



ALECU RUSSO BALTI STATE UNIVERSITY

THE QUALITY ASSURANCE STRATEGY IN THE FRAMEWORK OF THE
ALECU RUSSO BALTI STATE UNIVERSITY




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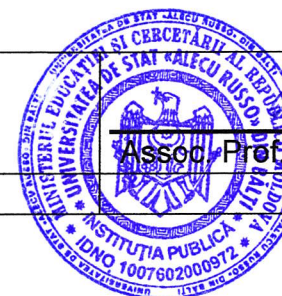


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THE QUALITY ASSURANCE STRATEGY
IN THE FRAMEWORK OF THE ALECU RUSSO BALTI STATE UNIVERSITY
FOR THE PERIOD 2022-2024

APPROVED	USARB Senate, Minutes no. 1 from August 29, 2022	Rector	
	Name	Function	Assoc. Prof. PhD Natalia GAȘIȚOI Signature





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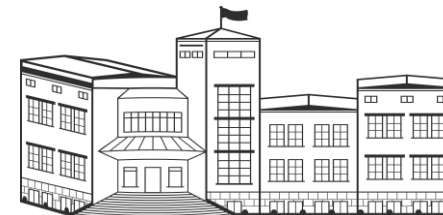
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I. INTRODUCTION

The quality assurance strategy in the framework of the Alecu Russo Balti State University (hereafter USARB) is a regulatory document of institutional policies that identifies the ways and organization mechanism for the achievement of quality assurance objectives, which contains the indicative direction of activities for the period 2022 -2024.

The strategy aims to achieve the USARB mission and is developed based on the European, national and institutional legislative framework in the field of quality management:

- Education Code of the Republic of Moldova, no. 152 of July 17, 2014;
- The regulation regarding the planning, elaboration, approval, implementation, monitoring and evaluation of public policy documents, approved by Government Decision no. 386 of 17.06.2020;
- European standards and guidelines for Quality Assurance in the European Higher Education Area (2015);
- The documents of the Bologna process (Bucharest Communiqué (2012) regarding capitalizing on the potential to strengthen European higher education; Yerevan Communiqué (2015); Paris Communiqué (2018); Rome Communiqué (2020));
- The national action plan regarding the quality assurance of higher education in the Republic of Moldova for the period 2021-2023, approved by the Management Board of the National Agency for Quality Assurance in Education and Research, decision no. 53 of 25.06.2021;
- Charter of the public institution Alecu Russo Balti State University, approved by the Senate Decision, minutes no. 14 of 24.06.2015;
- The institutional strategic development plan of the Alecu Russo Balti State University for the period 2021-2023, approved by the Senate Decision, minutes no. 2 of 22.09.2021.

This Strategy results from the Institutional Strategic Development Plan of the Alecu Russo Balti State University vfor the period 2021-2023, it designs and plans the quality development activities in the USARB and is developed and approved in accordance with the participatory method of developing the documents of institutional policies.

1. THE MISSION OF THE UNIVERSITY

Alecu Russo Balti State University has its origins in 1945, when the Teaching Institute was established in Balti (Decision of the Soviet of People's Commissars of the Moldavian SSR no. 532 of June 12, 1945). Based on the Decision of the Government of the Republic of Moldova no. 330 of May 21, 1992, the Alecu Russo State Pedagogical Institute from Balti was reorganized into the Alecu Russo Balti State University. As an educational and cultural institution, USARB is committed to orient its activity towards increasing competitiveness on a national and international level by: ensuring quality; practicing efficient management and a rational financial policy through the appropriate use of resources; encouraging a responsible attitude of the entire university community.



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Alecu Russo Balti State University supports its integration into the European Higher Education and Research Area, assumes the general **mission** of education and advanced scientific research, being designed to respond to society's requirements.

2. USARB POLICY IN THE FIELD OF QUALITY

Alecu Russo Balti State University aims to become a national leader in the offer of accredited educational services in the field of training specialists at the bachelor's, master's and PhD levels, carrying out scientific research, consulting and continuing professional training.

The policy of the Alecu Russo Balti State University in the field of quality management is oriented towards the continuous assurance of customers with services at the level of European standards and the continuous improvement of service quality based on feedback from customers, suppliers and employees. The USARB policy aims to develop the quality management system, its evaluation and auditing criteria and methodology for the purpose of continuous improvement, establishing the University's objectives regarding quality assurance, internal and external evaluation and accreditation of study programs; periodic evaluation of teaching staff by students; facilitating the continuous improvement process of the staff; maintaining a partnership with employers and adapting programs in relation to labor market requirements; streamlining the insertion of graduates on the labor market; improving the quality of infrastructure for education, research and recreation.

II. MOTIVATION

(based on the analysis of the internal and external environment)

The main concern is the training at a high didactic-scientific level of specialists able to quickly integrate into the labor market, to be competitive in a competitive environment, through their ability to adapt to changes and innovation.

