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Comrat State University
Educational Process and Quality Management Department

Governance documents
QUALITY MANAGEMENT SYSTEM (QMS)

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QUALITY ASSURANCE MANUAL



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I. INTRODUCTION

The quality of education is today considered one of the main indicators of the activity of an educational institution, it determines its competitiveness and is a necessary condition for the recognition of its educational documents. Ensuring the quality of educational activities is an important form of demonstrating the responsibility that the university assumes in its relations with society and with the main beneficiaries of the university's educational activities.

The elaboration and implementation of the "Strategic Development Programme of Comrat State University for the period 2023 - 2027", "Quality Assurance Strategy 2022 -2027" are the fundamental elements through which the University management expressed its desire to support quality assurance efforts by using concrete measures and indicators that guarantee transparency and equal opportunities.

The Quality Management System creates the organisational and functional framework necessary to comply with the institutional policy in the field of quality and to achieve the objectives in the field of quality, which the University management strives for. The development of the Quality Management System aimed at improving the quality of educational and research services, as well as ensuring the quality of student life, is the main task of the University.

The contribution to national and regional development, the University's position in the national ranking of universities represents public recognition of the University's caring attitude towards quality assurance.

Quality management is a set of well-defined objectives, policies, procedures ensuring the quality of educational, scientific research, continuing education activities, as well as tools for defining and measuring quality parameters in all areas of activity. It is an integral part of university management

The Quality Assurance Board and Committees at university, faculty and departmental level work together to implement and develop an effective quality culture. The quality management system described in this Quality Manual is a guarantee for the implementation of the objectives contained in the Strategic Development Program of the University of Comrat for the period 2023 - 2027, the Quality Assurance Strategy 2022 - 2027 at the State University of Comrat, as well as in the standards of the National Agency for Quality Assurance in Education and Scientific Research (ANACEC).

This Quality Manual (QM) of Comrat State University (hereinafter referred to as USC or University) is a generalized document of its Quality Management System (QMS), which defines the main provisions of the QMS and establishes the principles of its construction, structure, main processes, order and methods of their management, their interaction.

The USC Quality Manual is intended to be a reference for its managers and staff, as well as for representatives of the Ministry of Education and Research of the Republic of Moldova, consumers and other stakeholders.

1.1. Information about the university

The State University of Comrat (hereafter USC) is a public educational, research and social development institution, an integral part of the higher education system of the Republic of Moldova, subordinated to the Ministry of Education and Research of the Republic of Moldova. The University was established on the basis of the Decision of the Government of the Republic of Moldova No 408 of 1.08. 1991.

The University operates on the basis of the Constitution of the Republic of Moldova, in accordance with the Education Code of the Republic of Moldova and the legislation in force, the Charter of the University, as well as the Statute and other normative acts.

USC is located in the southern part of the Republic of Moldova, UTA Gagauzia, has its own logo and symbol, address:: 17 Galațan Str., op. Comrat, RM, operates in accordance with all legal norms



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established for the national university system, registered in the State Register of the Ministry of Justice, Registration Certificate No. 19 of 15.08.2002. 2002, Certificate No. 19 of 15.08.2002

The University is dynamically developing as an educational and scientific center of continuous education, science and culture, the main purpose of which is: education and training of qualified specialists and scientific staff; training, re-qualification and re-qualification of staff by order of the Government of the Republic of Moldova on the basis of contract with interested state institutions, economic agents of the Republic of Moldova and UTA Gagauzia.

The structure of the State University of Comrat includes 4 faculties - Faculty of National Culture, Faculty of Economics, Agrarian and Technical Faculty, Faculty of Law, 12 departments and the Turkish Department. Training of specialists is conducted in Romanian, Gagauz, Bulgarian, Russian, English and other languages.

The following facilities have been opened and are operating at the university: the Continuing Education Centre, the Agrolaboratory, the INNOCENTER Innovation Incubator, the EURAXESS Regional Centre, the Intercultural Education Resource Centre, the Romanian Information Centre, the American Resource Centre, the British Culture Centre, the German Culture Centre, the Greek Culture Centre, the Hungarian Centre, the Gagauz Language and Culture Centre, the Turkish Culture Centre, the Azerbaijani Culture Centre, the Russian Culture Centre. All the centres are equipped with the necessary technology and a wide range of artistic and specialist literature is available.

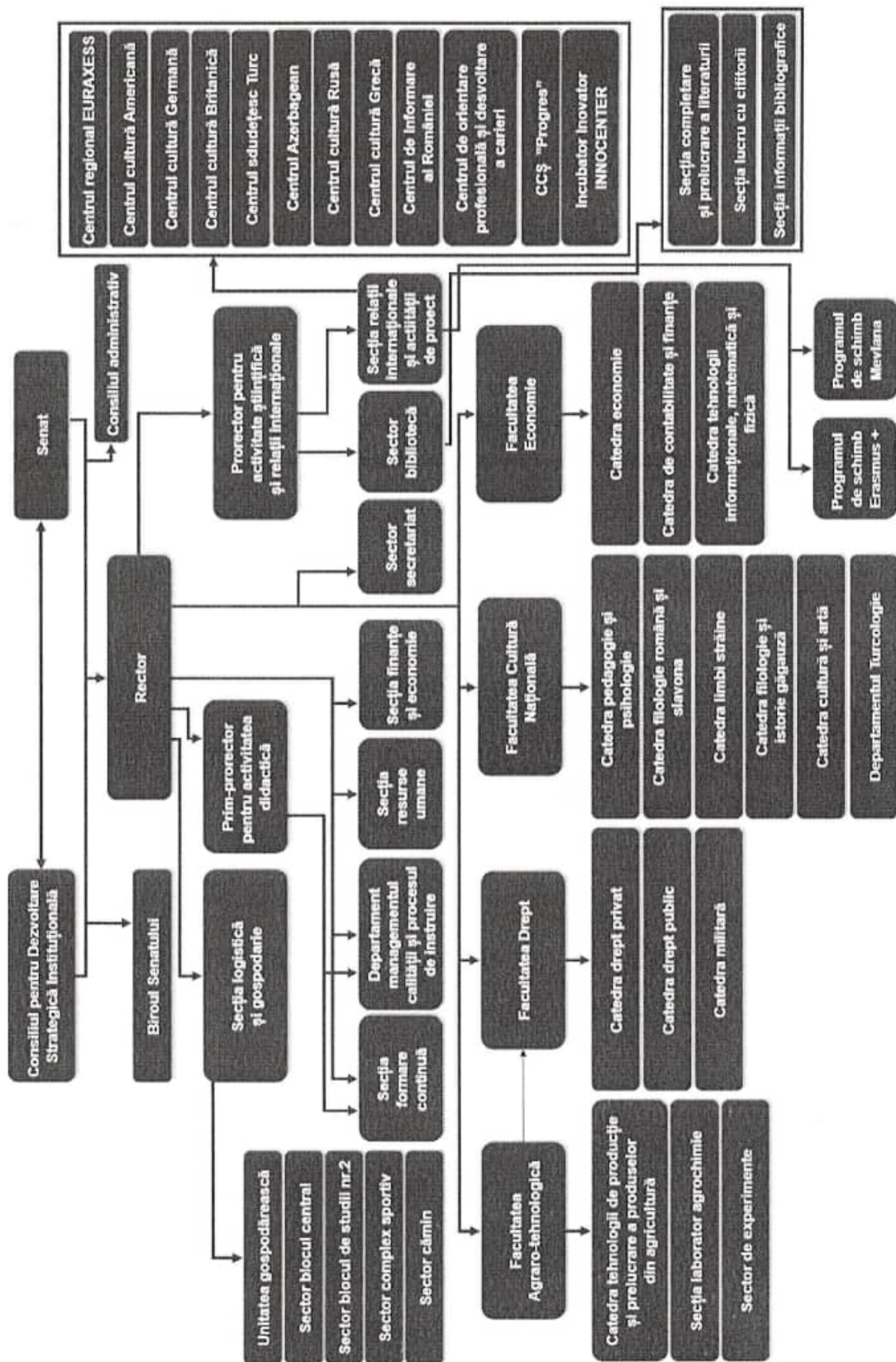
USC offers training in 20 educational programs of the first cycle of higher education undergraduate and 19 educational programs of the second cycle of higher education, master's, which provide professional training in fields and specialties that are in demand on the labor market. For the period 2016-2023, 19 educational programmes in cycles I and II of higher education, bachelor's and master's degree programmes in the following vocational training areas have been accredited/authorised: 011 Education Sciences; 040 Administrative Sciences; 041 Economic Sciences; and 042 Law.

The University constantly develops various forms of cooperation, develops and participates in international projects, organises international events, internships and working visits. Students and teachers of Comrat State University represent our university with dignity in cooperation, ERASMUS+ mobility programs, in various projects and participation in research competitions, which is a confirmation of the level of qualification of USC teachers, as well as the level of students' preparation.



