



# Internal Quality Assurance Strategy in the Cahul State University „B.P.Hasdeu”

**2022 - 2027**



Co-funded by the  
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## CONTENT

<b>INTRODUCTION .....</b>	<b>4</b>
<b>DESCRIPTION OF THE EXISTING SITUATIONS, IDENTIFIED PROBLEMS AND GENERAL TRENDS .....</b>	<b>5</b>
<b>THE SYSTEM OF QUALITY MANAGEMENT.....</b>	<i>Error! Bookmark not defined.</i>
<b>SWOT ANALYSIS OF THE INTERNAL QUALITY ASSURANCE SYSTEM AND MECHANISMS.....</b>	<b>7</b>
<b>PRIORITY DIRECTIONS AND OBJECTIVES .....</b>	<b>9</b>
<b>NECESSARY MEASURES / ACTIVITIES TO ACHIEVE EXPECTED OBJECTIVES AND RESULTS.....</b>	<i>Error! Bookmark not defined.</i>
<b>ESTIMATING THE IMPACT AND NON-FINANCIAL AND FINANCIAL COSTS RELATED TO THE IMPLEMENTATION .....</b>	<i>Error! Bookmark not defined.</i>
<b>EXPECTED RESULTS AND PROGRESS INDICATORS.....</b>	<b>11</b>
<b>MONITORING AND REPORTING PROCEDURES.....</b>	<i>Error! Bookmark not defined.</i>
<b>ACTION PLAN FOR 2022-2027 .....</b>	<b>13</b>



## INTRODUCTION

The quality management policy corresponds to the mission declared in the Charter of the Cahul State University "B. P. Hasdeu" and contains a commitment for meeting its requirements, thus constituting an adequate framework for setting the quality targets and its continuous improvement. Quality policy consists of a compact package of procedures that represent the working tools of academic management, teaching staff and students.

The access and participation to the quality education are essential for the proper functioning of a sustainable society. Education is not just a prior process to enter the labour market. Education should be treated as a lifelong process that prepares young generations for the future challenges, encouraging innovation, meritocracy, constructive critical thinking, curiosity, conduct and emancipation.

The access and cooperation to the quality education are essential for a viable society functioning. The quality in USC is a complex arrangement of principles, practices and processes which influences all the higher education's courses. Education is an ample process that prepares students' generation for the future challenges.

The strategy is addressed to all USC employees, which leads to a substantial increase of the number of people with relevant professional skills and facilitates employment. In this context, USC ensures that all students acquire the necessary knowledge and skills to promote the sustainable development.

This document establishes the directions and objectives of quality assurance within the USC and is developed in accordance with the following normative acts:

- Education Code of the Republic of Moldova, Law no. 152/ 2014 (Official Gazette of the Republic of Moldova, 2014, no. 319-324/634), with subsequent additions and changes;
- Nomenclature for professional training fields and specialties of higher education, approved by GD no.482 of 28.06.2017;
- The National Qualifications Framework of the Republic of Moldova, approved by GD no. 1016 of 23.11.2017;
- Regulation on the organization and conduct of higher master's studies – cycle II, approved by GD no. 80 of 16.02.2022 (Official Gazette of the Republic of Moldova, 2022, no.53-59/127);
- Regulation on the evaluation of students' learning activity, approved by the Senate Decision of 26.04.2018 (minutes no. 07), modified by the Senate Decision of 28.11.2019 (minutes no. 03);
- Regulation on the organization of undergraduate (cycle I) and integrated studies, approved by the Decision of the Ministry of Education, Culture and Research of the Republic of Moldova no. 1625 of 12.12.2019;
- Regulation on the organization of undergraduate studies, approved by the Senate Decision of June 30, 2021 (minutes no. 12);
- Framework plan for undergraduate (cycle I), master (cycle II) and integrated studies, approved by the Decision of the Ministry of Education, Culture and Research of the Republic of Moldova no. 120 of 10.02.2020;
- National action plan on 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 or. 53 of June 25, 2021;
- The external quality assessment in order to authorize provisional operation and accreditation of study programs and technical vocational education, higher education and



- continuous training institutions, approved by Government Decision no. 161 of 18.05.2016, with subsequent amendments and completions;
- The quality assurance procedure regarding the initiation, approval, monitoring and periodic evaluation of study programs (Cycle I, II, continuous training), approved by the Senate Decision of February 28, 2019 (minutes no. 05);
  - Regulation on the organization and operation of the education quality management, career guidance and counselling service (department), approved by the USC Senate, minutes 07 of 23.04.2015;
  - Institutional strategic development plan of the Cahul State University "Bogdan Petriceicu Hasdeu" (2022 - 2027), approved by the USC Senate, minutes 11 of 29.06.2022.

## **DESCRIPTION OF THE EXISTING SITUATION, IDENTIFIED PROBLEMS AND GENERAL TRENDS**

A first step in the elaboration process of the *Internal Quality Assurance Strategy* is the analysis of the current situation, in order to identify problems, causes and effects and establish opportunities for intervention.

