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CAHUL STATE UNIVERSITY „BOGDAN PETRICEICU HASDEU”

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President of the USC Senate

QUALITY MANUAL

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I. INTRODUCTION

Cahul State University „Bogdan Petriceicu Hasdeu” approaches effective quality management and uses human, material and financial resources effectively. The institution aims to continuously improve educational efficiency by creating trust among beneficiaries and by developing a quality management system based on performance and competitiveness.

Quality management consists of a set of objectives, policies, clearly defined procedures to ensure the quality of educational activities, research, continuous training, but also tools by which quality parameters are determined and measured in all fields of activity. It is an integral part of the university management.

The commissions for quality assurance at the university, faculty, department level work in a coordinated manner for the implementation and development of an effective quality culture. The quality management system, described in this Quality Manual, provides a guarantee for the implementation of the objectives contained in the *Institutional Strategic Development Plan of the Cahul State University "Bogdan Petriceicu Hasdeu" (2022 - 2027)*, the *Strategy regarding internal quality assurance within the Cahul State University "Bogdan Petriceicu Hasdeu" 2022 - 2027* and *ANACEC standards*.

Quality is required in university education, because, in the last decades, in the social, political and economic context of the globalization process and the expansion of the European Union, there have been profound changes that are manifested through: the diversification of national universities, the digitalization of the education process, the emergence transnational universities, the internationalization of the labor market, the mobility of students and teaching staff, the increase in competitiveness for employment that offers opportunities for personal development, the continuous nature of learning, the democratization of education at the system level (decentralization, university autonomy, etc.) and at the process (the autonomy of teaching staff, the possibility of the existence of individual routes for students to complete the training programs), focusing on the student, etc.

By virtue of the principles of institutional autonomy, the basic responsibility for quality assurance in higher education belongs to the higher education institution, which forms the basis of an authentic responsibility of the institution in the national academic system. For this, the university must declare and promote a culture of quality that can be proven.

1.1. Information about the university.

Presentation of the Cahul State University „Bogdan Petriceicu Hasdeu”

Cahul State University „Bogdan Petriceicu Hasdeu” is a state higher education institution and part of the national higher education system of the Republic of Moldova. It operates on the basis of the Constitution of the Republic of Moldova, in compliance with the Education Code of the Republic of Moldova and the legislation in force, the University Charter, as well as the Statute and other own regulations.

The official name of the university is ***Public Institution Cahul State University "Bogdan Petriceicu Hasdeu"***. In chancellery usage, it operates under the name Cahul State University "Bogdan Petriceicu Hasdeu". Abbreviated name: USC.

Founded in 1999 by the Government of the Republic of Moldova, by decision no. 519 of 07.06.1999, with public institution status, is registered in the State Register of Non-Commercial Organizations of the Ministry of Justice, registration number -1007603002825. The institution's



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headquarters are located in Piata Independentei no. 1, Cahul city, MD-3909, Republic of Moldova. A study block is located on Dunării str., no. 19.

USC's educational offer is made up of 11 bachelor's programs and 8 master's programs, which offer professional training in fields and specialties requested on the labor market.

In the current structure of the USC, there are three faculties: the Faculty of Humanities and Pedagogical Sciences, the Faculty of Economics, Engineering and Applied Sciences, the Faculty of Law and Public Administration and 6 departments: Languages and Literatures, History and Theory of Education, Engineering and Applied Sciences, Economic Sciences, Political and Administrative Sciences, Law.

In 2023, based on the provisions of the project 617490-EPP-1-2020-1-MD-EPPKA2-CBHE-SP "Enhancement of Quality Assurance in Higher Education System in Moldova" (QFORTE), financed by the European Union through the Erasmus+ program, key action 2 Consolidation of Capacities in the Higher Education Field, to which the institution is a party, the University was subjected to the external evaluation procedure for institutional accreditation, by the international Agency ARACIS and as a result obtained international institutional accreditation for a period of 5 years, according to the Decision of the Ministry of Education and Research order no. 1017 of 11.08.2023.

Although it has a short history, USC has recorded very good results both in the field of scientific research and in the involvement of teaching staff in the organization and realization of extra-curricular activities, programs and projects, aimed at developing the educational field in the southern region of the Republic of Moldova.

The institution has 2 study blocks with 6 laboratories and 12 centers for scientific research, innovation and development, 10 multimedia rooms, the university library, the UN Documentation and Information Center, the EU Documentation Center, the NATO Documentation Point, the Free zone Wi-Fi Orange, a gym, 2 dormitories.

At the moment, at the Cahul State University "Bogdan Petriceicu Hasdeu", higher education studies are carried out with budget and contract funding.

Many students are appreciated with diplomas and mentions in various competitions, which demonstrates the intellectual potential of the university. In the context of the modernization of the higher education system, the Cahul State University "Bogdan Petriceicu Hasdeu" is making efforts to implement in practice the provisions of the Bologna Process. In this sense, the university has benefited from many different European grants for institutional development, increasing the quality of studies, research, etc.