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ORGANIGRAMA UNIVERSITĂȚII DE STAT DIN COMRAT (USC)





1.2. Purpose and Areas of the Quality Assurance Manual Application within the Institution

This Quality Manual sets out the QMS requirements of Comrat State University and aims to enhance the satisfaction of consumers and other stakeholders through the effective application of the quality management system, including its continuous improvement processes and ensuring compliance with the requirements of the State Educational Standards of Higher Vocational Education, the state requirements for specialists to obtain qualifications.

The USC Quality Manual is the primary document of the University's quality management system and is intended for managers, staff, and stakeholders. Management requirements and recommendations apply equally to all USC departments.

1.3. Reference documents (international, national, institutional)

The CSU Quality Management System refers to the following documents, including their subsequent editions:

- 180 9001:2015 - Quality Management Systems. Requirements.
- 180 9000:2015 - Quality management systems. Basic provisions and glossary.
- 180 19011:2011 - Guidelines for auditing management systems.
- 180 9004:2010 - Management for sustainable organizational success - Quality management approach.
- Rome Ministerial Communiqué, 19 November 2020
- Standards and guidelines for quality assurance in the European Higher Education Area (E8C) (2015). Brussels, Belgium
- Education Code No. 152 of 17 July 2014 (Official Gazette 2014, No. 319-324, art. 634).
- Decision of the Government of the Republic of Moldova No. 482 of 28. 06. 2017 on the approval of the Nomenclature of the directions and specialties of vocational training in higher education.
- Standards and guidelines for quality assurance in the European Higher Education Area (EHEA), adopted at the Ministerial Conference in Yerevan on 14-15 May 2015.
- National Action Plan for Quality Assurance in Higher Education in the Republic of Moldova for 2021-2023 AIACES, 2021
- Recommendation of the European Parliament and of the Council of 18 June 2009 on the establishment of a European Quality Assurance System for Vocational Education and Training.
- International Standard Classification of Fields of Education and Training 2013 (18CEO-E 2013) - Detailed description of the fields.
- Methodology of external quality assessment for the authorisation and accreditation of educational programmes and institutions of technical, higher and continuing vocational education and regulations on the calculation of fees for services provided in the framework of external assessment.
- Quality of educational programmes and institutions of technical, higher and continuing vocational education, RP, No. 61 of 18. 05. 2016.



În ceea ce privește activitățile operaționale și de control, Universitatea de Stat din Comrat se ghidează de actele legislative și normative ale Ministerului Educației și Cercetării al Republicii Moldova.

1.4. Quality Related Terms and Definitions

This guide applies the definitions of quality management standards and systems, principles and vocabulary, as well as definitions of terms related to the educational process used in European university practice.

1.4.1. Quality Conditions

Quality: the degree to which a set of internal characteristics meet all requirements.

Requirement: a need or expectation that is established, generally implicit or mandatory.

Customer satisfaction: consumers' perception of the extent to which their requirements have been met.

Competence: demonstrated ability to apply knowledge and skills.

Academic competence: a dynamic combination of tasks - in relation to knowledge and its application, attitudes and responsibilities - that describe the learning outcomes of an educational programme or how students are likely to perform at the end of an educational process.

1.4.2. Management System Terms

System: a set of interrelated or interacting elements.

Management system: a system for developing policies and objectives and achieving these goals.

Quality management system: a management system for leading and managing an organisation with regard to quality.

Quality policy: the overall intentions and guidelines of an organisation relating to quality as formally expressed by top management.

University charter: the document in which the Senate of a higher education institution sets its mission and strategic goals, includes the rights, duties and responsibilities of the faculty.

Quality objective: what is sought or aimed at in relation to quality.

Pedagogical objectives: the skills and knowledge to be acquired by the graduate of the educational programme, determined in accordance with social demand, the expectations of the various participants and the expectations of the students.

Management: coordinated activities to lead and control an organisation.

Senior management: a person or group of persons who lead and control an organisation at the highest level.

Quality management: coordinated activities to guide and control an organisation with regard to quality. The operation of a system of bodies and procedures whose mission is the constant improvement of the quality of educational services.

University management: a set of decisions and activities taken by a higher education institution in accordance with the institution's strategic development plan and comprising the academic component and the administrative component.

Administrative management: all decisions and activities related to the management and development of assets, the application of relevant legislation and the development of human resources.



Academic management: a set of decisions made by the management of a university to determine the educational modules of the institutional structure and the development of the university's educational offering.

Quality planning: the part of quality management aimed at setting quality objectives and identifying the operational processes and related resources required to achieve quality objectives.

Quality control: the part of quality management that aims to meet quality requirements.

Quality assurance: the part of quality management aimed at ensuring that quality management requirements will be met. A process comprising all methods, systems and mechanisms related to quality management in higher education.

Quality assessment: part of quality management focusing on the fulfilment of quality requirements.

Continuous improvement: a repetitive activity to improve the ability to meet requirements.

Effectiveness: the extent to which planned activities are carried out and planned results achieved.

Efficiency: the ratio of the result achieved to the resources used.

1.4.3. Organization Related Terms

Organisation: a group of people and entities with a set of responsibilities, authorities and relationships.

Infrastructure: an 'organisational' system of facilities, equipment and services necessary for the functioning of an organisation.

Consumer: the organisation or person who receives the product (students, masters, doctoral students).

Supplier: the organisation or person providing the product.

Process and product terms

Process: set of interrelated or interacting activities that transform inputs into outputs.

Product: the result of a process.

Project: a single process consisting of a set of coordinated and controlled actions, with start and end dates, undertaken to achieve an objective according to specific requirements and including time, cost and resource constraints.

Procedure: a specified way of carrying out an activity or process.

Terms referring to characteristics

Object of commemoration: distinctive feature.

Traceability: the ability to reconstruct the history, application or location of what is being considered.

1.4.6. Eligibility Requirements

Compliance: fulfilment of a requirement

Non-compliance: failure to meet a requirement.

Preventive action: an action to eliminate the cause of a potential non-conformity or other potential undesirable situation.



Corrective action : an action to eliminate the cause of a detected non-conformity or other undesirable situation.

Correction : an action to eliminate a detected non-conformity.

1.4.7. Documentation Related Terms

Information: relevant data.

Document: information related to the medium (e.g. record, specification, procedural document, drawing, report, standard).

Quality Manual: document describing the QMS (Quality Management System) of an organisation.

Quality Plan: a document that defines what procedures and associated resources should be applied, by whom and when for a given project, process, product or contract.

Record: a document declaring results achieved or providing evidence of activities performed.

1.4.8. Learning Process Planning Related Terms

Framework plan: part of the state educational standards in higher education, the national core curriculum for higher education and is compulsory for all state and private higher education institutions in the republic.

Educational standard: standards setting out the minimum compulsory requirements of education.

Curriculum: the structured set of pedagogical contents, forms of teaching interaction and learning experiences leading to a university degree or certificate.

Operational plan: document setting out objectives and strategies for the following academic year (number of students by specialisation, cycles, forms of teaching, staff, income and expenditure).

Curriculum: official document which includes the following elements necessary to achieve the general and specific objectives: subjects and contents of teaching, organised by levels, stages and years of study, number of hours per week, number of credits, forms of verification, periods of practical training.

Disciplinary curriculum / Analytical syllabus: document containing the concept, general and reference objectives of the course, data relating to the administration of the discipline, list of contents, teaching strategies, methods and tools for checking knowledge and bibliography of a university course.

Educational discipline: a segment of knowledge which, by consensus, is defined as a field of study in a particular curriculum

1.4.9. Examination Related Terms

Examination: 1.criterion for assessing teaching and scientific work used in the selection and promotion of teaching staff or other categories of staff employed. 2. assessment test, for the completion of a curriculum unit (course, seminar, laboratory, etc.).

Assessment criteria: descriptions of the requirements submitted to a student to demonstrate that he/she has achieved a higher education study outcome.

Performance criterion: criterion for assessing teaching and scientific work used in the selection and promotion of teaching and other staff.



Transferable credit system: a system of conventional units used to measure the amount of intellectual work required by a student to complete various elements of the curriculum and which will be recognised by the home university after a period of study abroad.

Promotion: a student's passage from one academic year to the next, by obtaining the minimum number of credits required and passing grades in all subjects set out in the curriculum for that year.

Academic failure: a term defining those teaching situations in which the student's momentary inability to achieve the pedagogical objectives proposed at different levels of the teaching process is recorded.

Pass rate: the percentage of students who, having obtained a pass mark in all the examinations laid down in the syllabus, have passed the following year of study.

Dropout rate: the percentage ratio between the number of students who drop out and the total number of students enrolled, considered over an academic year.

Attrition: the number or percentage of students who drop out before graduation, calculated for each grade or form of education.