The most important quality issues and challenges for USARB are:

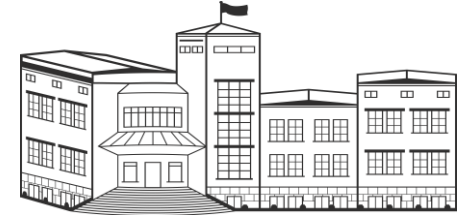
A) the student contingent – the demographic problem in the Republic of Moldova and the decreasing number of high school graduates who remain to continue their studies in the country causes a decrease in the number of potential students; the desire of young people to engage as quickly as possible in the field of work and to acquire popular specialties (but less in demand on the labor market) in the context of economic difficulties in the republic, causes a decrease in the interest of young people for regular education and for specialties in the field of *Educational Sciences*. Consequently USARB is forced to refuse some specialties initially presented in the educational offer or to create academic groups with a small number of students.

B) ensuring the didactic process under the conditions of the pandemic crisis - adjusting the didactic process to the specific rigors of training in mixed format (in classrooms and remotely, online); the lack of the legal framework regarding the accreditation/authorization of training in mixed/distance format; the considerable decrease in academic mobility.



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C) the modernization of the educational offer in accordance with the needs and trends of the labor market - for higher bachelor's/master's/PhD studies and for continuing professional training.

D) academic staff - young specialists are not motivated enough to stay in the higher education system; the academic staff needs support to achieve considerable progress in the scientific-didactic activity;

E) the constant modernization of the infrastructure - the reduction of the institution's income requires additional effort in order to equip the laboratories, classrooms, etc.

F) USARB accreditation – requires coordinated actions regarding the implementation of a high-performance academic management for the accreditation of bachelor's/master's/ PhD /continuing professional training programs.

The strategy regarding quality assurance within the USARB for the period 2022-2024 through the strategic priorities, objectives and performance indicators assumed, is intended to strengthen the position of the University on a national and international level, to guarantee the continuous promotion of the culture of quality and to ensure the achievement of the role of promoter of excellence scientific, educational and cultural in society.

The strategy is designed as a process of systemic assessment and continuous improvement of the quality of education, by establishing the mission, objectives, as well as allocating the resources necessary to achieve these objectives, identifying the directions of action in the medium and long term, being guided by the principle that a quality academic education can only be achieved in an environment where all parties involved take responsibility for the initiatives initiated.

III. STRATEGIC OBJECTIVES AND ACTION DIRECTIONS

All university structures in the period 2022-2024 will strengthen their efforts to carry out the activities leading to the fulfillment of the University's Mission. These actions must be connected to the strategic priorities and aim to achieve the established objectives.

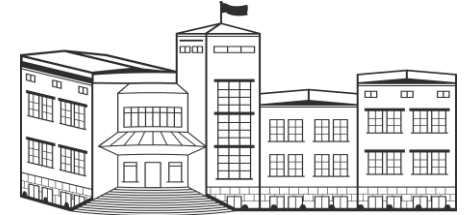
The strategic action directions of the Alecu Russo Balti State University are:

1. EDUCATION

Priority: Ensuring a learning environment that inspires, develops and transforms students and society
The university aims to be a provider of well-trained specialists, offering services according to the needs and expectations of society



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Strategic objective 1.1. Attracting and enrolling as many beneficiaries of USARB educational programs as possible

Strategic objective 1.2. Increasing the efficiency and competitiveness of the educational process

Strategic objective 1.3. Increasing student and trainee success

Strategic objective 1.4. Strengthening the integration of USARB in the international space of higher education

2. SCIENTIFIC RESEARCH, INNOVATION-DEVELOPMENT ACTIVITIES AND TECHNOLOGY TRANSFER

Priority: Ensuring relevant scientific research activities in a dynamic society, transforming society and thinking

Strategic objective 2.1. Increasing the importance and quality of research activity in the University

Strategic objective 2.2. Strengthening scientific research teams

Strategic objective 2.3. Strengthening the scientific potential of the University

Strategic objective 2.4. Development of research, innovation and technology transfer infrastructure

Strategic objective 2.5. Increasing the visibility and dissemination of the results of the research activity

3. USARB ACADEMIC COMMUNITY

Priority: Developing a friendly work environment, based on respect, trust and safety, oriented towards the professional growth and continuous development of our People

Strategic objective 3.1. Recruitment and professional development of the best specialists

Strategic objective 3.2. Recognizing, appreciating performance, and increasing the level of satisfaction of USARB employees and students

Strategic objective 3.3. Implementing policies, procedures and best practices to improve communication in the University

4. INSTITUTIONAL ACADEMIC INTERNATIONALIZATION

Priority: Institutional academic internationalization

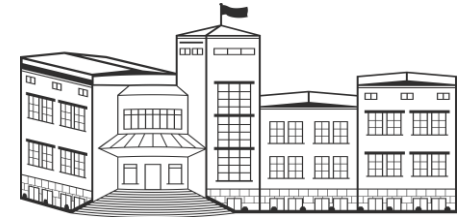
Strategic objective 4.1. Ensuring the processes of internationalization of education and research in the University

Strategic objective 4.2. Development of joint study programs and foreign language programs



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Strategic objective 4.3. Strengthening international partnerships

5. QUALITY MANAGEMENT

Priority: Developing a high-performing, transparent academic management oriented towards the achievement of the University's Mission. Promoting a realistic financial policy consistent with USARB's resources and the current and future demands of educational and scientific research.

