process is maintained.

## **8. MEASUREMENT, ANALYSIS AND IMPROVEMENT**

### **8.1. Overview**

The University plans and implements necessary monitoring, measurement, analysis and improvement processes in order to:

- a) demonstrating the compliance of the services with the requirement;
- b) ensuring compliance with the Quality Management System;
- c) continuous improvement of the effectiveness of the Quality Management System.

### **8.2. Monitoring and measurement**

#### **8.2.1. Beneficiary satisfaction**

Information regarding the beneficiary's perception of the degree of satisfaction of his requirements is monitored, as a way of measuring the performance of the QMS, in accordance with the provisions of the procedure PS-USARB-06 "Evaluation of beneficiary satisfaction".

The main methods used for this are, as the case may be: analysis of competitors and the university's market position; analysis of the information accumulated during the determination and



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analysis of the beneficiaries' requirements; analysis of the complaints and notices of the beneficiaries; analysis of the information collected on the occasion of completing the questionnaires regarding the degree of satisfaction of the beneficiary, interviewing the beneficiaries and other methods that provide information in the field.

Responsibilities related to monitoring the satisfaction of the beneficiaries fall mainly to the faculties, departments. Their synthesis is carried out by QR.

In each analysis of the QMS carried out by the management, the above data is analyzed and the degree of satisfaction of the beneficiaries is assessed. Depending on these assessments, corrective / preventive actions are established, in the framework of the analyses, appropriate for the continuous increase of satisfaction.

### **8.2.2. Internal Audit**

Internal audits are conducted at planned intervals in accordance with the rules in procedure PS-USARB-03 "Internal Audits".

Internal audits are conducted to determine whether the QMS:

- a) it complies with the requirements of the reference standards and with the other requirements of the system;
- b) is implemented, maintained and effective.

The applied internal audit process ensures:

- programming and planning of internal audits depending on the state and importance of the processes and areas to be audited, as well as the results of previous audits;
- defining the audit criteria, scope, frequency and methods;
- internal audits are performed by competent personnel independent of the audited activity/process;
- the auditors are specially trained for the management and technique of conducting the audit, possibly from outside the university;
- for each audit, an audit plan is drawn up, specifying the audit criteria, the purpose of the audit and the audited areas;





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- 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 audits of the QMS and follow-up activities are the subject of the QMS analysis activities carried out by the university management.

### **8.2.3. Process monitoring and measurement**

The University has determined and applies appropriate methods for monitoring and, where applicable, measuring the processes of the Quality Management System.

The applied methods (analyses, assistance, checks, examinations) aim to demonstrate the ability of the processes to achieve the planned results.

The type and extent of monitoring / measurements is dependent on the extent to which they affect the final quality of services or the operation of the QMS.

When the planned results are not achieved, corrections and corrective actions are taken, as appropriate.

### **8.2.4. Product/service monitoring and measurement**

Within the university, the characteristics of the services are monitored and measured, in order to confirm their compliance with the requirements.

Monitoring and measurement is done at all stages of the provision of the educational service. Within them, records are drawn up to attest compliance with the established acceptability criteria.

The related records also identify the persons who authorize the acceptance (delivery) of the service, the activity (promotion, issuing diplomas, etc.).

Faculties, departments monitor and measure the services provided according to the "Regulation for organizing and conducting the didactic process within the USARB". The support services are monitored by the Heads of these services, who report to the university management.



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The external evaluation of the quality of bachelor's and master's degree programs is carried out based on the provisions of the Education Code, accreditation standards, criteria and performance indicators established in the External Evaluation Methodology, as well as evaluation standards and minimum mandatory evaluation standards.

Upon completion of the external evaluation process of the study programs, the Corrective Measures Plan is drawn up to eliminate the non-conformities detected in the external evaluation process for each study program and subsequently, the Report on the implementation of the corrective measures plan is drawn up.

### 8.3. Non-compliant service control

All the necessary measures are taken to ensure that non-conformities detected during and at the end of the provision of services/activities are identified, treated and their causes analyzed. The control methods and the responsibilities of the functions involved in the treatment of non-conformities are specified in the procedure "Control of non-conforming service", code PS-USARB-04.

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

- a) undertake actions to eliminate the detected non-conformity;
- b) 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 resumption, the service is checked to see if it complies with the requirements.

Both the treatment decision and the results of the final compliance check are recorded and kept.

### 8.4. Data analysis

Data from different sources are determined, collected and analyzed regarding: beneficiary satisfaction, compliance of services / activities with beneficiary requirements, process characteristics and trends and opportunities for preventive actions, supplier data to demonstrate the adequacy and effectiveness of the QMS for the purpose of continuous improvement of its effectiveness.



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Through the QMS and operational procedures, responsibilities are established for the collection and analysis of the corresponding data (QMS records and processes).