Objective evidence: data that supports that something exists or is true.

Inspection: assessment of conformity by observation and judgement accompanied by measurement, test or comparison with a gauge.

Verification: confirmation, by providing objective evidence, that specified conditions have been achieved. Confirmation: confirmation, by providing objective evidence, that the requirements for a specific intended use or application have been met.

1.4.10. Audit Conditions

Audit: a systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which audit criteria are met.

Audit programme: a set of one or more audits planned over a period of time and directed towards a specific purpose.

Audit criteria: a set of policies, procedures or requirements.

Audit evidence: records, statements of fact or other information that are relevant to the audit criteria.

Audit findings: results of the evaluation of audit evidence collected against the audit criteria.

Audit conclusions: the results of an audit provided by the audit team after considering the audit objectives and all audit findings.

Audit client: the organization being audited.

Auditee: the organization being audited.

Auditor: a person who has the demonstrated ability and competence to perform an audit.

Audit team: one or more auditors performing an audit supported if necessary by technical experts.

Technical expert: a person who provides specific expertise or knowledge to the audit team.

Audit plan: description of the activities and arrangements for an audit



Abbreviations

The abbreviations used in the Quality Manual are:

QMS	Quality Management System;
QMR	Quality Management Responsible;
QAC	Quality Assessment Committee;
QM	Quality Management;
CC	Course coordinator;
QM	Quality Manual
OP	QMS Operational procedure;
SP	QMS System procedure;
WI	QMS Work Instruction;
IAR	Internal Audit Report;
RNC	Non-compliance Report;
CAR	Corrective Action Report;
RAP	Preventive Action Report.
SCI	Framework Plan.

II. QUALITY MANAGEMENT SYSTEM STRUCTURE

2.1. QMS Description

Structure of the quality management system. The QMS adopted by USC is continuously refined to be able to realize the educational policy and to meet the quality objectives set and adopted by the top management. The QMS is organised in such a way as to carry out (through internal audits) a strict and continuous control of all activities affecting the quality of educational and research services

2.2. Understanding stakeholder needs and expectations

The review conducted by the USC top management aims to determine the compliance of the QMS in achieving the policy and quality objectives of the activities carried out and is considered a quality improvement step. It aims to establish corrective/preventive actions in order to maintain QMS's compliance with the quality policy and objectives set by USC management.

The university administration reviews at planned intervals the functioning of the QMS and the processes considered relevant. Records of management reviews must be maintained. Inputs to the review are information on: audit results, customer feedback, process performance and product compliance, status of corrective and preventive actions, follow-up actions from previous reviews, changes that may affect the QMS, and recommendations for improvement.

The outputs of the review include resource requirements, decisions and actions related to improving the effectiveness of the QMS, relevant processes and products of the institution. The QMS review conducted by management at university level is done annually, after the completion of internal audits, before the external surveillance audit or/and whenever necessary, at the proposal of the Rector or the Pro-Rector responsible for quality. The QMS review by management at faculty/department level shall be carried out annually, upon completion of the internal audit or/and whenever necessary, as appropriate.



The preliminary report for the management review shall be prepared by the responsible QMSs using as input data:

- Status of the implementation of the QMS;
- Results of internal and external audits conducted within the university, status of implementation of corrective and preventive actions;
- Situation of complaints regarding the teaching process;
- Status of evaluations of Bachelor/Master fields and university disciplines;
- Status of implementation of corrective actions;
- Status of implementation of decisions and resolutions taken at previous meetings.

The preliminary report for the analysis carried out by the management at university level uses as data the activity reports carried out by the subdivisions responsible for quality assurance at university, faculty, department level, the improvement plans, and other data provided by the quality managers, etc.

The results of management reviews are recorded in the form of minutes taking into account:

- (a) improving the effectiveness of the QMS;
- b) improvement of the product in relation to the customer's requirements and are kept for a minimum period of 5 years. The output of the review is the input for improving the QMS.

2.3. QMS Documents

The QMS documentation of Comrat State University includes: the institution's quality policy and objectives, the Quality Manual, QMS procedures and the main processes of the institution, documents necessary for the institution to ensure the effectiveness of the planning, operation and control of its processes, as well as the records necessary to demonstrate the effective functioning of the institution and QMS.

The QMS documents provide an organizational and methodological framework for actions and processes, ensuring consistency of reference documentation with the processes of measurement, analysis, control and improvement, definition of acceptance criteria, recording of all quality records USC has established and maintains the necessary documentation to ensure that the QMS is implemented effectively and updated when necessary. Ensures that documentation is current and sufficient to support the achievement and demonstration of compliance of the service provided, processes and QMS, that it meets legal, regulatory and consumer requirements. In developing the necessary process management documentation, consideration has been given to the complexity of the steps, the risks associated with them, the competence and qualifications of the staff involved. This documentation includes a set of hierarchically structured documents:

1. University Senate Resolution;
2. Quality policy and objectives;
3. Quality Manual;
4. Procedures (system and operational);
 - *System procedures* describe the management processes required for the operation of the QMS;



- *Operational procedures* refer to the main processes (running the educational process) and auxiliary processes (human resources, procurement, library, etc.).

5. Supporting documentation

Supporting documentation includes documents related to the structures and operating rules applied in the university (University Charter, Internal Rules, curricula, etc.) as well as other documents of internal and external origin.

The disciplinary curriculum comprises the following components:

- Introduction.
- Curriculum design/conceptual outline.
- Subject management.
- General and specific competences.
- Content units/modules.
- Teaching strategies/teaching-learning-assessment activities.
- Recommended bibliography.

6. Records Control

The forms and forms included in procedures and instructions are records and demonstrate that the processes have been carried out, showing the results achieved. These records represent results of analyses carried out by management:

- records relating to teaching and administrative staff (education, training, skills and experience);
- evidence that the educational/research processes and the resulting educational product meet the requirements specified in the curriculum;
- the results of the analysis of the educational product requirements and the actions arising from the analysis;
- the results of the evaluation of providers;
- results of validation of educational processes;
- traceability of data related to the learning process;
- how client property (diplomas, documents) is kept;
- results of internal audits;
- evidence of non-compliance of educational processes;
- results of corrective actions
- results of preventive actions.

2.4. QM Control and Review

Within the QMS documentation, *the Quality Manual is a synthesis of the requirements of ISO 9001:2015 applied in USC activities and clearly sets out areas of competence, limits of responsibility and refers to other QMS documents and procedures.*

Quality Manual is intended for internal and external purposes and can be used by students, suppliers, certification bodies, potential partners, investors, etc.



The responsibility for the development of *Quality Manual* lies with the Vice-Rector for Academic Activities and the Head of Quality and Educational Process Management.

The Quality Manual is approved by the University Senate following a review by the Quality Council.

Any modification of the manual implies a new review. If necessary, the Quality Management Manual should be revised. Changes affecting more than 25% of the content of the manual require the preparation of a new edition. Revision and updating is carried out by the developer according to the rules laid down in the *Document Control* procedure.

Multiplication of the manual shall be made with the agreement of the Rector in the number of copies specified in the *Manual Distribution / Withdrawal List*.

The distribution of the Manual is controlled by the Manual Distribution/Recall List. Each copy of the transmission will be marked with an appropriate number from the *Dissemination/Recall List*. Unverified instances should be marked "*Information Copy*".

Owners are responsible for keeping the Quality Manual at the distribution points. Archiving is the responsibility of the University Library. Originals of the Quality Manual are kept in electronic format indefinitely.

Withdrawal of the manual is done by the issuer based on the *Distribution/Retirement List*, by written order of the Vice-rector for Didactic Activity, in case of dissemination of another edition/revision of the Quality Manual...

The Quality Manual and the organizational system and procedures are confidential documents of the institution and are the property of Comrat State University.

2.5. Information Control

The control of QMS documents is governed by the "Document Control System" procedure, which sets out the responsibilities and working procedures for the control and verification of activities relating to the preparation, verification, endorsement, approval, coding, registration, multiplication, dissemination, amendment, withdrawal/replacement, archiving.

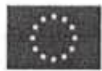
The actions and responsibilities for the preparation of internal documents related to QMS at the university are regulated by a special procedure for the preparation of QMS documents, which also establishes a system of document coding. The coding system does not apply to external documents.

The distribution of QMS documents is carried out for the current publication only. Changes to documents are made following analysis and follow the same procedure as the original document. A document can only be modified after it has been reviewed and approved, following the same procedure as the original document. Removal of obsolete QMS documents from the archive shall be carried out by specialized staff.

Comrat State University keeps the following documents under control:

A. Internal Documents:

- Senate decision on quality policy and objectives;
- Quality Manual;
- Documented procedures (system and operational);
- Working instructions;



- Records.

B. External Documents:

Documents on the legal framework for the conduct of higher education activities, such as: laws, government decisions, strategies, regulations, orders and provisions of the Ministry of Education, Culture and Research of the Republic of Moldova, national and international instructions and regulations applicable...