Strategic objective 5.1. The development of the quality culture in the University

Strategic objective 5.2. Identifying and implementing best financial and material resource management practices to ensure long-term viability and sustainability

Strategic objective 5.3. The development of the infrastructure and the provision of patrimonial management, of the support services necessary for the achievement of the University's Mission

6. RELATIONSHIP WITH SOCIETY

Priority: Establishing and developing constructive partnerships that would provide opportunities, create innovation and benefit the society we serve

Strategic objective 6.1. Expanding relations with the economic environment, civil society and local and regional public administration

Strategic objective 6.2. Stimulating the active involvement of graduates in the life of the University

Strategic objective 6.3. Active involvement in the cultural life of the northern region of the country

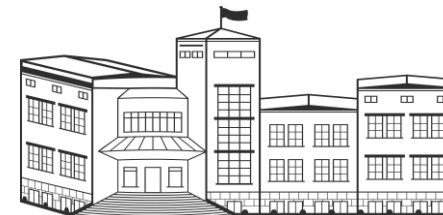
Strategic objective 6.4. Fostering interest in education and research among students

Strategic objective 6.5. Ensuring an annual budget that is able to ensure the implementation of the USARB Strategic Development Plan



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IV. ACTION PLAN. STRATEGIC PROJECTIONS REGARDING QUALITY ASSURANCE, BY FIELDS OF ACTIVITY

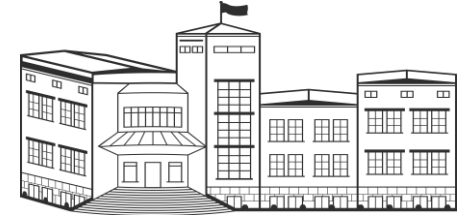
1. EDUCATION

The key priority in Education is **to provide a learning environment that inspires, develops and transforms students and society.**
Strategic objective 1.1. Attracting and enrolling as many beneficiaries of USARB educational programs as possible

Priority actions	Indicators	Deadline	Responsible	Risks
To update annually, until the end of February, the promotional materials of the departments (including the Military Department), faculties, the University	Number of USARB image promotion materials updated annually	February 2023; February 2024	Heads of departments, deans of faculties, the first vice-rector for didactic activity, the head of the Continuing Professional Training Center	The demographic situation in the Republic of Moldova; Attracting students by higher education institutions abroad
Organize annual events to promote the educational offer and online career guidance sessions	The number of participants in the event; The number of sessions organized and the number of participants	During the academic year	Head of the Section for education, culture and student life, faculty deans; president of ASUSARB	by awarding scholarships and places with funding from the state budget.



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Strategic objective 1.2. Increasing the efficiency and competitiveness of the educational process

Priority actions	Indicators	Deadline	Responsible	Risks
Continuously monitor the quality of degree programs offered by USARB through internal audit missions, student, alumni and employer opinion surveys	<ul style="list-style-type: none"> – At least two internal audit missions organized annually; – Participation in the survey of at least 80% of beneficiaries; – Number of planned and implemented corrective actions 	During the academic year	Head of the Quality Management Department, faculty deans, department heads	Closing some study programs
To authorize study programs organized by blended/distance learning in some master's programs and continuing professional training programs	The number of authorized/offered blended learning/distance study programs	June 2023	The deans of the faculties, the department heads, the director of the Continuing Professional Training Center	Additional costs related to the initiation of new programs
Externally evaluate study programs in order to authorize new programs (bachelor's, master's, PhD, continuing professional training) or accreditation	<ul style="list-style-type: none"> – At least two new programs authorized annually; – The number of doctoral schools within the USARB; – The number of doctoral consortia in which USARB participates – Accreditation of all undergraduate higher education programs; - Accreditation of all master's degree programs 	Systematic	Heads of departments, deans of faculties, the first vice-rector for didactic activity, the head of the quality management department; The President of the Scientific Council, the vice-rector for research and international relations	



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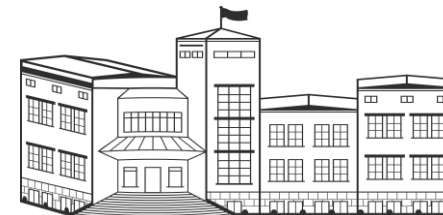
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To externally evaluate the University's activity in order to accredit the institution	Accreditation of the institution until the end of 2023	December 2023	The rector, the vice-rectors, the deans of the faculties	ANACEC will not be able to evaluate all programs submitted by USARB for accreditation
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Strategic objective 1.3. Increasing student and trainee success