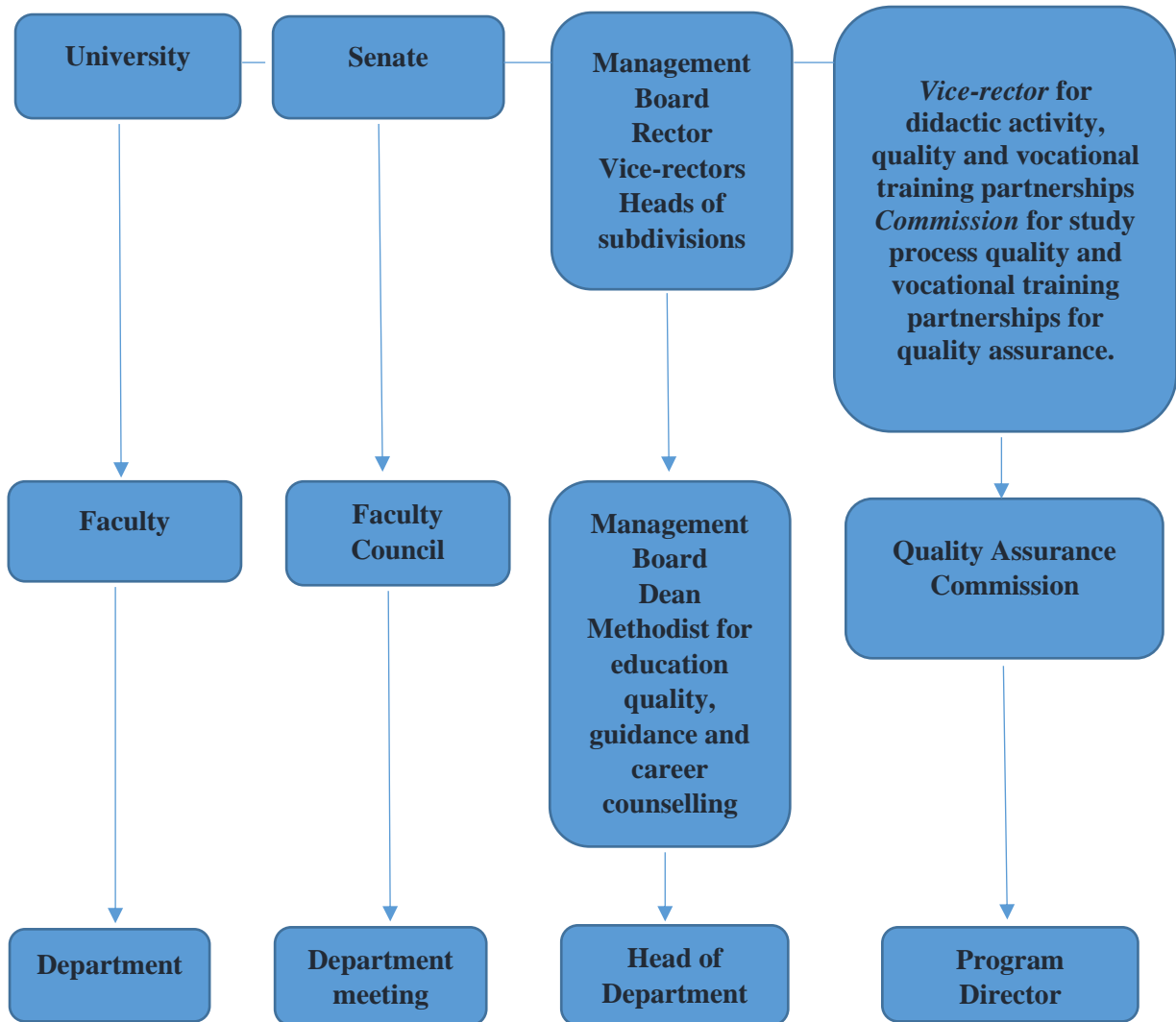
One of the major priorities of the USC is the permanent implementation of some high-quality standards in all carried out activities. Thus, the working group is to collect quantitative and qualitative data, analyse information and provide records for arguing the identified problem. This is the key step, because all the collected information at this stage will determine the quality and relevance of the objectives and actions proposed for implementation in the public policies documents.

In this sense, USC aims to develop students' competencies for the employment, taking into account their current and future, social, cultural, economic and environmental impacts, from a local and global perspective. They must be empowered to act in the complex situation in a sustainable manner, which may require them to start new directions and to participate in the socio-political processes, orienting their society towards sustainable development.

Cahul State University „B.P.Hasdeu” has concrete structures, policies, strategies and procedures for the quality management and assurance of the teaching-learning-evaluation activities. The Education Quality Management, Career Guidance and Counselling Department (section) as internal management structure of the quality assurance process at the university level, has duties and responsibilities in the quality assurance process by application of the quality and evaluation standards regarding quality within USC. According to the documents of the Quality Management System (QMS), implemented at USC, the responsible bodies for maintaining and managing the QMS are:

## THE QUALITY MANAGEMENT SYSTEM

at the Cahul Stat University „Bogdan Petriceicu Hasdeu”



Each level of USC’s Quality Management System is led by the manager of the respective level (university - rector, faculty - dean, department - head of department etc.).

➤ *The Commission for the Study Process and Vocational Training Partnerships* holds the authority and responsibility to promote quality assurance policies in USC and control the activities within the institution, establishes criteria and initiates analyses and evaluations based on quality criteria on faculties, departments, respectively on teaching-learning processes, research and academic services, ensures the students and graduates feedback, it ensures feedback for employers and employees, proposes internal and external evaluations and makes their results public.