The documents control is regulated by the system procedure "Control of Records", which establishes the responsibilities and procedures for the identification, collection, storage, archiving and destruction of quality documents. Quality records for checking the conformity of QMS processes at Comrat State University are contained on standard forms, in registers, in minutes, reports, analyses, etc.

The documents must be kept in conditions that ensure their integrity.

III. COMPETENCES AND RESPONSIBILITIES

3.1. Quality commitment of the institution

The Rector of USC is directly interested in involving USC employees, both educational, scientific and support staff, in the development, implementation, maintenance and continuous improvement of the QMS by:

- a) setting quality policy and objectives and promoting them within the institution to increase awareness and motivation of all staff;
- b) focusing the institution on the demanding requirements of the educational/research process, respecting the applicable legal and regulatory requirements in force;
- c) identifying educational factors that meet the training and educational requirements of students;
- d) ensuring the availability of the necessary resources to achieve the proposed objectives;
- e) periodically review the QMS for the development and continuous improvement of the instructional-educational activities carried out by the USC.

The senior management of the educational institution shall ensure the necessary educational conditions that meet the educational needs of the students. The responsibilities and the way of measuring and analyzing the satisfaction of the University's customers are regulated by the operational procedure Measuring Customer Satisfaction.

The fundamental objective of the university management in the field of quality assurance is the implementation and maintenance of a Quality Management System, based on a policy, organisational structure and documentation allowing monitoring-evaluation, corrective-preventive intervention and continuous quality improvement. Policies and processes are the main pillars of a coherent institutional quality assurance system that form the cycle of continuous development and contribute to the accountability of the institution. It supports the development of a quality culture in which all internal actors take responsibility for quality and are involved in quality assurance at all levels in the institution. To facilitate this, the policy is formal and public.



Quality assurance policies are most effective when they reflect the relationship between research, learning and teaching and take into account the national context in which USC operates and the institutional context, as well as its strategic approach...

The management of Comrat State University establishes and, if necessary, updates the quality policy. It shall be appropriate to the stated mission of the institution, contain a commitment to meeting requirements and to continuous improvement of QMS effectiveness, providing an appropriate framework for setting quality objectives. It must be known, understood and applied throughout the institution.

The overall direction of the organisation on quality rests with top management. The objectives for quality in the USC are as follows:

1. Comrat State University has as its main objective the continuous improvement of the qualifications of its graduates through the development of dynamic educational programs, constantly adapted to the requirements of society;
2. The expansion and alignment of graduates' skills to the new requirements, as well as the training of teachers is also achieved through scientific research, through the implementation of projects in the framework of partnerships with organizations from the country and abroad;
3. The University must assess the satisfaction of the final recipient of its services, society (through employers), which it should use to support the improvement of the curriculum through the development of partnerships with organisations from the economic and social environment;
4. The University should assess student satisfaction and provide an organisational structure and methods for effective student participation in and improvement of educational and research processes;
5. The level of educational services depends on the deformation, qualification and scientific reputation of teachers. Comrat State University should evaluate staff satisfaction and performance and encourage the efforts of faculty and all staff to improve their qualifications.

3.2. Authorities and responsibilities

Comrat State University operates on the basis of university autonomy, understood as a specific way of self-governance, with a formed legal framework, other legal norms and its own regulations. University management ensures that responsibilities and accountabilities are defined, communicated and operating within the institution, that appropriate communication processes are in place and operating, that all employees know to what extent quality objectives have been achieved.

Within USC, the responsibilities regarding the implementation, maintenance and improvement of the QMS are as follows:

➤ University Rector

- establishing the strategy, policy and objectives in the field of quality and their correlation with the marketing, personnel, resources assurance, material and financial policies;
- ensuring the human, material and financial resources necessary to achieve the objectives in the field of quality;
- ensuring the conformity of the quality of the service provided with the specifications;



- implementation, certification and continuous improvement of the QMS.

➤ **Quality Assurance Commission for the educational process** is a collective working body of the USC that identifies, analyses, proposes solutions and decisions concerning QMS. The Commission is chaired by the Prorector for Didactic Activity.

➤ **Quality Management Representative**

The management representative for quality is the Vice-Chancellor for Teaching, Quality and Training Partnerships appointed by the Rector of the University, whose responsibilities and authorities are:

1. to ensure that the necessary QMS processes are established, implemented and maintained;
2. to report to top management on the operation of the QMS and any need for improvement;
3. ensure that awareness of customer requirements is promoted within the organisation;
4. to represent the University in cooperation with external parties in matters related to the quality management system.
5. ensure the creation, implementation and maintenance of the processes required by the QMS;
6. ensures that awareness of customer requirements, legal and regulatory requirements is promoted within the organisation;
7. ensures appropriate training and education of employees on quality;
8. reports to top management on the functioning of the quality management system and any need for improvement;
9. maintains liaison with external parties on Quality Management System issues
10. prepares and reviews the Annual Quality Plan

➤ **Head of Quality and Educational Process Management Department**

1. develops and manages quality management system documents;
2. assists the University management in the development of quality policy and objectives;
3. coordinates activities for the development and control of Quality Management System documents;
4. coordinates the activities for the analysis of non-conformities found in the implementation and maintenance of the Quality Management System's conformity with the specified requirements and proposes to the University management the necessary corrective or improvement actions;
5. coordinates management reviews of the effectiveness of the University's quality management system and the completion of corrective actions resulting from internal audits, Senate Office reviews and external audits;
6. coordinates internal audits of the University's quality management system;
7. coordinates staff training activities in the field of quality;
8. -establishes corrections, corrective and/or preventive actions for the removal of non-conformities detected in the external audit and coordinates their implementation;



9. collaborates with all academic and administrative structures of the University in order to continuously improve the Quality Management System;
 10. reports regularly to the Rector and the Senate on the status of the QMS, informing about the main problems and possible solutions.
- **The Dean of the Faculty sets** the strategy, policy objectives and priorities in the field of quality, monitors their knowledge and implementation at the faculty, allocates and verifies the appropriate use of QMS-related resources.

➤ **Education, Career Guidance and Counselling Specialist**

participates in the development of quality management system documents;

1. ensures the updating of quality management system documents;
2. participates in updating the organisational structure of the quality management system;
3. participates in the analysis, evaluation and updating of the Faculty's strategic development programme and in the analysis and evaluation of the effectiveness of the results of preventive/corrective action programmes;
4. coordinates and participates in quality audits;
5. participates in the analysis of the causes of non-conformities;
6. participates in the development of a corrective/preventive action programme;
7. is responsible for developing, documenting and updating the quality management system;
8. provides the Head of the Quality and Education Process Management Department with information on the operation of the QMS;
9. responsible for quality management and any quality improvement needs;
10. signs study and work placement contracts with students.

At department/chair level, the QMS responsibilities are:

- a) The Head of Department/Chair has the authority and responsibility for the quality of all processes carried out within the Department/Chair (teaching, research, external relations, etc.).
- b) The Head of the Department/Chair appoints a Programme Leader for each study programme. He/she is responsible for the quality of the whole educational process within the study programme. Quality responsibilities for all categories of staff are specified in the Job Description.

Each level of the USC Quality Management System is managed by the manager of that level (university - Rector, faculty - Dean, department/chair - Head of department, etc.). In the USC the following bodies are responsible for the maintenance and management of the QMS:

A. On the University Level:

- The USC SENATE establishes the strategy, policy, objectives and priorities in the field of quality in the educational institution, monitors their knowledge and application in the institution, allocates and verifies the use of resources related to the quality management system.
- The SENATE BOARD designs, implements and continuously improves the internal quality management system.
- The EDUCATIONAL PROCESS AND QUALITY MANAGEMENT DEPARTMENT as the internal management structure of the quality assurance process at university level, monitors the planning, design, implementation, maintenance and continuous improvement of the



quality management system; provides feedback to students and graduates; provides feedback to employers; proposes internal and external evaluations and makes their results public. The DMC provides methodological support and monitors the functioning and effectiveness of the internal quality management system.

At the operational level, the quality management system includes the USC Quality Council:

The Quality Council has the authority and responsibility to promote the quality assurance policy at USC and to supervise the activities of the institution, to establish criteria and to initiate analyses and evaluations based on quality criteria on faculties, departments/chairs, teaching-learning processes, respectively research and academic services. The Quality Council is composed of:

- USC administration representatives ;
- teaching staff representatives responsible for quality assurance in the faculties;
- student representatives.

B. On the Faculty Level:

- *Consiliul Facultății* elaborează, implementează și îmbunătățește sistemul de management al calității la nivelul facultății.