### **8.5. Improvement**

#### **8.5.1. Continuous improvement**

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

#### **8.5.2. Corrective actions**

The procedure establishes the requirements for the analysis of non-conformities in order to determine their causes, as well as the assessment of the need for actions to ensure that the non-conformities do not reoccur.

Complaints from customers are handled according to procedure PO-USARB-01 "Handling complaints".

Necessary actions are established and implemented, and checks are also planned and carried out to ensure that these actions are taken and that they are effective. The results of the actions taken in improvement programs are recorded and are analyzed including within the analysis carried out by the management.

#### **8.5.3. Preventive actions**

Action is taken to eliminate the causes of potential non-conformities related to all aspects of the QMS in order to prevent their occurrence, by initiating preventive actions corresponding to the consequences of potential problems.

Preventive actions are initiated, implemented, tracked, recorded and analyzed in accordance with procedure PS-USARB-05 "Corrective and Preventive Actions".

The procedure ensures:

- using appropriate sources of information to detect, analyze and eliminate potential non-conformities and their causes;



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- evaluating the need for actions to prevent the occurrence of non-conformities and determining the steps necessary to deal with any problems that require preventive actions;
- initiating preventive actions and carrying out checks to ensure that these actions are effective;
- recording the results of the actions undertaken and analyzing the effectiveness of these actions, including within the analysis carried out by the management.



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### 9. APPENDICES

#### Appendix 1

#### USARB QMS process list

##### **I. General management processes (5 processes)**

- Quality policy and objectives;
- Quality planning;
- Establishing responsibilities;
- QMS analysis performed by management;
- Continuous improvement of quality.

##### **II. Resource management processes (3 processes)**

- Human resources;
- Financial resources;
- Infrastructure and work environment.

##### **III. Core processes (21 processes)**

##### **III.I. Product creation / service delivery processes (5 processes)**

- Professional training for students (cycle I and cycle II);
- Continuous training;
- Doctoral studies;
- Scientific research;
- Design and development of new services.

The listed processes take place according to the scheme below:

Identification of requirements→planning→performance of specific activities→product reception



External inputs

##### **III.II. Service processes (9 processes)**



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- **Didactic-scientific elaborations;**
- **Staff training;**
- **Documentation and information services;**
- **Publishing and printing services;**
- **Educational services;**
- **Social services in dormitories;**
- **Social services in the Canteen complex;**
- **Cultural-artistic services;**
- **Recreational-sports services.**

### **III. III. Monitoring, measurement, analysis, improvement processes (7 processes)**

- **Internal audit;**
- **Monitoring and measurement processes;**
- **Data analysis;**
- **Non-compliant service/product control;**
- **Preventive actions;**
- **Corrective actions;**
- **Evaluation of the degree of satisfaction of the beneficiary.**

### **IV. Support processes (6 processes)**

- **Documents control;**
- **Records control;**
- **Internal communication;**
- **Public procurement;**
- **Supply;**
- **Computerization.**