➤ *The Education Quality Management, Career Guidance and Counselling Department (section)*, as the internal management structure of the quality assurance process at the university level, monitors the activities of planning, design, implementation, maintenance and continuous improvement of the quality management system.



➤ *The quality assurance commissions* are permanent structures of the Faculty Councils, formed for the purpose of coordinating, controlling and analysing the activities regarding the continuous quality assurance and evaluation within the faculty, they examine and solve students' cases and situation resulting from the application of the legislation in force.

➤ The responsible person for quality assurance – *the study program director* – holds the authority and responsibility for quality assurance of all the processes carried out within a certain study program (the academic documentation related to the study program, the curriculum, the academic situation of the students, the educational resources allocated to the study program etc.).

USC has been developed, modified, updated a set of internal normative acts (27 regulations and methodologies), from which we mention:

1. The Regulation regarding the conferment of the scientific-didactic title within USC;
2. The Methodology on accumulation of the initial curricular minimum;
3. The Methodology on curriculum elaboration and time allocation for course \ module units;
4. The Regulation on the organization of higher undergraduate studies;
5. The Methodology on the mid-semester and final evaluations (license exams and bachelor thesis/project; the master's thesis/project defence) for the 2020 – 2021 academic year;
6. The Methodology on the way of organization of the study process for the 2021-2022 academic year in the epidemiological context of COVID-19.

Within USC, there are applied the following questionnaires:

- The mid-semester evaluation of interaction „student – scientific-didactic/ didactic staff” – questionnaire made in electronic format to evaluate the professional and moral performance of each scientific-didactic/ didactic staff for the 2020-2021 academic year;
- The opinions of the graduates of the I, II cycle, Bachelor's and Master's degree and continuing vocational training courses, promotion 2020 – survey carried out in electronic format to identify the satisfaction degree of the USC's graduates regarding the completed study program;
- The opinions of the employers of the USC's graduates – survey carried out in electronic format to identify the satisfaction degree of the employers of the USC's graduates regarding the completed study program and improvement of the quality of services provided.

## ***SWOT ANALYSIS OF THE INTERNAL QUALITY ASSURANCE SYSTEM AND MECHANISMS***

### **Strengths (S)**

- Consistent promotion and implementation of the provisions of the Bologna Process.
- Promotion of the state standards for the university curriculum. Educational contents compatible with the National Qualification Framework and in continuously updated.
- Educational resources offered to students and other beneficiaries through diversified higher education programs, as well as continuous training programs, adapted to the requirements of the socio-economic environment.
- Access to study programs through an admission competition.
- External accreditation of the higher education programs.

#### **Cycle I:**

- ✓ 0114.11 / 0114.15 History and Civics;
- ✓ 0113.1/0112.1 Pedagogy of primary and preschool education;
- ✓ 0710.1 Food engineering and management;
- ✓ 0613.4 Informatics
- ✓ 0413.1 Business and administration





- ✓ 0411.1 Accountancy

**Cycle II:**

- ✓ 011 Pedagogy and Interactive Educational Technologies;
- ✓ 041 Entrepreneurship and Business Administration;
- ✓ 041 Financial and accounting management of the business;
- ✓ 011 Information technologies in training;
- Authorization of higher education programs:

**Cycle I:**

- ✓ 0114.8 Romanian Language and Literature
- ✓ 0114.10 English Language and Literature

**and cycle II:**

- ✓ 011 Linguistic and literary education;
- ✓ 011 History of South-East European Space: Studies, Methodology and Didactics
  - Promotion of a coherent USC quality management system.
  - Managerial resources to ensure the quality of teaching and research processes by establishing internal quality assurance structures and internal evaluation mechanisms of the university processes and services.
  - The existence of a motivated management team for continuous change and improvement of its performance and the university's activity.
  - Active involvement of students in governance and decision-making of the university.
  - Continuous improvement of the quality of academic performance in order to increase the degree of insertion of graduates in the labour market.
  - USC has the institutional normative framework of quality management.
  - The quality assurance system is functional and permanent.
  - In USC there is and is applied the system of evaluation and self-evaluation of the quality of teaching staff.
  - Teaching staff knows and respects the quality requirements / standards.
  - Students participate in the evaluation of the quality of study programs and scientific-didactic and didactic staff.
  - USC has access to quality information.
  - USC's infrastructure and facilities allow ensuring the quality of study programs.
  - USC has experience in self-evaluation and external evaluation of study programs.
  - USC has experience of participating in international projects (Tempus, Erasmus Mundus, Erasmus +).

**Weaknesses (W)**

- Insufficient objectivity and transparency in the process of evaluating students' academic results;
- The difficult monitoring of the career path of the graduates, which influences the performance indicators;
- Insufficient provision of scientific-didactic staff within some study programs, especially the staff with scientific degrees/titles;
- Inefficient system of motivating and rewarding the staff according to the activity performance, the quality of the services, participation in the development of the University;
- Imperfect system of guiding and counselling students in designing their professional career;





- Superficial involvement in ensuring a feed-back from employers, representatives of the labour market and from other relevant organizations in order to receive suggestions, proposals, criticism from them;
- Insufficient monitoring of graduates' placement on the labour market;
- Accreditation of the study programs upon the expiration of the provisional authorization, after the first promotion of graduates cycle I, II;
- Re-accreditation of the study programs to accredited study programs;
- USC is limited in financial resources to stimulate the quality development process;
- USC doesn't have infrastructure and facilities for scientific activity;
- USC has limited access to databases and digital scientific libraries;
- In USC, the degree of replacement of outdated and/or used equipment is reduced;
- Students are poorly involved in quality management;
- Students are passive in student self-governance activities.