Priority actions	Indicators	Deadline	Responsible	Risks
To develop and implement strategies to reduce the annual dropout rate	<ul style="list-style-type: none"> –The annual retention percentage of students on study programs; –The percentage of students graduating in the normal time 	Systematic	Faculty deans, department heads	Prevalence of external factors of abandonment (going abroad, impossibility of economic insurance, etc.)
To support the participation of students in national and international professional competitions and conferences, including by organizing competitions in the USARB	<ul style="list-style-type: none"> –Number of delegated students; –Number of distinctions/prizes won by students; –Funds allocated to support students' participation in national and international competitions and conferences 	Systematic	Faculty deans, department heads	Students' fear that involvement in scientific activities will not be at the expense of didactic success
Create a database and procedure for monitoring the career development of USARB graduates	The number of USARB alumni included in the USARB alumni database	September 2022	Head of the Education, Culture and Student Life Section, Head of DIT	Frequent change of service by graduates



Strategic objective 1.4. Strengthening the integration of USARB in the international space of higher education

Priority actions	Indicators	Deadline	Responsible	Risks
To include in the educational offer of the University courses and study programs with teaching in foreign languages	Number of courses and study programs taught in foreign languages	April 2023	The vice-rector for research and international relations, the deans of the faculties, the heads of departments	Additional charges
To stimulate the academic mobility of teachers and students	<ul style="list-style-type: none"> – The number of academic mobility of teaching staff during the academic year; – The number of academic mobility of students during the academic year; – Number of summer schools with international participation 	Systematic	The vice-rector for research and international relations, the deans of the faculties, the heads of departments	
To identify international partners for the development of double degree study programs	The number of partners with whom collaboration agreements are signed in order to initiate study programs with the double degree	December 2022	The vice-rector for research and international relations	Differences between the national legal framework and that of partner institutions' countries

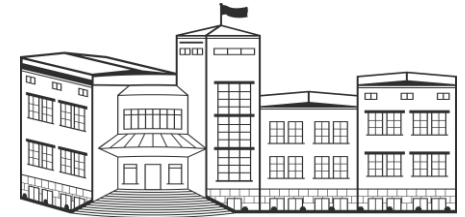
2. SCIENTIFIC RESEARCH, INNOVATION ACTIVITIES, DEVELOPMENT AND TECHNOLOGY TRANSFER

The university has a valuable scientific and innovative potential, scientific activities involving the scientific and didactic staff, the staff of the USARB Scientific Library and the students. Out of 183 basic employees in scientific-didactic and didactic functions, 110 hold a scientific degree (102 the degree of doctor of sciences and 8 the degree of doctor habilitate), 25 of them being empowered with the right to conduct doctorates.



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The key priority in the field of scientific research is **to ensure relevant scientific research activities in a dynamic society that transforms society and thought.**

Strategic objective 2.1. Increasing the importance and quality of research activity in the USARB

Priority actions	Indicators	Deadline	Responsible	Risks
To develop a platform for reporting scientific results	–Piloting the reporting platform until the end of 2022; –Completing the database with reports of scientific results by the end of 2022 and annually thereafter	December 2022	Head of DIT, vice-rector for research and international relations	Teachers' reluctance to the proposed change
To reaccredit scientific profiles	To reaccredit scientific profiles	December 2023	Vice-rector for research and international relations, president of the Scientific Council	

Strategic objective 2.2. Strengthening scientific research teams

Priority actions	Indicators	Deadline	Responsible	Risks
To provide assistance in order to develop project proposals for application to state and international program contests	–Number of informative seminars organized annually; – Number of participants in informative seminars organized annually	Systematic	Vice-rector for research and international relations, president of the Scientific Council	Modest involvement/cooperation of teaching staff in the development of projects
To organize scientific and cultural-artistic events with participation national and international	– Number of scientific events organized annually; – The total volume of annual financial allocations for the organization of scientific events	Systematically, during the academic year	Vice-rector for research and international relations, president of the Scientific Council,	Insecurity in the region



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			heads of scientific laboratories, heads of departments	
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2.3. Strengthening the scientific potential of the University

Priority actions	Indicators	Deadline	Responsible	Risks
To provide assistance to USARB holders in order to obtain the scientific degree of doctor or doctor habilitate; the scientific-didactic title; the right to manage doctorates	<ul style="list-style-type: none"> – The number of doctoral theses or doctoral theses defended annually; – The number of creative leaves offered annually to USARB holders for the purpose of completing a doctorate or doctorate thesis 	Systematically, during the academic year	Vice-rector for research and international relations, president of the Scientific Council, heads of departments	The passivity of teaching staff
To provide continuous training opportunities through international mobility	<ul style="list-style-type: none"> – Number of applicants for research grants; – Number of research grants available annually; – The number of research grants awarded annually 	Systematically, during the academic year	Vice-rector for research and international relations	The passivity of teaching staff