COMISIILE DE ASIGURARE A CALITĂȚII sunt structuri permanente ale Consiliilor Facultăților, formate în scopul coordonării, controlului și analizei activităților privind asigurarea și evaluarea calității continue din cadrul Facultății, examinează și soluționează cazurile și situațiile studenților, rezultate din aplicarea legislației în vigoare la nivel de facultate, asigură buna desfășurare și funcționare a activităților privind asigurarea și evaluarea calității continue din cadrul Facultății.

Comisia de asigurare a calității include:

- din oficiu, în componența comisiei intră decanul facultății.
- cadre didactice cu titluri științifico-didactice de la fiecare Catedră;
- reprezentanți ai studenților din Facultate de la diferite programe de studii;

The Faculty Council develops, implements and improves the quality management system at the Faculty level.

QUALITY ASSURANCE COMMITTEES are permanent structures of the Faculty Councils, formed for the purpose of coordinating, controlling and analysing the activities related to continuous quality assurance and evaluation within the Faculty, examining and resolving cases and student situations resulting from the application of the legislation in force at Faculty level, ensuring the smooth running and functioning of the activities related to continuous quality assurance and evaluation within the Faculty.

The *Quality Assurance Committee* includes:

- ex officio, the committee includes the Dean of the Faculty.
- teaching staff with scientific and teaching titles from each Department;
- representatives of the students of the Faculty from different study programmes;



C. On the Department/Chair Level:

- The Chair is responsible for ensuring the quality of the processes carried out within it.
- The person responsible for quality assurance - the STUDY PROGRAM DIRECTOR - has the authority and responsibility for the quality assurance of all processes carried out within a given study programme (academic documentation related to the study programme, curriculum, curricula, students' academic status, educational resources allocated to the study programme, etc.).

3.3. Quality Assurance Process Planification

The management of the institution ensures that quality objectives are set for the relevant functions and at the relevant levels, that a plan for implementing, maintaining and improving the QMS is in place and being applied.

Quality objectives for all functional units, for which the pro-rectors, deans, department/department/section heads, together with all university employees, are responsible, are set by the USC management.

Quality objectives are in line with the Quality Policy. To achieve the objectives, it is necessary to solve the following tasks:

1. Customer orientation by identifying their present and future requirements, ensuring their satisfaction and exceeding customer expectations through the quality of educational activities. USC pays great attention to identifying and meeting the needs and expectations of the local, regional and national society, as well as cultivating communication, in order to contribute to its sustainable development.

2. Leadership by identifying best management practices, internalizing the customer-supplier relationship, establishing a system of values and ethical standards, compliance at all levels of USC, encouraging open communication, etc.

3. Involvement of staff by motivating teaching and administrative staff, recognising and rewarding skills, knowledge and experience, developing a creative spirit in defining the future objectives of the university, applying motivational techniques, creating a climate of consensus and social harmony, etc. USC considers its employees as beneficiaries and takes great care to meet their needs and expectations by creating and maintaining an appropriate and competitive atmosphere in the institution, in which everyone can achieve at the highest level of performance.

4. Process-based approach through student-centred learning and application of interactive learning methods, systemic view of the objectives of the USC, etc.

5. Management as a system approach by identifying, understanding and managing interrelated educational processes as a system, contributing to the effectiveness and efficiency of the institution in achieving the set goals.

6. Continuous improvement to fully meet the requirements of the institution's customers by applying the basic concepts (PDCA cycle (Plan-Do-Check-Act); system of prevention, evaluation, suggestion, etc.).



7. **Evidence-based approach to decision making** by setting objectives, monitoring and making decisions based on information and evidence.

8. **Mutually beneficial relationships between providers and beneficiaries** through the development of strategic partnerships, increasing the visibility of teachers and faculty, rapid insertion of graduates into the labour market, etc.

USC considers its students as both internal and external beneficiaries and seeks, with the utmost interest, to meet their requirements and expectations regarding the quality of educational and informational services and their adequacy to the demands of the labour market, as well as those related to the climate in which these services are offered.

Dezvoltare Strategică al Universității de Stat din Comrat și Strategia de asigurare a calității. The specific objectives are contained in Comrat State University Strategic Development Programme of and the Quality Assurance Strategy.

1. Develop and strengthen the internal quality assurance system and mechanisms of the educational offer;
2. Addressing scientific research as a priority in the university's activities;
3. Modernization of the educational process and its methodological support;
4. Development and improvement of teaching staff performance;
5. Increasing the degree of internationalization of academic activities;
6. Development of partnership with the socio-economic environment;
7. Development of lifelong learning system and provision of continuing education;
8. Modernization of the information system and the university scientific library;
9. Development of student services and alumni relations;
10. Modernisation of university management;
11. Development of university assets and efficiency of financial management;
12. Increasing the visibility of the University, thereby forming and strengthening the confidence of beneficiaries that the University, as an educational institution, meets and improves quality standards in accordance with its adopted mission.

In setting these objectives, account shall be taken of:

1. the current and future requirements of the organisation in accordance with applicable legislation in the field of education.
2. the results of the evaluation of the educational process;
3. results of self-evaluations;
4. the degree of satisfaction of the parties participating in the instructional-educational process (students and teachers, educational partners such as the various institutions with which USC collaborates);
5. analysis of opportunities for improvement;
6. the resources needed to achieve the objectives set.

In order to achieve its objectives, the institution establishes strategies that refer to:



- designation of responsibilities;
- means (material, financial, human resources, methods);
- the timeframe for achieving them;
- performance indicators.

To achieve these objectives, the following factors are taken into account:

- purchase of new equipment and technology (software, hardware)
- purchase of educational or documentary materials;
- involvement of university partners in the new QMS approach.

Realizarea acestor obiective comune implică dezvoltarea și funcționarea eficientă a sistemului de management al calității existent în universitate, pentru funcționarea eficientă și îmbunătățirea continuă de care este responsabil managementul la cel mai înalt nivel.

Atingerea obiectivelor de calitate se realizează cu participarea întregului personal, documentele care descriu structura organizatorică, stabilind atribuțiile și responsabilitățile privind calitatea la toate nivelurile. Sistemul de management al calității este dezvoltat și funcționează pe baza principiilor managementului calității.

Analiza sistematică a gradului de atingere a obiectivelor propuse se realizează în cadrul analizelor efectuate de Senatul Universității și se concluzionează în Procesele-verbale întocmite de către Secretarul Științific al Universității

Planificarea QMS se realizează pentru a îndeplini cerințele legate de managementul proceselor și obiectivelor în domeniul calității, precum și pentru a integra QMS în sistemul de management strategic al universității. Toate programele sunt revizuite de Consiliul Calității și prezentate Senatului spre aprobare. Principalele acțiuni vizează:

- planificarea actualizării documentelor QMS, conform procedurilor de sistem Controlul documentelor;
- planificarea instruirii personalului universitar în ceea ce privește îmbunătățirea continuă a QMS, în conformitate cu procedura operațională "Instruirea și perfecționarea personalului";
- planificarea evaluării programelor educaționale și evaluarea disciplinelor din ciclul I al învățământului superior de licență, iar din ciclul II al învățământului superior de master;
- planificarea auditurilor interne de calitate, în conformitate cu procedura sistemului audit intern al QMS;
- planificarea analizelor QMS efectuată de management.

IV. RESOURCE MANAGEMENT

The University identifies and provides the resources necessary to implement and continuously improve the QMS, processes and relevant products of the educational institution in order to increase employer satisfaction with the requirements related to graduate professional competencies.



individual basis. The need for continuous training of the university's scientific and teaching staff is based on the following input data:

Internal:

- CSU policy and development objectives set for each hierarchical level of the university;
- the results of the evaluation of the didactic-scientific process through the annual/semester completion of the Self-Evaluation Sheet, Peer Evaluation, Student Evaluation, etc.
- the results of students' and master students' promotion rate (correlated with identified academic success/failure factors);
- peer evaluation of faculties;
- evaluation of scientific activity (research/doctorate);
- the results of the internal audit of the USC specific quality management system.

External:

- current education legislation;
- specific educational/international standards;
- participation in external scientific-educational events (conferences, workshops));
- external collaborations (projects, exchanges of experience, scientific research contracts, etc.);
- external evaluations (national and international) by awarding titles, active participation in the development of education and science;
- the degree of employment of USC graduates and their professional development.

The list of USC teaching staff, regarding qualifications, is centralized at the Human Resources Service.

4.2. Infrastructure maintenance

The University identifies, provides and maintains the infrastructure (buildings, workspace, equipment, software and support services) necessary to produce its products in appropriate conditions. The University has an appropriate infrastructure in place for the smooth running of its activities: buildings, workspaces, hardware and software for laboratories, etc.

The record of the University's teaching premises is kept under control by means of the List of premises for teaching and student accommodation contained in the work instruction Identification and provision of the working environment.

The institution determines and keeps under control the working environment necessary to achieve compliance with requirements. Measures are taken in the university to ensure adequate conditions for the processes to be carried out, while ensuring the protection of the environment and the health and safety of the staff employed.