### **Opportunities (O)**

- Implementation of quality assurance and evaluation mechanisms and procedures;
- The economic and social environment favourable to the realization of an educational process at a high level of demand;
- The presence of students in decision-making bodies;
- The ability to quickly adapt to changes in the labour market;
- Maintaining the connection with the economic and social environment of insertion of the graduates;
- Well-trained teaching staff;
- Continuous modernization of the infrastructure for the education and research process;
- Improving and adjusting the quality management documentation;
- The Republic of Moldova is a signatory of the Bologna declaration;
- The Education Code of the Republic of Moldova provides rules for quality assurance in higher education (art. 112 - 115);
- European Commission programs support the development of a common European space for the quality of higher education;
- Employers have increased the demand for skilled specialists.

### **Threats**

- The external evaluation is treated by the central authorities as a restrictive measure (accredited / non-accredited);
- Employers are not interested in participating in curriculum development;
- Decreases the number of students and, implicitly, the funding from the state budget;
- In higher education, the real salary (purchasing power) decreases;
- Neither the Education Code nor the Regional Development Strategies do not foresee the development of regional universities.

## **PRIORITY DIRECTIONS AND OBJECTIVES**

The development of the Internal Quality Assurance Strategy is one of the results of the „Enhancement of Quality Assurance in Higher Education System in Moldova” (QFORTE) project, no. 617490-EPP-1-2020-1-MD-EPPKA2-CBHE-SP financed by the European Union through the Erasmus+ program, key action 2 – Capacity Building in Higher Education.



In this context, taking into account the results of the carried out SWOT analysis, the programmatic system at the USC level (vision, mission, values), the conclusions of the discussions held within the various forms of strategic consultation (meetings of working groups within the QFORTE project, benchmarking with the relevant persons), we consider and propose that the **Priority fields of USC's internal quality assurance** to be defined as follows:

- Didactic dimension
- Scientific research dimension
- Continuous training.

In order to implement these priority areas, the following strategic and specific objectives are formulated:

<b>PRIORITY FIELD 1: Didactic dimension</b>
Strategic objective 1.1. The promotion of an educational process centred on the learning outcomes and skills, abilities, knowledge creation.
Strategic objective 1.2. The development of the culture of quality at the level of all academic structures in the spirit of co-participation and cooperation.
Strategic objective 1.3. The elaboration and implementation of quality assurance procedures and indicators at the university level.
<b>PRIORITY FIELD 2: Scientific research dimension</b>
Strategic objective 2.1. The streamlining the research process.
Strategic objective 2.2. The involvement of teachers and students in the research process.
Strategic objective 2.3. The promotion and motivation of scientific research activity.
<b>PRIORITY FIELD 3: Continuous training</b>
Strategic objective 3.1. The updating and improving the training of specialists through continuous training programs.

## **NECESSARY MEASURES / ACTIVITIES TO ACHIEVE OBJECTIVES AND EXPECTED RESULTS**

Promoting the culture of quality in the USC and improving the quality assurance indicators in the institution.

### **Increasing quality by:**

- ✓ updating the institutional normative framework in the field of quality;
- ✓ promoting the culture of quality through the active involvement of all academic structures in the spirit of co-participation and cooperation;
- ✓ more active involvement of students in the quality assurance process;
- ✓ development of new continuous training programs for USC partners;
- ✓ constant support of teaching staff at university level for the purpose of continuous improvement and personal and professional development;
- ✓ periodic updating of study plans and curricula in order to match the needs of the labour market;
- ✓ implementation of quality assurance procedures and indicators at the university level.

### **Continuous staff development.**

- ✓ Increasing the motivation of teaching and scientific staff by diversifying the material base for teaching and research activity and continuous professional training;



- ✓ Development of teaching and learning methods and contexts necessary to ensure the lifelong learning continuity;
- ✓ The application of high standards for the promotion of the quality culture of the scientific-didactic and didactic staff, in accordance with the existing norms and practice in other educational institutions in the country and abroad and ensuring the transparency of their hiring and promotion process.

## **ESTIMATES IMPACT AND FINANCIAL AND NON-FINANCIAL IMPLEMENTATION COSTS**

This strategy will have a big impact on the quality of services offered by USC:

- Quality assurance in the achievement of objectives within the study programs;
- Consolidation of the efficient academic environment for each study program;
- Social changes achieved through the programs.

The costs of implementing this Strategy can be quite high and are difficult to estimate in the absence of additional details regarding the specific way of implementing some priority actions. Consequently, the exact costs for implementing the Strategy will be estimated by the USC in the strategic planning process, especially in the preparation of the annual budget, as well as in the process of prioritizing funding requests from development partners. The financing of the Strategy implementation processes will be carried out from the USC budget, by attracting grants, funds, sponsorships and other legal sources.

## **EXPECTED RESULTS AND PROGRESS INDICATORS**

All USC structures will strengthen their efforts in achieving the strategic objectives proposed in this strategy. In this sense, the direct effects of the activities carried out by the USC, the performance of the direct beneficiaries, as well as the impact indicators, in particular, the long-term impact, can be demonstrated.