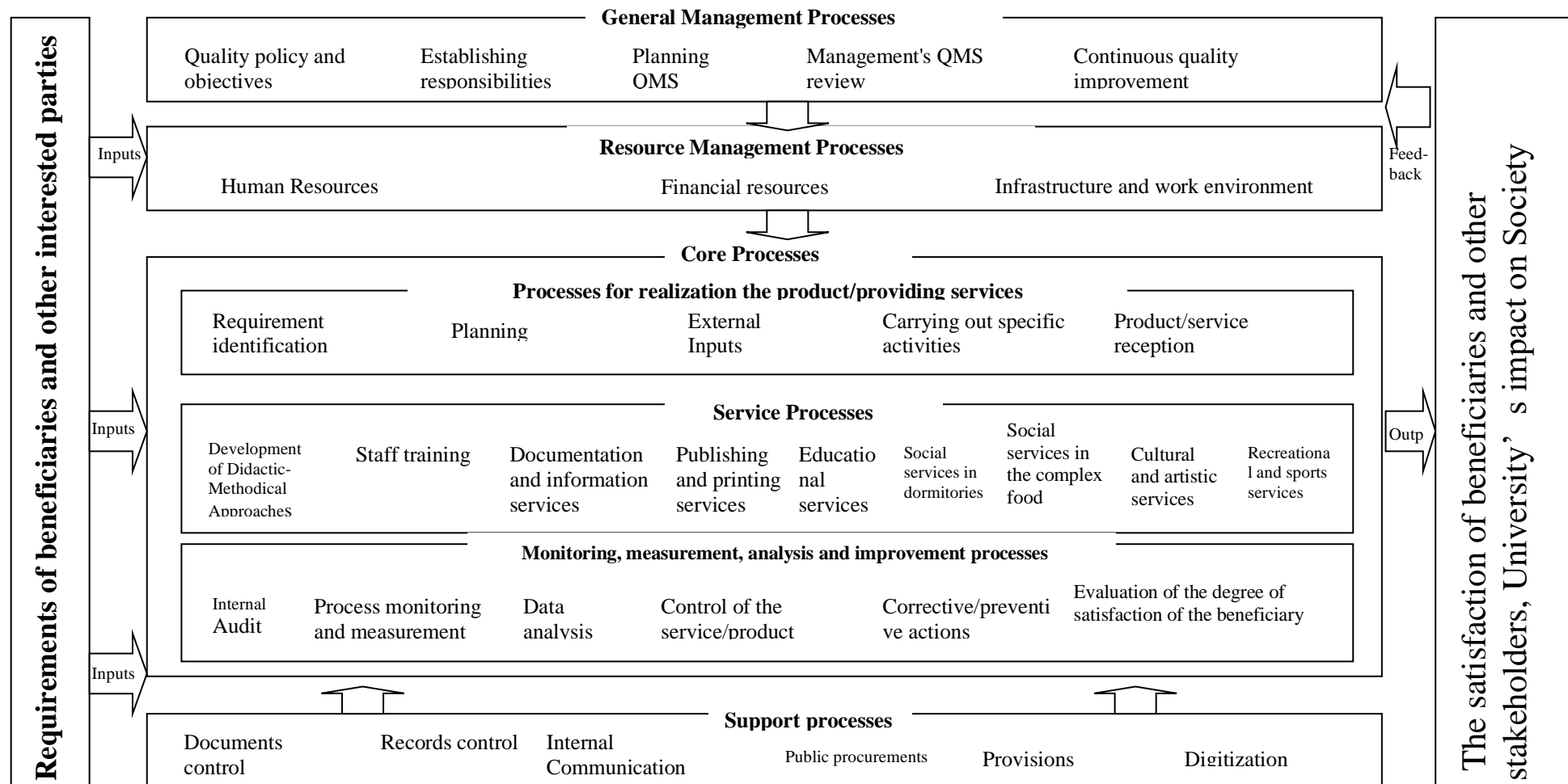
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## Appendix 2

### Map of the QMS processes of the Alecu Russo Balti State University







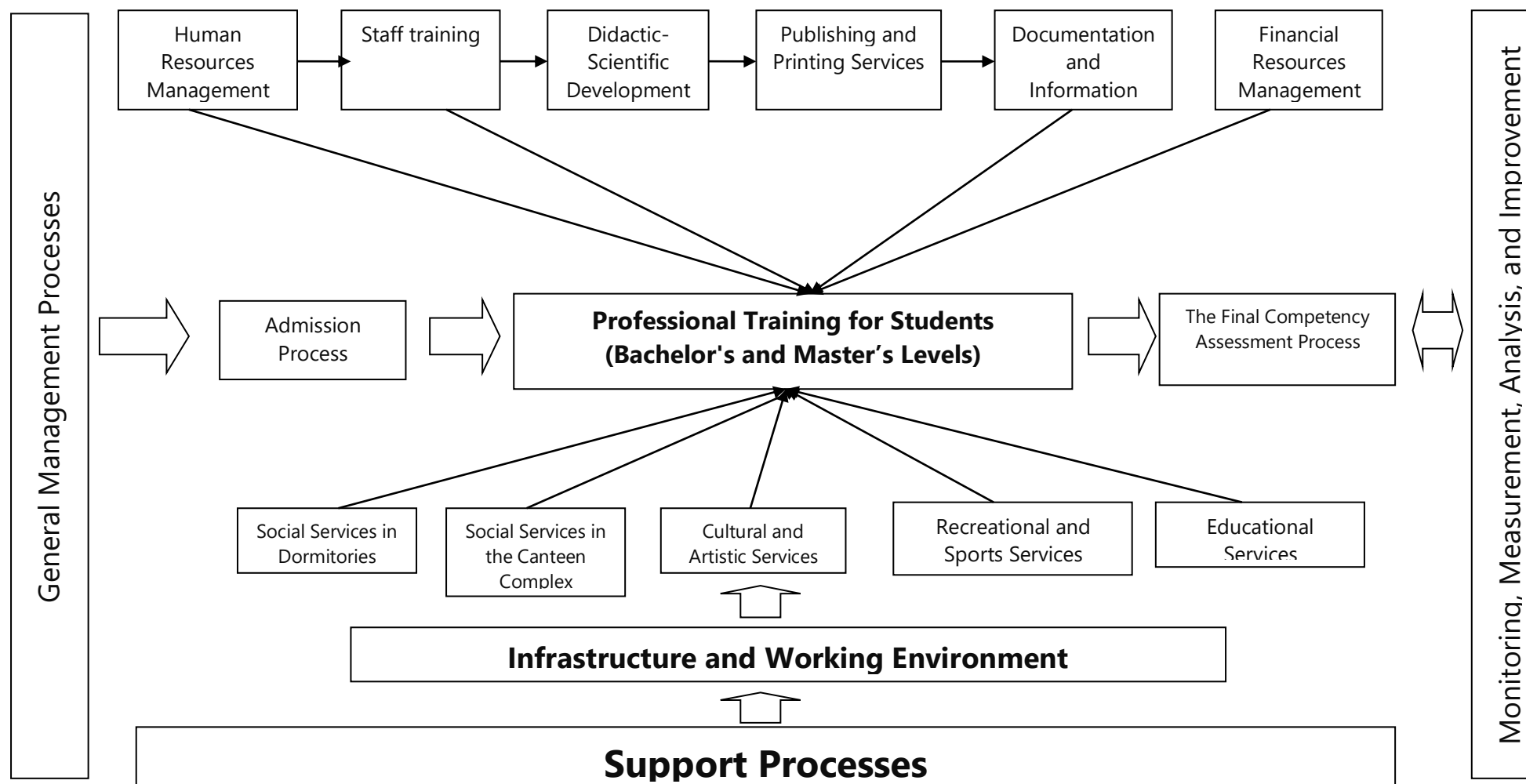
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### Appendix 3