In addition, in order to increase the organization's performance, management takes into account creation of optimal environmental conditions that have a positive influence on the motivation, satisfaction of employees. Thus, this takes into account:



- stimulating methods and opportunities to better engage and harness the potential of the organization's members;
- location of offices;
- relationships between members of the organization and between members and clients;
- facilities for members;
- environmental factors (temperature, humidity, brightness, air flow, etc.).

4.3. Financial Resources

The State University of Comrat is a public institution with non-profit financial autonomy, operating under self-government conditions, in accordance with the provisions of Government Decision No. 10. 983 of 22.12.2012 "On the functioning of state higher education institutions under conditions of financial autonomy", of the Education Code of the Republic of Moldova, approved by Law No. 152 of 17.07.2014.

The Ministry of Education and Research of the Republic of Moldova acts as the founder of the Institution...

The University is a legal person, of public law, has a balance sheet, has its own bank accounts, including in foreign currency, has a letterhead and stamp with the State Coat of Arms.

Allocations transferred from the state budget for the study programmes offered according to the Plan (State Commissions) for the training of specialists and scientific research activities are one of the priority resources of the USC's income.

USC is entitled to obtain revenues from any source not prohibited by law, which may be used in accordance with the Institutional Strategic Development Plan.

Being an institution with financial autonomy, the USC is entitled to organize its financial activity independently, to assume its competences and obligations in accordance with the strategic actions and objectives, guidelines for development and innovation, established by normative acts of the USC.

The USC annually develops the income and expenditure budget, which is coordinated with the Council for Institutional Strategic Development, and is subsequently approved by the Senate and strictly adhered to by the entire academic community.

USC realizes the following categories of *revenue*:

- General Resources - funds allocated for educational services provided to USC on a contract basis for the training of specialist staff in accordance with the Plan (State Order);
- Own resources:
 - o receipts from tuition fees, applied to first and second cycle students, as well as tuition fees from continuing education courses;
 - o income from scientific research carried out on the basis of research and development projects;
 - o revenue from the provision of services for the completion and issue of study documents and their duplicates;
 - o revenue from grants and sponsorships, donations;
 - o proceeds from letting/leasing public property under management;
 - o other revenue collected in accordance with legal provisions.



4.4. Institutional Partnership

The University is part of various forms of international cooperation: participation in research programmes/projects at institutional, national, international level, including Tempus projects; Erasmus+ etc.; inter-university agreements; Part of mobility programmes - students, teachers etc. Comrat State University has signed a number of cooperation agreements with universities and other institutions in the Republic of Moldova and abroad (international forms of cooperation):

Name of educational institution	Name of agreement	Year of signing
Centrul de Formare Continuă în Afaceri Electorale (CICDE), Moldova	Cooperation Agreement	11.10.2021
I Biblioteca Centrală a Găgăuziei "P.Draganov"	Cooperation Agreement	13.10.2021
Universitatea Aksaray , Turcia	Memorandum of Cooperation	05.11.2021
Asociația Oamenilor de Afaceri din Găgăuzia "Next, Moldova"	Acord de parteneriat	22.11.2021
Universitatea Uşak , Turcia	Memorandum of Cooperation	25.11.2021
Compania "Microinvest", Moldova	Agreement on the organisation and conduct of practical traineeships for students	02.12.2021
Universitatea Batman , Turcia	Memorandum of Cooperation	17.12.2021
Universitatea din Istanbul - Cerrahpasa, Turcia	Memorandum of Cooperation	24.01.2022
Universitatea Grigor Skovorodi, Ucraina	Cooperation Agreement	14.02.2022



Universitatea Kastamonu, Turcia	Memorandum of Cooperation	17.03.2022
Universitatea de Științe din Cipru	Cooperation Agreement	04.04.2022
Institutul Regional de Dezvoltare a Educației din orașul Mogilev, Belarus	Bilateral cooperation agreement	29.04.2022
Universitatea Alaaddin Keykubat, Alanya, Turcia	Memorandum of Understanding and Mutual Cooperation	13.04.2022
Asociația publică "Clinica Juridică" Comrat, Moldova	Cooperation Agreement	03.06.2022
Universitatea Kirsehir Ahi Evran, Turcia	Memorandum of Understanding on international cooperation	21.06. 2022
Organizația non-profit "Fundația pentru Promovarea Arheologiei"	Cooperation Agreement	15.02.2021
Universitatea de Stat de Economie, Armenia	Cooperation Agreement	26.01.2021
Agenția de Atragere a Investițiilor și Promovare a Exportului a UTA Găgăuzia	Partnership Declaration	18.09.2020
Universitatea ABANT İZZET BAYSAL, Turcia	Cooperation Agreement	25.11.2020
Universitatea Kastamonu, Turcia	Cooperation Agreement	20.10.2020

Amsterdam University of Applied Sciences Faculty of Business and Economics	Cooperation Agreement	01.10.2020
Catedra de Științe Regionale și Management, Facultatea de Economie, Universitatea Tehnică, Košice	Memorandum of Understanding	22.04.2020
Universitatea Trakya Edirne și USC	Memorandum of Understanding	18.02.2020
Mevlana Değişim programı, Turcia	Cooperation Protocol	17.02.2020
İsparta uygulamalı bilimler Üniversitesi, Turcia	Cooperation Protocol	26.12.2019



ANADOLU Universitesi, Turcia	Protocol on international cooperation in the field of education	09.09.2019
Universitatea de Stat din Pskov Rusia	Cooperation Agreement	19.03.2019
Direcția de Educație a UTA Găgăuzia	Cooperation Agreement	15.01.2019
CMI "Inițiativa de gestionare a crizelor"	Memorandum of Understanding	30.10.2019
Universitatea Internațională Kazahă-Turcă	Memorandum on international cooperation in education	14.08.2019
Federația "Schimburi Franța-Ucraina", Asociația "Limba franceză străină Franța-Ucraina"	Partnership agreement for initial and continuing French language training in 2019 in Comrat	2019
Municipiul Comrat	Memorandum on the establishment of the Education and Science Consortium	02.04.2019
"Universitatea de Stat Astrahan", Rusia	Cooperation Agreement	10.04.2019
Ambasada Poloniei	Project with Narodovej Agencji Wymiany Akademickiej	22.04.2019
ANADOLU Universitesi, Turcia	Protocol on international cooperation in the field of education	09.09.2019
Universitatea de Stat de Inginerie și Economie din Nijni Novgorod, Rusia	Cooperation Agreement. To pool material, spiritual and intellectual resources in the field of education, but through mutually beneficial interaction and cooperation	23.05.2019
"Academia Agricolă de Stat pentru Inginerie"	Cooperation agreement. Developing cooperation in different spheres of academic life on the basis of equality and mutual interests.	24.04.2018
Universitatea Regională de Stat din Moscova, Rusia	Cooperation agreement. Exchange of students and teachers, carrying out joint scientific research and scientific educational events.	15.10.2018
Universitatea de Studii Politehnice și Economice Europene "Constantin Stere"	Partnership agreement. Improving the efficiency of the university education and research system within the framework of the interaction of the national education systems of the USI countries.	29.01.2018
Universitatea de Studii Politehnice și Economice Europene "Constantin Stere"	Partnership Agreement	31.01.2018
Universitatea Manisa Celal Bayar, Turcia	Mevlana Exchange Programme Protocol	08.01.2018



A.O. Centrul Educațional PRO DIDACTICA	Cooperation Agreement	18.06.2018
Universitatea Regională de Stat din Moscova	Cooperation Agreement	14.06.2018
Abant Izzet Bay sal University, Comrat State University, State Agrarian University of Moldova	PROTOCOL	04.05.2018
Universitatea de Stat din Soci, Rusia.	Cooperation Agreement	18.10.2018
Sky Unlimited S.R.L.	Cooperation Agreement	26.10.2018
Complex agro-industrial ATO Găgăuzia	Contract for research work	28.06.2018
Academia Agricole de Stat din Ijevsk,Rusia	Cooperation between the Izhevsk State Agricultural Academy and USC	24.04.2018
Senior Experten Service	Agreement on expert's work	17.07.2018
Universitatea de Stat de Științe Umaniste și Tehnologie	Cooperation Agreement	2017
Yunus Emre Enstitüsü	Cooperation Protocol	28.04.2017
Institutul Economic din Krivoy Rog,Ucraina.	Cooperation Agreement	10.02.2017