## **MONITORING AND REPORTING PROCEDURES**

During the implementation of the Strategy, the results obtained will be permanently monitored, based on the coordination of the actions of all the factors involved in achieving the objectives of development and advancement of the performance of the staff employed in the USC through the annual planning of activities within the structures of the Quality Management System within the USC (Activity plan of the Education Quality Management Service, Guidance and Career Counselling), of the Commission for the Quality of the Study Process and Vocational Training Partnerships, of the Quality Assurance Commissions within the faculties and program directors. The verification and finding method of the results will be achieved through the analysis of the activity reports, which are presented during the meetings of the Senate, the Commission for the Quality of the Study Process and Vocational Training Partnerships, the Councils of the faculties, departments, they will also be reflected in the Annual Report of the Rector, etc.

Following the external evaluation in order to accredit / re-accredit the study programs, some changes will be included in the Strategy and will be approved by regulation.

The evaluation of the implementation of the Strategy will be carried out annually by the Education Quality Management, Guidance and Career Counselling Service, being assessed the degree of the results achieved and proposed measures to remedy the situation proposed, if



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necessary. The final evaluation of the Strategy will be carried out in 2027 to identify the degree of achievement of the objectives, impact, relevance, efficiency, effectiveness and the changes that intervened in increasing the quality of USC.



**ACTION PLANUL FOR 2022-2027**  
**OBJECTIVES AND ACTIVITIES**  
**according to the priority fields of internal quality assurance**

<b>PRIORITY FIELD 1: Didactic dimension</b>				
<b>Strategic objective 1: Promotion of an educational process centred on the learning outcomes and skills, abilities, knowledge creation</b>				
<b>Risks</b> (internal and external related to the achievement of the objective):				
<ul style="list-style-type: none"> <li>- Demographic situation in the Republic of Moldova;</li> <li>- Massive emigration of the population, including academic staff;</li> <li>- Loss of the attractiveness of the teaching profession, low motivation to continue studies at cycle II, III;</li> <li>- High level of school dropout among students;</li> <li>- Low level of motivation for learning;</li> <li>- Low level of interconnection between higher education and the labour market;</li> <li>- Closing of some study programs;</li> <li>- The unpredictable influences of the COVID-19 pandemic on the education system.</li> </ul>				
<b>Specific objective</b>	<b>Priority actions</b>	<b>Completion period</b>	<b>Responsible</b>	<b>Normative acts</b>
<b>Specific objective 1.1.1.</b> Promoting the educational process centred on the learner, on learning outcomes and quality, adapted to the current challenges of the economic-social environment intended to contribute to the professional and personal development of students;	Regulations/ methodologies/ procedures	Permanently  2022 - 2027	Rector; Vice-rector for didactic activity, quality and vocational training partnerships; QMGCCS; Dean's office; Departments.	<ul style="list-style-type: none"> <li>- Institutional strategic development plan of the Cahul State University "Bogdan Petriceicu Hasdeu" (2022 - 2027), approved on June 29,2022;</li> <li>- Regulation on the organization of undergraduate studies, approved on June 30, 2020;</li> <li>- Regulation on organisation and conduct of higher master's studies – cycle II, approved on May 5, 2022;</li> </ul>



				- Regulation on evaluation of student's learning activity, approved on November 28, 2019.
<b>Specific objective 1.1.2.</b> Intensification of efforts dedicated to the development of a competitive and stimulating academic environment by modernizing the university curriculum based on new challenges and methodologies;	Updating the curriculum/ Methodology/ Procedure	2022-2027	Rector; Vice-rector for didactic activity, quality and vocational training partnerships; QMGCCS; Dean's office; Departments.	- Regulation on the organization of undergraduate studies, approved on June 30, 2020; - Reference framework of the university curriculum, EM, 2015.
<b>Specific objective 1.1.3.</b> Maintaining the quality of the teaching process in the conditions of the SARS-CoV-2 pandemic;	Methodology	2022-2027	Rector; Vice-rector for didactic activity, quality and vocational training partnerships; QMGCCS; Dean's office; Departments.	- Regulation on the organization of undergraduate studies, approved on June 30, 2020; - Regulation on organisation and conduct of higher master's studies – cycle II, approved on May 5, 2022.
<b>Specific objective 1.1.4.</b> Reducing the risk of university dropout by implementing programs and activities to increase the degree of integration and adaptation of students to the academic environment;	Questionnaire/ Report/ Extracurricular activities/ Information seminars	2022-2027	Dean's office; Departments, Program directors.	- Regulation on the organization of undergraduate studies, approved on June 30, 2020; - Regulation on organisation and conduct of higher master's studies – cycle II, approved on May 5, 2022.
<b>Specific objective 1.1.5.</b> Diversification of the educational offer: provisional	Self-assessment reports	2022-2027	Rector;	- Methodology of external quality assessment for provisional operation