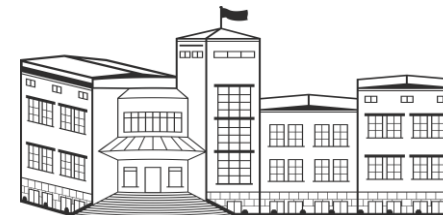
Strategic objective 2.4. Development of research, innovation and technology transfer infrastructure

Priority actions	Indicators	Deadline	Responsible	Risks
To establish the Center for Innovation and Technological Transfer (CITT)	<ul style="list-style-type: none"> – Regulation on organization and operation of CITT; – Regulation on the organization and operation of the CITT Joint Governing Council; – The number of active laboratories within CITT; 	September 2022	Project managers, CITT managers	High maintenance costs of CITT



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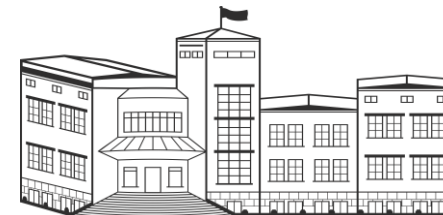
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	– The number of residents attracted annually to CITT			
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Strategic objective 2.5. Increasing the visibility and dissemination of the results of the research activity

Priority actions	Indicators	Deadline	Responsible	Risks
Increase the number of USARB holders who publish articles in Web of Science, Scopus, and/or scientifically accredited journals	<ul style="list-style-type: none"> – Annual number of articles published in ISI rated and/or scientifically accredited journals; – Annual number of authors of publications in ISI listed and/or scientifically accredited journals 	Systematically, during the academic year	The vice-rector for research and international relations, directors of doctoral schools, heads of laboratories, heads of departments	The passivity of teaching staff
To edit USARB's scientific journals	<ul style="list-style-type: none"> – The number of scientific journals published annually by the University; – The number of volumes edited annually per magazine; – The annual volume of capitalized financial allocations for publishing scientific journals 	Systematically, during the academic year	Vice-rector for research and international relations, editors-in-chief of scientific journals	
To increase the position of the University in the Ranking Web of Universities (Webometrics) and other relevant rankings	USARB position in national and international rankings	Systematically, during the academic year	The vice-rector for research and international relations, the president of the Scientific Council, the directors of doctoral schools, heads of laboratories, heads of departments	



3. USARB ACADEMIC COMMUNITY

The key priority in the field of human resources is **the creation of a friendly activity environment, based on respect, trust and safety, oriented towards the professional growth and continuous development of our People.**

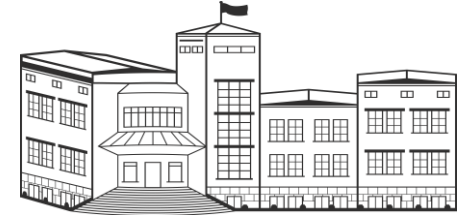
Strategic objective 3.1. Recruitment and professional development of the best specialists

Priority actions	Indicators	Deadline	Responsible	Risks
To select, by invitation, external researchers, with an excellent scientific-didactic activity, for teaching courses, seminars, for organizing workshops, cultural-artistic events	<ul style="list-style-type: none"> – The number of external researchers invited annually by the University; – The number of activities organized by the invited teachers 	Systematically, during the academic year	The primer vice-rector for didactic activity, the vice-rector for research and international relations, the department heads	Realization of courses exclusively at a distance
Review staffing levels annually to ensure the human resources necessary to fulfill the USARB Mission	Annual approved staffing levels	Annually in August	Head of the Human Resources Service, head of the Economic Planning Section	
To provide professional development opportunities for all USARB employees and students	<ul style="list-style-type: none"> – Number of continuing professional training programs organized by USARB for USARB employees and students (training programs in the field of innovative pedagogies, training programs for managers, training in communication skills and academic writing, training in IT skills, etc.); – Number of professional training programs proposed by other 	Semesterly, during the academic year	The first vice-rector for didactic activity, the vice-rector for research and international relations, the director of the Continuing Professional Training Center, the head of the Human Resources Service	Poor attendance at classes



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	institutions and organizations and recommended by USARB; – The number of trainees			
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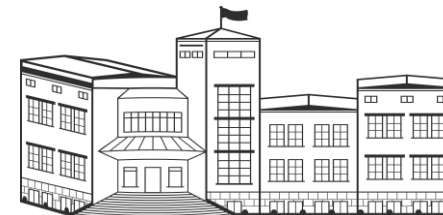
Strategic objective 3.2. Recognizing, appreciating performance, and increasing the level of satisfaction of USARB employees and students