#### Interactions of the QMS Processes at USARB Core Process - Professional Training for Students (Bachelor's and Master's Levels)





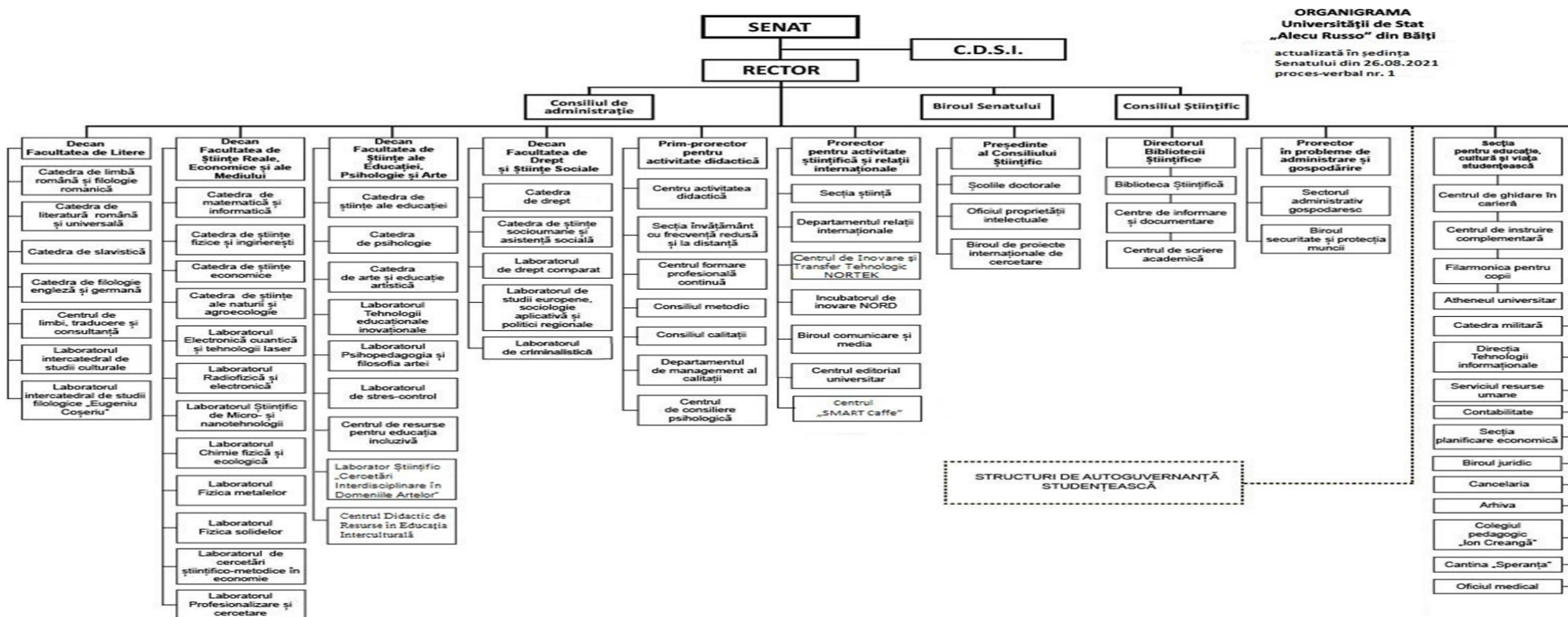
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## Appendix 4

### Management in Alecu Russo Balti State University





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## Appendix 5

### Structure of the QMS Documentation