authorization of master's study programs, accreditation of bachelor's study programs;			Vice-rector for didactic activity, quality and vocational training partnerships; QMGCCS; Dean's office; Departments.	authorization and accreditation of study programs and vocational technical, higher education and continuing training institutions.
<b>Specific objective 1.1.6.</b> Adjusting the study programs and the contents of the subjects in the education plans to the requirements of the labour market;	Self-evaluation reports of study programs/ Questioning graduates, employers	2022-2027	Rector; Vice-rector for didactic activity, quality and vocational training partnerships; QMGCCS; Dean's office; Departments.	- Methodology regarding the elaboration of education plans and the distribution of the time fund for course units / modules, approved by the Decision of the Senate of the Cahul State University "Bogdan Petriceicu Hasdeu", minutes no. 07 of May 07, 2020.
<b>Specific objective 1.1.7.</b> Increasing the degree of student involvement in the consultation process regarding the improvement of teaching techniques, assessment methods, quality assurance of the formative educational act;	Questionnaires/ Reports	2022-2027	QMGCCS; Program directors.	- Regulation on the organization of undergraduate studies, approved on June 30, 2020; - Regulation on organisation and conduct of higher master's studies – cycle II, approved on May 5, 2022.
<b>Specific objective 1.1.8.</b> Increasing the quality of study programs through the use of ICT and the valorisation of scientific works in the teaching process;	Curriculum/ Educational plan/ Consultancy		QMGCCS; Departments; Commission for didactic activity, quality	- Regulation on the organization of undergraduate studies, approved on June 30, 2020; - Regulation on organisation and conduct of higher master's studies – cycle II, approved on May 5, 2022.





			and vocational training partnerships; Commission for quality of the faculty.	
<b>Strategic objective 1.2. Development of the culture of quality at the level of all academic structures in the spirit of co-participation and cooperation</b>				
<b>Risks</b> (internal and external related to the achievement of the objective): <ul style="list-style-type: none"> <li>- Active non-involvement of existing quality assurance structures at the level of the university, faculties and department;</li> <li>- Reduced interest from the business environment;</li> <li>- The Republic of Moldova risks having a depopulated education system (students and teaching staff), if it does not make joint efforts to ensure quality education for all;</li> <li>- Non-joint efforts between students and teaching staff in the quality assurance process.</li> </ul>				
<b>Specific objective 1.2.1.</b> Strengthening the role of existing quality assurance structures at the university, faculty and department level;	Regulations/ Activity plan/ Reports	2022-2027	QMGCCS; Program directors; Commission for didactic activity, quality and vocational training partnerships; Commission for quality of the faculty.	<ul style="list-style-type: none"> <li>- Quality Manual;</li> <li>- Procedures Manual;</li> <li>- Regulation on the organization of undergraduate studies, approved on June 30, 2020;</li> </ul>
<b>Specific objective 1.2.2.</b> More active involvement of students in the quality assurance process;	Questionnaires/ Reports/ Updating the regulations	2022-2027	QMGCCS; Program directors;	<ul style="list-style-type: none"> <li>- USC Charter, approved on May 29, 2015, with subsequent amendments;</li> <li>- Institutional strategic development plan of the Cahul State University "Bogdan</li> </ul>



			Commission for didactic activity, quality and vocational training partnerships; Commission for quality of the faculty.	Petriceicu Hasdeu" (2022 - 2027), approved on June 29, 2022; - Regulation on the evaluation of the quality of the scientific-didactic and didactic staff, approved on November 24, 2016.
<b>Specific objective 1.2.3.</b> Increasing the quality of the studies offered at USC by involving the business environment in the curriculum development process;	Questionnaires/ Reports/ Curriculum	2022-2027	QMGCCS; Dean's office; Departments.	- Regulation on the organization of undergraduate studies, approved on June 30, 2020; - Reference framework of the university curriculum, EM, 2015.
<b>Specific objective 1.2.4.</b> Increasing the number of collaboration agreements with the socio-economic environment in order to ensure the places for students' internships;	Agreements/ Partnership agreements	2022-2027	Dean's office; Departments.	- USC Regulation on the organization and conduct of internships, approved on April 21, 2016;
<b>Specific objective 1.2.5.</b> Evaluation of the professional activity of teaching staff based on the normative acts in force;	Questionnaires/ Reports	2022-2027	QMGCCS; Program directors Commission for didactic activity, quality and vocational training partnerships; Commission for quality of the faculty.	- The Education Code, approved in 2014, with subsequent amendments; - Regulation on the evaluation of the quality of the scientific-didactic and didactic staff, approved on November 24, 2016.



<p><b>Specific objective 1.2.6.</b> Increasing the integration of students on the labour market; the development of career counselling and orientation activities, individually and in groups, on educational issues, as well as guiding students in the first year of studies to identify their problems, providing support for practical activities, enriching the course content, etc;</p>	<p>Reports/ Information seminars</p>	<p>2022-2027</p>	<p>QMGCCS; Program directors.</p>	<p>Quality assurance procedure regarding the placement of graduates in the field of work.</p>
<b>Strategic objective 1.3. Elaboration and implementation of quality assurance procedures and indicators at the university level</b>				
<p><b>Risks</b> (internal and external related to the achievement of the objective): The lack of accountability mechanisms of society regarding the quality of education, but also its involvement in decision-making processes; The insufficient valorisation of indicators regarding the measurement of the efficiency and quality of the teaching process.</p>				
<p><b>Specific objective 1.3.1.</b> Updating the normative acts and filling them with the new quality assurance documents developed at the institutional level;</p>	<p>Regulations/ Procedures/ Methodologies</p>	<p>2022-2027</p>	<p>Rector; Vice-rector for didactic activity, quality and vocational training partnerships; QMGCCS; Dean's office; Departments; Commission for didactic activity, quality and vocational training partnerships;</p>	<p>- Regulation on the organization of undergraduate studies, approved on June 30, 2020; - Regulation on organisation and conduct of higher master's studies – cycle II, approved on May 5, 2022; - Regulation on the evaluation of students' learning activity, approved on November 28, 2019, etc.</p>