Priority actions	Indicators	Deadline	Responsible	Risks
To ensure fair, transparent remuneration and in the increase allowed by law	Annually updated USARB Staff Compensation and Incentives Regulations	Anually	The President of the Budget, Finance and Resource Management Committee	Restrictions imposed by the national legal framework; Reduction of financial allocations from the state
To develop tools to increase the income of USARB employees from extrabudgetary resources	– Scholarships (creative leaves) instituted by the University; – Grants/projects attracted by USARB	Systematically, during the academic year	The vice-rectors, the deans of the Faculties	Limited institutional possibilities
To strengthen the role of the Human Resources Service by providing assistance, guidance, consultation services at the highest level	USARB Human Resources Policy	Systematically, during the academic year	Head of the Human Resources Service	The reluctance of the employees of the Human Resources Service
To set up spaces for the socialization of members of the academic community	– Number of rooms equipped annually; – The volume of financial resources executed annually for the	Systematically, during the academic year	The Vice-Rector for Administration and Household Affairs	Limited financial resources



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	arrangement of the respective spaces			
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Strategic objective 3.3. Implementing policies, procedures and best practices to improve communication in the University

Priority actions	Indicators	Deadline	Responsible	Risks
Develop policies and procedures, develop a culture of communication in the USARB that would ensure timely, honest, respectful, transparent and reciprocal information	Developed policies and procedures	Systematically, during the academic year	Job managers	
To disseminate the success of USARB graduates	<ul style="list-style-type: none"> – Action plan to disseminate the successes of USARB graduates; – Number of events, publications, shows. 	Systematically, during the academic year	Head of the Education, Culture and Student Life Section	

3. INSTITUTIONAL ACADEMIC INTERNATIONALIZATION

Institutional academic internationalization is a strategic priority of the University, and the strategic objectives and priority actions necessary to achieve them can be found in the action plan for each area described in this document.

We reiterate our commitment to implement the strategic internationalization plan of USARB focused on the following strategic priorities:

1. Development of policy/normative framework with domestic applicability to ensure internationalization processes of education and research in USARB.
2. Development of common study programs and foreign language programs.
3. Improving the skills of academic staff.
4. Attracting foreign teachers, promoting the support system for foreign students and minimizing barriers for foreigners entering USARB.
5. Stimulating the academic mobility of students and staff (outgoing and incoming).
6. Stimulation of student internships (outgoing and incoming) in international companies, public institutions outside the country.
7. Increasing the quality of research through various international activities and attracting research grants.



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8. Administration and management of internationalization activities.

3. ACADEMIC MANAGEMENT

Alecu Russo Balti State University assumes responsibility for a responsible, efficient and transparent academic management. The University is governed by the USARB Senate and the Board for Institutional Strategic Development. Through the collaboration of these two structures, it will be ensured: timely adoption of strategic decisions, monitoring of the activity of the management team, connection of activities to the University Mission, development of the quality culture, transparency of the decision-making process, optimal use of all resources.

A safe work environment will continue to be ensured, in compliance with the requirements of the occupational health and safety system, and infrastructure development will be invested.

The implementation of a high-performing, transparent academic management oriented towards the achievement of the University's Mission is a strategic priority of the institution.

Strategic objective 5.1. Developing a culture of quality in the USARB

Priority actions	Indicators	Deadline	Responsible	Risks
Strengthen the role of all quality management structures (Quality Management Department, Quality Council, Evaluation and Quality Assurance Commissions within faculties)	<ul style="list-style-type: none"> – The number of proposals submitted by the quality management structures; – The number of actions taken by the University as a result of the QMS recommendations 	Systematically, during the academic year	Heads of quality management structures	
To promote the culture of quality in all areas of university activity, in all subdivisions	<ul style="list-style-type: none"> – USARB's updated quality policy; – Quality manual reviewed annually; – Number of documented procedures 	Systematically, during the academic year	The rector, vice-rectors, heads of quality management structures	
To annually survey students, employees, employers, in order to identify areas for quality improvement	<ul style="list-style-type: none"> – Number of updated/elaborated questionnaires; – Number of questionnaires completed 	Systematically, during the academic year	Head of the Quality Management Department	Passive participation in surveys



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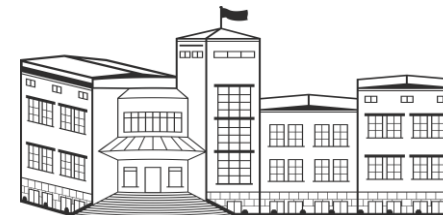
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To subject study plans, scientific research activity, the activity of university structures to periodic internal evaluation, in order to establish the necessary measures to be taken to increase quality	<ul style="list-style-type: none"> – Number of subdivisions evaluated internally annually; – Self-assessment reports 	Systematically, during the academic year	Vice-rectors, head of the Quality Management Department	
Develop activity plans for each academic year by each USARB subdivision and monitor their achievement	<ul style="list-style-type: none"> – Elaborated activity plans; – Reports on the realization of activity plans 	Annually, September Monitoring: during the academic year	Vice-rectors, workplace leaders	
To carry out at least two internal audit missions annually in order to adopt measures to improve efficiency and increase quality	<ul style="list-style-type: none"> – Audit mission reports; – Proposed corrective measures 	Systematically, during the academic year	Head of the Quality Management Department	
To certify the quality management system	Quality management system certificate	December 2023	Head of the Quality Management Department	
To train students in quality assurance processes	<ul style="list-style-type: none"> – The number of students involved in the activity of quality assurance structures; – Number of quality assurance actions in which students were involved 	Systematically, during the academic year	Head of the Quality Management Department, Head of the Education, Culture and Student Life Section, President of ASUSARB	Frequent change of people involved