Universitatea de Relații de Piață din Kiev..Ucraina	Agreement on scientific and technical cooperation	10.02.2017
A.B.M.S. Elveția	Memorandum of Understanding	23.03.2017
Centrul de Cercetări Științifice din Găgăuzia "M. Marunevici"	Cooperation Agreement	10.02.2017
Transition Promotion Program	The cooperation agreement was signed to achieve the objectives of the project "Youth is power- youth is future."	ianuarie-decembrie 2016
Universität Leipzig	Cooperation Agreement	08.01.2016
Ucraina. Universitatea Națională Taras Șevcenko din Kiev,Ucraina	Agreement on scientific, educational and cultural cooperation	22.08.2016
Baku Centrul Internațional de Multiculturalism .	Cooperation agreement between the official representative of the International Centre on Multiculturalism in Baku and USC	16.09.2016



Universitatea de Stat din Izmail, Ucraina.	Cooperation between Izmail State Humanitarian University and Comrat State University	27.09.2016
Ucraina. între Universitatea de Stat umanitar din Izmail, Ucraina.	Cooperation in the field of education and science	20.09.2016
Ucraina. Universitatea Națională Taras Șevcenko din Kiev, Ucraina.	Agreement on scientific, educational and cultural cooperation	28.12.2016
The American University of Moldova	Joint Partnership Agreement	2015

Universitate de Stat Sumy Ucraina	Agreement on the exchange of teachers and teaching staff for the purpose of placements, lectures, etc.	12.01.2015
00 "AGROSERVICE", Comrat.	Agreement on cooperation and joint activities	16.01.2015
Institutul Levitt pentru Dezvoltare Internațională (SUA)	Cooperation Agreement	31.03.2015
For Girne American University .	Memorandum of Understanding	12.06.2015
Universitatea Națională de Economie din Odesa. Ucraina	Agreement on establishing cooperation in the field of education and science, creating conditions for joint research and programme implementation.	18.09.2015
Germany. Universitat Kassel	Memorandum of Understanding on establishing cooperation and exchange in the field of economic policy	19.10.2015
Romania. Institutul Limbii Romane.	Cooperation Agreement	10.11.2015
Universitarca «Dunarea de Jos» din Galați, Rumania.	Bilateral cooperation agreement	24.06.2014
Ucraina. Universitatea Națională Kamenetk-Podolsk, care poarta numele lui I. Oghienko	Joint Action Plan for 2015	11.12.2014
Asociația Obșteasca a Centrului European "Pro-Europa", Comrat.	Cooperation Agreement	15.12.2014



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University collaboration network at the Black Sea - UNIVERSEA.NET	Cooperation Agreement	2014
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Asociația Obștească a Centrului European "Pro-Europa", Comrat.	Cooperation Agreement	26.04.2013
Universitatea de Stat Baranovsky. Republica Belarus.	Bilateral cooperation agreement	26.09.2013
Institutul Economic din Krivoy Rog.Ucraina.	Cooperation Agreement	20.10.2013
Universitatea de prietenie a popoarelor .Rusia.	Cooperation Agreement	18.02.2013
Academia Agrară de Stat din Poltava. Ucraina.	Cooperation Agreement	11.2013
Institutul de Stat de Inginerie și economie din Nijni Novgorod.Rusia	Cooperation Agreement	18.11.2010
Universitatea Națională Agrară din Kârgâzstan	Cooperation Agreement	2010

V. CARRYING OUT, MONITORING AND IMPROVING PROCESSES IN THE INSTITUTION

5.1. Types of processes and services provided by the institution

In order to continuously improve the quality of the educational process, the top management of Comrat State University plans and develops educational programs that correspond to the requirements of society and the available resources.

The planning of the initiation and development of effective and adequate educational programs is based on the **USC Strategic Development Plan**. The stages of planning the development of educational programmes are as follows:

- establishment of requirements related to professional competences;
- creation of necessary resources, feasibility studies;
- design of the academic specialization;
- conclusion of the contract with the supervising ministry;
- implementation of the educational process;
- promotion and graduation

Planning the implementation of educational services is carried out at several levels.

Level 1 - political and governmental

- Constitution of the Republic of Moldova
- Concept of educational development in the Republic of Moldova



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- legislation related to education
- State educational standards

Level 2 - top management of the University

- Charter of the State University of Comrat;
- policy in the field of quality of education;
- the operational plan of the university containing objectives for the current year.

Level 3 - Faculties

- educational plans, by studies and specializations;
- disciplinary curricula by study programmes;
- activity plans by faculty,
- activity plans by department;
- lesson plans.

Depending on the planning of instructional-educational activities, the necessary resources and support are also planned:

- allocation of teaching areas (classrooms, laboratories, conference rooms, etc.);
- availability of information centres, audiovisual equipment;
- purchase of materials and equipment;
- providing security, safety and civil protection services.

The requirements for the educational product are determined in close correlation with the external requirements given by the national education policies, the evolution and trends of the socio-economic aspects of the society and the needs of intellectual and professional development of the future direct beneficiaries of the instructive-educational activity (students, master students) collaborated with the internal educational and development requirements expressed by the USC mission and policies.

On the basis of internal and external requirements, educational plans, curricula by disciplines and specialties are developed and approved by the Senate and the Ministry of Education and Research. At the basis of the elaboration of the curricula lies the capacity of the university to meet all the proposed educational and quality objectives:

- sufficient and capable human resources (adequate qualifications, academic recognition, organisational and administrative capacity, etc.);
- well-defined internal organisational structures with appropriate responsibilities and tasks;
- material resources (premises, equipment, other facilities).

After determining the requirements for education, forming the plans and curricula for disciplines and specialties, determining the supporting processes (ensuring adequate infrastructure, allocating adequate material and human resources), the USC organises and conducts admission to training, based on well-established criteria, in accordance with the legislation in force and USC regulations

The ways of promoting its educational offer are carried out both through the media and through the deaneries of the faculties, where all information related to the educational processes of the faculties of the USC is posted.

5.2. Process and service planning

In planning the design and development of educational programmes, the management of USC ensures that all educational factors related to the mission, educational policies and objectives of the university, educational standards established in accordance with the legislation and educational norms in force, educational principles, available human and material resources are identified.

The **output elements** of the design and development are represented by the projection over time of the knowledge and skills that a USC graduate should possess. In the short term, the output element of



design and development is represented by the achievement of established educational objectives measured by established performance indicators and the successful completion of all projected stages and forms of assessment...

The **design and development process analysis** is carried out at each stage, starting from the analysis of the input elements (educational factors, with its beneficial or negative nuances, during the development, having the sources of information available through the analysis and selection of contents so that they correspond to the national educational goal). The analysis of design and development also takes into account the effectiveness of the evaluation system applied previously, the results of which are the feedback of design and development.

Design and development verification of educational programmes is carried out at different levels within the institution, as well as in collaboration with various governmental institutions (Ministry of Education, Culture and Research, National Agency for Quality Assurance in Education and Research) and non-governmental institutions both in the Republic of Moldova and abroad.

The **validation of the process of designing and developing** educational programmes is given by the results of the evaluation, in the short term by the promotability of students and master students, and in the long term by the employment rate after graduation, the adaptability to the evolving requirements of society, as well as their continuous professional development.

Design and development changes control. As new requirements emerge or assessment results do not validate the design and development process, changes are needed to optimise the instructional and educational process. The stages of making changes follow the same steps as the initial design, ensuring that the elements of the changes are analysed, verified and validated.

5.3. Process and service implementation

The procurement activity consists of the acquisition of teaching materials and equipment, products and services necessary to ensure an adequate infrastructure to optimise the teaching process. Procurement procedures are designed to ensure and control the quality of purchased goods and services that are directly related to the quality of teaching and scientific research activities. Purchased goods and services are selected and subsequently ordered through a special order specifying exact technical and identification data.

Any modification of the order/contract is analysed in the same way as the document. Changes to orders/contracts (decreases, additions, cancellations, etc.) are analysed by the management of the institution in order to take the necessary decisions.

Comrat State University plans and implements the educational process under certain conditions. QMS documents guarantee that:

- responsibilities and authorities for the management of the educational process are designated at all stages: admission, running the educational process, promotion and graduation;
- information and documents necessary for the conduct of teaching activities are available and communicated to all persons involved in the teaching process;
- the services that ensure the efficiency of the teaching process are controlled.

Educational services are part of the educational activities according to the plan and project. Thus, educational activities are closely related to the following processes:

- selection and enrolment of candidates to the courses conducted by USC;
- curriculum development by fields and disciplines
- allocation of teaching tasks;;
- allocation of financial and material resources necessary to optimise the running of courses (facilities, equipment, teaching materials, etc.);
- provision of educational materials (bibliography, information);



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- setting and informing educational objectives, performance indicators, types, methods and means of evaluation.

All the teaching-learning activity carried out, as well as the results of the assessments, are recorded in the institution's computerised database and form the basis for analysing the performance of the university's quality management system.

The quality of the educational processes carried out at the State University of Comrat is represented by the degree of promotion of students during the course of study years, the degree of employment after graduation and completion of the courses with bachelor's exams proven by recognized university diplomas, as well as the positive development of the professional career of graduates.