			Commission for quality of the faculty.	
<b>Specific objective 1.3.2.</b> Completion of the documentation required for the external evaluation in order to authorize / accredit the study programs;	Regulations/ Procedures/ Methodologies	2022-2027	Departments	Mandatory annexes;
<b>Specific objective 1.3.3.</b> Implementation of indicators for measuring the efficiency and quality of the teaching process (e.g. access to higher education, university dropout, practice activity, etc.);	Regulations/ Procedures/ Methodologies/ Indicators	2022-2027	Vice-rector for didactic activity, quality and vocational training partnerships; QMGCCS; Dean's office; Departments.	Indicators;
<b>Specific objective 1.3.4.</b> The periodic self-evaluation of study programs (cycle I, II) of the Cahul State University "B. P. Hasdeu" for the identification and quantification of the degree of fulfilment of the external evaluation standards regarding the educational plan, human resources, professional prestige, research activity, material endowment, etc. at the level of the university, the faculty, as well as at the level of the departments;	Reports/ Indicators	2022-2027	Vice-rector for didactic activity, quality and vocational training partnerships; QMGCCS; Dean's office; Commission for didactic activity, quality and vocational training partnerships;	METHODOLOGY of external quality assessment for provisional operation authorization and accreditation of study programs and vocational technical, higher education and continuous training institutions.



			Commission for quality of the faculty.	
<b>PRIORITY FIELD 2: Scientific research dimension</b>				
<b>Strategic objective 2.1. Streamlining the research process</b>				
<p><b>Risks</b> (internal and external related to the achievement of the objective):          The relatively low degree of motivation of human resources for scientific research activity;          The unpredictability of the evolution of relations with partners in research projects;          The intervention of force majeure situations.</p>				
<b>Specific objective 2.1.1.</b> The evaluation criteria of the updated scientific research activity;	Regulations/ Reports/ Methodologies	2022-2027	Vice-rector for scientific and extracurricular activity; Vice-rector for didactic activity, quality and vocational training partnerships; Dean's office; Commission for didactic activity, quality and vocational training partnerships; Commission for quality of the faculty.	- The Scientific Research, Development and Innovation Strategy of the USC.



<p><b>Specific objective 2.1.2.</b> National and international concluded / renewed research partnerships.</p>	<p>Agreements</p>	<p>2022-2027</p>	<p>Vice-rector for scientific and extracurricular activity; Vice-rector for didactic activity, quality and vocational training partnerships; Dean's office; Commission for didactic activity, quality and vocational training partnerships; Commission for quality of the faculty.</p>	<ul style="list-style-type: none"> <li>- Internationalization strategy;</li> <li>- ERASMUS+ mobility programs;</li> <li>- Development of research programs in foreign languages;</li> <li>- Activity regulation of the External Relations and Academic Mobility Service.</li> </ul>
<p><b>Strategic objective 2.2.</b> Involvement of teachers and students in the research process</p>				
<p><b>Risks</b> (internal and external related to the achievement of the objective): Emigration of highly qualified human resources; Failure to obtain the expected funding allocated to the research; Relatively low degree of motivation of human resources for scientific research activity.</p>				
<p><b>Specific objective 2.2.1.</b> The updated evaluation criteria for teaching staff regarding scientific research activity;</p>	<p>Reports/ Indicators</p>	<p>2022-2027</p>	<p>Vice-rector for scientific and extracurricular activity; Vice-rector for didactic activity, quality and</p>	<ul style="list-style-type: none"> <li>- The regulation regarding the standardization of the scientific-didactic activity at the higher education cycles I – bachelor and II – master (USC);</li> </ul>



			<p>vocational training partnerships; Dean's office; Commission for didactic activity, quality and vocational training partnerships; Commission for quality of the faculty.</p>	
<p><b>Specific objective 2.2.2.</b> Access for publication in academic, national and international scientific journals;</p>	<p>Agreements / Plans / Reports</p>	<p>2022-2027</p>	<p>Vice-rector for scientific and extracurricular activity; Vice-rector for didactic activity, quality and vocational training partnerships; Dean's office; Commission for didactic activity, quality and vocational training partnerships;</p>	<p>- The Scientific Research, Development and Innovation Strategy of the USC; - Institutional strategic development plan of the Cahul State University "Bogdan Petriceicu Hasdeu" (2022 - 2027), approved by the USC Senate, minutes 11 of 29.06.2022;</p>





			Commission for quality of the faculty.	
<b>Specific objective 2.2.3.</b> Attracting students to research activity, total number of students involved per university;	Agreements / Plans / Reports	2022-2027	Vice-rector for scientific and extracurricular activity; Vice-rector for didactic activity, quality and vocational training partnerships; Dean's office; Commission for didactic activity, quality and vocational training partnerships.	- The Scientific Research, Development and Innovation Strategy of the USC; - Institutional strategic development plan of the Cahul State University "Bogdan Petriceicu Hasdeu" (2022 - 2027), approved by the USC Senate, minutes 11 of 29.06.2022;
<b>Strategic objective 2.3. Promotion and motivation of scientific research activity</b>				
<b>Risks</b> (internal and external related to the achievement of the objective): Emigration of highly qualified human resources. The decline of young people's interest in university career.				
<b>Specific objective 2.3.1.</b> Improved / updated www.usch.md website with reference to the research activity;	Agreements/ Reports	2022-2027	Vice-rector for scientific and extracurricular activity; Vice-rector for didactic activity, quality and	- Regulation regarding the organization and administration of the University website and the WEB pages of the USC subdivisions;