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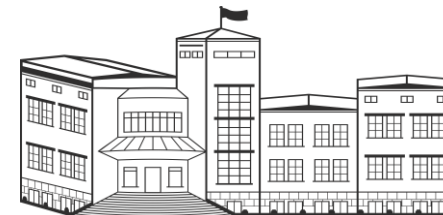
Strategic objective 5.2. Identifying and implementing best financial and material resource management practices to ensure long-term viability and sustainability

Priority actions	Indicators	Deadline	Responsible	Risks
To keep strict records of all financial resources (income and expenses)	<ul style="list-style-type: none"> – Accounting information; – Reports 	Systematically, throughout the year	Chief accountant, head of the Economic Planning Section	
To ensure the allocation of the necessary financial resources to achieve all strategic objectives (for education and research; for continuous employee training programs; for ASUSARB activities; for subscription to journals, databases, periodicals and the purchase of books; maintaining the digital record system and reporting; for the Trade Union Organization; for infrastructure development; for the OSH system, etc.)	<ul style="list-style-type: none"> – USARB budget; – The annual public procurement plan 	Systematically, throughout the year	President of the Budget, Finance and Resource Management Committee, head of the Economic Planning Section	Reduction of financial allocations from the state
To attract financial resources from sponsorship (for equipping laboratories, university centers, etc. and for organizing events)	<ul style="list-style-type: none"> – The volume of funding attracted; – Lists of equipment procured from sponsorships 	Systematically, during the academic year	Job managers	
To develop and submit to the Ministry of Education and Research projects for complementary financing	<ul style="list-style-type: none"> – Submitted projects; – The projects that received funding 	Systematically, during the academic year	The President of the Budget, Finance and Resource Management Committee, the	



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			leaders of the workplaces	
Update USARB tuition and accommodation fees annually to ensure financial stability and maximum enrollment	<ul style="list-style-type: none"> – Tuition fees updated annually; – Accommodation fees in dormitories updated annually 	Annually, May	The President of the Budget, Finance and Resource Management Committee, the President of the CDSI	Negative economic processes at country level, devaluation of money
To implement best resource economy practices (caring attitude)	The number of initiatives submitted and implemented, aimed at ensuring the economy of material and energy resources	Systematically, during the academic year	Job managers	

Strategic objective 5.3. The development of the infrastructure and the provision of patrimonial management, of the support services necessary for the achievement of the University's Mission

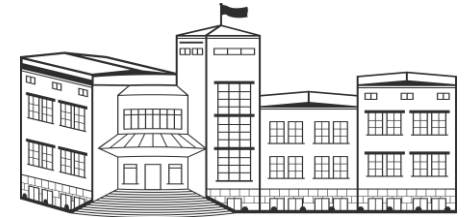
Additionally, to the priority actions formulated above, which also aim at infrastructure development (modernization of dormitories, the Medical Office, etc.), we propose the following:

Priority actions	Indicators	Deadline	Responsible	Risks
To ensure the highest level of civil, fire, safety and health protection in educational and work activities for students and employees	<ul style="list-style-type: none"> – Volume of allowances for medical services; – The volume of allocations for sanitary materials, materials or devices necessary to prevent infection with COVID-19, etc.; – The volume of allocations for the fire protection system 	Systematically, during the academic year	The vice-rector for administration and household affairs, the doctor, the OSH specialists	Accentuation of the pandemic crisis at the international and national level; The accentuation of the regional security crisis



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To modernize the USARB premises	<ul style="list-style-type: none"> – Number of renovated rooms; – Lists with installed equipment 	Systematically, during the academic year	The vice-rector for administration and household affairs, the heads of the workplaces, the head of the DIT	Complicated bidding procedures that do not allow for quick procurement of goods
To carry out the periodic inventory of material assets and to develop procedures for the recovery of lost assets	<ul style="list-style-type: none"> – Databases; – Record registers; – Measures taken 	Systematically, throughout the year	Chief accountant, workplace managers	The large flow of personnel in different sectors
Outsource the security service of some USARB buildings and install video surveillance systems	<ul style="list-style-type: none"> – Contracts for the provision of security services; – Installed video monitoring systems 	August 2022	The vice-rector for administration and household affairs, the head of the DIT	

3. RELATIONSHIP WITH SOCIETY

The strategic priority in the University's relationship with society is **the establishment and development of constructive partnerships that would provide opportunities, create innovations and bring benefits to the society we serve.**