The identification of the teaching process is carried out through the Curriculum, for undergraduate and master studies. As the disciplinary curriculum can be modified annually (improve, optimise), the coding of subjects must include the acronym, the speciality and the year of study.

The traceability of the teaching process is ensured by: Course notes, course support, textbooks, etc. The management of the department/department, faculty or university can organise a survey to check compliance with the timetable and the correct recording of hours worked. The Head of Department/Department manages the records of the checks carried out.

Comrat State University shall identify, verify, protect and secure client (student) property made available for use. Client property includes the documents in the Personal File drawn up at the student's registration and completed during the years of study. The student's personal file is kept at the dean's office of the faculty where the student is registered until the end of the Study Contract.

Retention in the QMS sense refers to all documents related to the instructional-educational process, starting from documents and records related to admission to studies, all documents related to the design of the study process, records resulting from teaching-learning and assessment activities, and until the graduation of the course units and their completion with projects/thesis and bachelor's or master's thesis examinations. All these documents fall under the same security regime.

5.4. Process monitoring and data analysis

Comrat State University plans and implements appropriate monitoring, measurement, analysis and improvement processes for:

- demonstrate the effectiveness of the educational process;
- ensure compliance of the quality management system with current regulatory documents;
- continuously improve the effectiveness of the quality management system.

Increasing customer satisfaction is an important goal of our institution. Customer satisfaction (direct beneficiaries of the educational process - students, learners) has two components:

- assessment of the degree of achievement of professional development goals (both during participation in the university courses at the institution and later during professional development - employment in the labour market, adaptation to socio-economic, cultural and scientific conditions through active participation in the development of society);
- evaluation of the effectiveness and efficiency of the educational processes developed and implemented.

Within the USC, for monitoring customer satisfaction questionnaires of student/alumni satisfaction evaluation have been developed and applied. The data obtained from the customer satisfaction assessment are analysed in order to improve the instructional-educational processes within the educational institution.

5.5. Recording of non-compliances

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



The identification of non-compliant products, which may occur in the student selection and training process, is carried out in the monitoring stages of the process, namely:

- control carried out at admission;
- control carried out during the course of the teaching process (semester/annual student evaluations, evaluation of study programmes and subjects, analysis of curricula, teaching materials, audits);
- final control of the teaching activity (evaluation of students at the end of their studies - licensing/graduation exam, accreditation process of study programmes, external audits);
- client control, which takes the form of non-conformities detected by economic agents when integrating graduates into the labour market.

The causes of non-compliant products (insufficient skills) in the teaching process are multiple. These include: the admission to universities of students with a low level of knowledge or students who fail to adapt and integrate into the university training system, poor professional communication between student and teacher, the development of curricula and syllabuses that do not meet the requirements of the labour market, the development of QMS documentation that does not meet requirements.

Regardless of the stage at which it is detected, the non-compliant product is identified by specific documents according to the stage at which it is detected. Non-conforming products are analysed by authorised persons, taking into account the specified quality requirements.

After examination, these persons decide on the return to conformity and propose corrective measures.

The University identifies, collects and analyses relevant data to demonstrate the adequacy and effectiveness of the quality management system and to assess where interventions can be made to continuously improve the effectiveness of the quality management system. Data from measurement, evaluation and monitoring activities and other relevant sources are included.

Data analysis provides information on: customer satisfaction; regulatory compliance with product requirements; process characteristics and trends, including opportunities; for preventive actions and social partners.

Comrat State University strives to continuously improve the effectiveness of the quality management system through the use of quality policy, quality objectives, audit results, data analysis, corrective and preventive actions and management analysis.

Continuous improvement of CQM effectiveness is achieved by performing the PDCA (Plan - Do - Check - Act) cycle:

- Plan - set new quality objectives and propose projects to achieve these objectives
- Perform - through documentation and training new processes are implemented or existing ones are modified;
- Verify - through measurement and monitoring processes that relate to performance indicators specified in applicable procedures and products that relate to specified requirements;
- Act - for continuous improvement of process performance, reports and analyses the results obtained in the verification phase as part of the management review. Output data is used for setting new targets.

5.6. Information and corrective and preventive actions

Within the State University of Comrat, corrective actions are initiated and carried out through QMS to eliminate the causes of detected inconsistencies or other undesirable situations and prevent their recurrence. The Corrective Actions and Preventive Actions procedures document the working procedures and responsibilities for this process.



The implementation (scheduling/monitoring) of corrective actions is coordinated by the process owners who report their completion to the Quality Management Officer and the Quality Process Commission for Education and Training Partnerships.

The results of corrective actions are recorded in the QMS Corrective Action Reports and Corrective Action Report Logs.

The results of corrective actions are used as input to management analysis. Following the management review or internal audits scheduled by the Quality of Learning Process and Training Partnerships Committee, the effectiveness of the proposed corrective actions is verified. If the corrective action has not had the desired result, the process managers will propose new corrective actions.

The University maintains and improves the quality of the educational process and continuously reduces losses through appropriate preventive measures. Data relevant to the identification of potential non-compliances are obtained from the following sources:

- customer needs and satisfaction analysis data;
- management review results
- outputs from data analysis, process measurement data;
- relevant QMS records, results of self-assessments.

These data are collected and systematised at faculty/section level by the QMS, in the Preliminary Report for the Annual Management Review on Quality and centralised by the University-wide Quality Process and Training Partnerships Committee.

Analyses and identification of potential causes of non-compliance are carried out annually and when necessary at all levels by the Senate Committee - Committee on Quality of the Study Process and Training Partnerships.

5.7. Internal Audit

În scopul îmbunătățirii continuă a calității procesului educațional, Universitatea de Stat din Comrat planifică și organizează audituri ale calității la intervale planificate pentru:

- verificarea conformității QMS cu cerințele standardului de referință;
- identificarea neconformităților QMS, evidențierea potențialelor neconformități și verificarea modului în care neconformitățile identificate anterior au fost corectate;
- verificarea funcționalității QMS, precum și identificarea oportunităților de îmbunătățire a eficacității QMS al universității.

Auditul intern este un instrument de management prin intermediul căruia se evaluează punctele tari și punctele slabe ale QMS stabilit în cadrul instituției. Caracterul independent al auditului intern dă siguranța obținerii dovezilor obiective care să demonstreze eficacitatea și eficiența QMS..

Auditurile interne se efectuează la intervale planificate prin Programul anual de audituri interne elaborat de Șef Serviciu management al calității, ghidare și consiliere în carieră și supus aprobării Senatului, luând în considerare starea și importanța proceselor și zonelor care vor fi auditate, precum și rezultatele auditurilor precedente, pentru a determina dacă QMS:

- este conform cu modalitățile planificate, cu cerințele standardului adoptat și cu cerințele QMS stabilit în cadrul organizației;
- este implementat și menținut în mod eficace.

Planificarea auditului se face în funcție de natura și de importanța activității supuse auditării, personalul care-l efectuează fiind independent, fără responsabilități directe în activitățile ce se supun auditării.



Rezultatele auditurilor se consemnează în *Rapoartele de audit de către Auditorul-șef* și se aduc la cunoștința persoanelor responsabile de funcțiile relevante. Entitatea auditată, prin intermediul personalului de conducere responsabil de domeniu, propune acțiuni corective ce urmează a fi întreprinse. Acțiunile de audit subsecvent verifică și înregistrează punerea în aplicare și eficacitatea acțiunilor corective întreprinse.

Rezultatele auditurilor interne fac parte integrantă din datele de intrare ale activităților de analiza efectuată de management și de îmbunătățire continuă.

5.8. Continuous quality improvement

Comrat State University will ensure continuous improvement of the quality of the educational process, as the essence of university life, through systematic periodic evaluation activities. In order to monitor and measure the identified processes (management of activities and resources, implementation of educational processes, etc.), the decision-makers have taken into account their continuous improvement and planning in accordance with the vision and strategic objectives of the organization.

The measurement and monitoring of processes is carried out in parallel with the measurement and monitoring of the quality of education and research, which is done for:

- identify appropriate measurement methods for the institution's processes;
- determining the degree of achievement of quality objectives,
- recording data and results of monitoring and measurement to facilitate analysis of subsequent

corrective and preventive actions.

Comrat State University monitors the quality of competences acquired by students through passing examinations and promotions. The evaluation of the quality of the educational process is carried out through the evaluation of each subject in the curriculum of a study programme. The application of the internal evaluation procedure of the course units involves:

- appointment of a committee to review the activities of the subject in question (course, seminar, laboratory), which takes into account: the approved subject curriculum in relation to the needs of students in the study programme concerned; the content of laboratories and/or seminars; the results of examinations; the students' evaluation of the subject; discussions with students;
- the report of the committee which is presented at the departmental meeting by one of the members;
- proposal of measures to increase the quality of the subject under review. the implementation of these measures (if any) is done by the holder of the subject and verified by the head of the department.