			<p>vocational training partnerships;          Dean's office;          Commission for didactic activity, quality and vocational training partnerships.</p>	
<p><b>Specific objective 2.3.2.</b> Increasing the number of publications in USC scientific journals;</p>		2022-2027	<p>Vice-rector for scientific and extracurricular activity;          Vice-rector for didactic activity, quality and vocational training partnerships;          Dean's office;          Commission for didactic activity, quality and vocational training partnerships.</p>	<ul style="list-style-type: none"> <li>- Regulation-type of operation of the University Centre for scientific research, development and innovation;</li> <li>- Regulation of the organization and operation of the scientific library of the Cahul State University;</li> </ul>
<p><b>Specific objective 2.3.3.</b> Complying with and monitoring the methodology of editing scientific publications;</p>		2022-2027	<p>Vice-rector for scientific and extracurricular activity;</p>	<ul style="list-style-type: none"> <li>- Institutional strategic development plan of the Cahul State University "Bogdan Petriceicu Hasdeu" (2022 - 2027),</li> </ul>



			Vice-rector for didactic activity, quality and vocational training partnerships; Dean's office; Commission for didactic activity, quality and vocational training partnerships.	approved by the USC Senate, minutes 11 of 29.06.2022; - Anti-plagiarism regulation (USC);
<b>PRIORITY FIELD 3: Continuous training</b>				
<b>Strategic objective 3.1. Updating and improving the training of specialists through continuous training programs</b>				
<b>Risks</b> (internal and external related to the achievement of the objective): The low level of continuing professional training regarding the implementation of innovations in the training process; The exchange of experiences between teachers is not effectively exploited; Low level of motivation for effective teaching and learning; The insufficiency of the educational equipment and software necessary for their use in the teaching-learning-evaluation process.				
<b>Specific objective 3.1.1.</b> Constant support of teaching staff at university level for the purpose of continuous improvement and personal and professional development.	Various trainings of the teaching staff and consultancy	2022-2027	Vice-rector for didactic activity, quality and vocational training partnerships; QMGCCS; Departments.	- Institutional strategic development plan of the Cahul State University "Bogdan Petriceicu Hasdeu" (2022 - 2027), approved by the USC Senate, minutes 11 of 29.06.2022; - USC Charter, approved on May 29,2015, with subsequent amendment; - The personnel development strategy for the period 2012-2016, approved by the USC senate on June 21, 2012;



<p><b>Specific objective 3.1.2.</b> Supporting teaching staff in order to participate by organizing psycho-pedagogical training courses, studying the English language, using the teacher-student interactive teaching methods and communication;</p>	<p>Seminars/ Instructions/ Courses</p>	<p>2022-2027</p>	<p>Vice-rector for didactic activity, quality and vocational training partnerships; QMGCCS; Departments.</p>	<ul style="list-style-type: none"> <li>- Institutional strategic development plan of the Cahul State University "Bogdan Petriceicu Hasdeu" (2022 - 2027), approved by the USC Senate, minutes 11 of 29.06.2022;</li> <li>- USC Charter, approved on May 29,2015, with subsequent amendment;</li> <li>- The personnel development strategy for the period 2012-2016, approved by the USC senate on June 21, 2012;</li> </ul>
<p><b>Specific objective 3.1.3.</b> Strengthening the ICT use capacities of teaching staff;</p>	<p>Seminars/ Instructions/ Courses/ Questionnaires</p>	<p>2022-2027</p>	<p>Vice-rector for didactic activity, quality and vocational training partnerships; QMGCCS; Departments.</p>	<ul style="list-style-type: none"> <li>- Institutional strategic development plan of the Cahul State University "Bogdan Petriceicu Hasdeu" (2022 - 2027), approved by the USC Senate, minutes 11 of 29.06.2022;</li> <li>- USC Charter, approved on May 29,2015, with subsequent amendment;</li> <li>- The personnel development strategy for the period 2012-2016, approved by the USC senate on June 21, 2012;</li> </ul>
<p><b>Specific objective 3.1.4.</b> Development of new continuous training programs for USC partners (educational institutions, the business environment, local public authorities, etc.), flexible to the requirements of the labour market.</p>	<p>Consultancy / Continuous training programs</p>	<p>2022-2027</p>	<p>Vice-rector for didactic activity, quality and vocational training partnerships; QMGCCS; Departments; Commission for didactic activity, quality and vocational</p>	<ul style="list-style-type: none"> <li>- <i>The methodology for developing programs and curriculum within lifelong learning</i>, approved by order of the Ministry of Education, Culture and Research of the Republic of Moldova, no. 70 of 25. 01.2019;</li> <li>- <i>Classifier of Occupations from the Republic of Moldova</i> (CORM 006-14) (order of the Ministry of Labour, Social Protection and Family no. 22 of 03.03.2014, with subsequent amendments);</li> </ul>



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of the European Union

			training partnerships; Commission for quality of the faculty.	- <i>Regulation on the continuing education of adults</i> , approved by Government Decision no. 193 of March 24, 2017, with subsequent amendments;
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