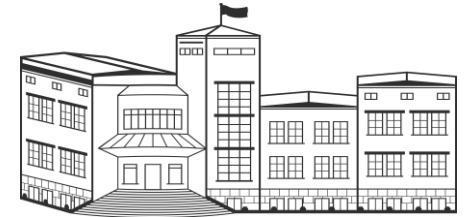
Strategic objective 6.1. Expanding relations with the economic environment, civil society and local and regional public administration

Priority actions	Indicators	Deadline	Responsible	Risks
To develop partnerships with the Directorates of Education, Youth and Sports and to develop partnerships with the business environment	<ul style="list-style-type: none"> – Number of collaboration/partnership agreements concluded annually; – The number of projects carried out jointly annually; 	Systematically, throughout the year	The vice-rectors, the director of the Center for continuing professional training, the head of the Center for didactic activity, the	



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	– Number of events organized annually		deans of the faculties, the heads of departments	
To develop a single database with all USARB partners	Completed database	December 2022	Head of DIT, vice-rectors	

Strategic objective 6.2. Stimulating the active involvement of USARB graduates in the life of the University

Priority actions	Indicators	Deadline	Responsible	Risks
To create the USARB Alumni Association	– Regulation of the Association; – Number of members	September 2022	Head of the Education, Culture and Student Life Section	
To consult USARB graduates in order to identify relevant directions of collaboration, areas in which they could be involved	– Questionnaire elaborated and administered; – Number of respondents	Annually in March	Head of the Department of Education, Culture and Student Life, Head of the Quality Management Department	

Strategic objective 6.3. Active involvement in the cultural life of the northern region of the country

Priority actions	Indicators	Deadline	Responsible	Risks
To organize competitions / recitals / concerts for students and children, in partnership with cultural and art institutions	– Number of organized events; – Number of participants	Systematically, during the academic year	Head of the Department of Education, Culture and Student Life, Heads of Departments	The accentuation of the pandemic crisis
To participate in the cultural-artistic events organized in Balti municipality	– Number of organized events; – Number of participants	Systematically, during the academic year	Head of the Department of Education, Culture and	



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			Student Life, Heads of Departments	
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Strategic objective 6.4. Fostering interest in education and research among students

Priority actions	Indicators	Deadline	Responsible	Risks
To ensure students' access to events organized by the University Centers, the USARB Scientific Library, including the possibility of free access to the USARB laboratories for the development of research projects	Number of participating students	Systematically, during the academic year	Head of the Education, Culture and Student Life Section, Heads of Departments, Director of the USARB Scientific Library, Heads of University Centers	The accentuation of the pandemic crisis
To offer students (high schools and colleges) the opportunity to do internships within the USARB	The number of practicing students	Systematically, during the academic year	Head of the Education, Culture and Student Life Section, Head of the Center for Teaching Activities	

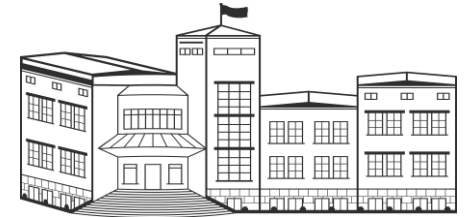
V. MONITORING AND REPORTING PROCEDURES

Monitoring of the strategy implementation process takes place systematically at the level of all USARB subdivisions. Faculties, departments, chairs, sections, centers submit semi-annual/annual reports on the activity of the subdivision. The coordination of quality assurance actions rests with the Quality Management Department within the USARB, which has the mission of creating a Quality Management System (QMS) based on a policy, an organizational structure and procedures that allow control, evaluation/ auditing and continuous improvement of the quality of all activities within the Alecu Russo Balti State University. The quality management department collaborates with the evaluation and quality assurance committees of the Faculties/Departments, supports the Education, Evaluation and Quality Assurance Commission in the implementation of quality management in USARB, by planning actions, organizing work teams for the development of documents, training staff regarding quality assurance and management of QMS documents.



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Quality assurance is monitored in the following main areas:

- Conception and implementation of a Quality Management system that leads to the continuous improvement of the didactic, research and international relations process in the university;
- Planning and coordinating the activities of periodic evaluation of USARB processes through internal audits;
- Accreditation of the programs included in the educational offer (cycles I, II, III, continuous professional training);
- Organization of training programs and other quality management dissemination actions in order to develop the quality culture in the university;
- Evaluation of the activity of teaching staff;
- Evaluation by students/graduates of USARB activities;
- Establishing and developing constructive partnerships;
- Development of the infrastructure and ensuring patrimonial management.

FINAL PROVISIONS

Carrying out the actions included in the strategy represents an approach in which the entire university community is involved and contributes to the formation of USARB's identity and the transmission of a positive image, in line with the community's expectations. The strategic objectives established for each area of the university's activity support the requirements of institutional development and contribute to the fulfillment of the mission of the USARB in the years 2022-2024. The strategy will be updated according to the changes in the educational system, the challenges of society and the economy as a whole.