Full integration into the international circuit is one of the University's development priorities, and forward-looking actions must be focused on capitalizing on existing inter-university partnerships, participation in new university consortia, especially those that offer access to funds from the ERASMUS+ program, development of academic mobility programs for students, teaching staff, administrative staff, initiating joint study programs with a double degree, inviting "visiting professors", carrying out joint research projects, etc.

International and inter-university relations have a special emphasis in the development of USC. The co-opting activity in various projects to support university education contributes to increasing the managerial, methodical-didactic capacities of the University, as well as to the involvement of USC in local social-economic development.



1.2. The purpose and fields of application of the quality manual within the Cahul State University „Bogdan Petriceicu Hasdeu”

The quality manual is the framework document that establishes the basic requirements of USC regarding the quality of the teaching-learning process, describes the quality management system adopted by the Cahul State University "Bogdan Petriceicu Hasdeu", the organizational structure, responsibilities, processes of the management system of quality and the interactions between them, as well as the structure of the documents used to ensure the implementation of the quality policy and objectives.

The quality management system, implemented and described in this Quality Manual, represents the set of characteristics through which the expectations of the beneficiaries are met and the quality standards that ensure the achievement of the strategy and objectives of the Cahul State University "Bogdan Petriceicu Hasdeu" in the field of quality. The quality manual describes the fundamental concepts and principles of quality management and is used to document and control the policy, objectives, structure and processes of the USC quality management system, in order to improve the educational process and meet the requirements and expectations of users.

The management of the Cahul State University "Bogdan Petriceicu Hasdeu" and the staff use this Quality Manual for the control and continuous improvement of the quality assurance and evaluation system. The quality manual is used to demonstrate the compliance of the quality management system with the regulations and requirements of the national and European norms regarding quality assurance and evaluation in higher education.

1.3. Reference documents

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

- SR EN ISO 9001:2015 - Quality Management Systems Requirements.
- ISO 9000:2015 - Quality Management Systems. Basic concepts and vocabulary.
- ISO 19011:2011 – Guide for auditing Quality Management Systems.
- SR EN ISO 9004:2010 - Management for the sustained success of an organization - An approach to quality management.
- Ministerial communiqué from Rome, November 19, 2020.
- Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG), Brussels, Belgium, 2015.
- Education Code no. 152 from July 17, 2014 (Official Gazette of the Republic of Moldova 2014, no. 319-324, art. 634).
- The Government Decision of the Republic of Moldova, no. 482 from June 28, 2017 regarding the approval of the Nomenclature of professional training fields and specialties in higher education.
- Standards and guidelines for quality assurance in the European Higher Education Area (ESG), approved by the Ministerial Conference in Yerevan, 14-15 May 2015.
- National action plan regarding quality assurance of higher education in the Republic of Moldova for the period 2021-2023. ANACEC, 2021



- Recommendation of the European Parliament and the Council from June 18, 2009 regarding the establishment of a European reference framework for quality assurance in education and professional training.
- International standard classification of education Fields of education and training 2013 (ISCED-F 2013) – Detailed field descriptions.
- The external quality assessment methodology for the purpose of provisional operation authorization and accreditation of study programs and institutions of professional technical, higher education and continuous training and of the Regulation for the calculation of fees for services provided in the framework of the external assessment of the quality of study programs and institutions of professional technical, higher education and continuous training, GD, no. 61 from May 18, 2016.

As regards the operational and control activities, USC is guided by the legislative and normative acts of the Ministry of Education and Research of the Republic of Moldova.

1.4. Terms and definitions

In this manual are applied the definitions of standards and quality management systems. Principles and vocabulary, as well as definitions of terms related to the educational process used in European university practice.

1.4.1. Terms related to the quality

Quality: *the extent to which a set of intrinsic characteristics meet the requirements.*

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

Customer satisfaction: *the customer's perception of the extent to which the customer's requirements have been met.*

Competence: *demonstrated ability to apply knowledge and skills.*

University competence: *represents a dynamic combination of attributions - regarding knowledge and their application, attitudes and responsibilities - that describe the results of studies within an educational program or the way in which students can manifest themselves at the end of an educational process.*

1.4.2. Terms related to the management

System - *set of correlated or interacting elements.*

Management system - *system by which policy and objectives are established and by which those objectives are achieved.*

Quality management system - *management system through which an organization is oriented and controlled in terms of quality.*

Quality policy - *an organization's general intentions and guidelines regarding quality as formally expressed by top management.*

University charter - *document in which the Senate of a higher education institution sets out its mission and strategic goals; includes the rights, obligations and responsibilities of the teaching staff.*

Quality objective - *what is aimed for or aimed at in terms of quality.*

Pedagogical objectives - *skills and knowledge to be acquired by the graduate of a study program, established according to social demand, the expectations of the different participants and the expectations of the students.*



Management - coordinated activities to guide and control an organization.

Top management - person or group of people who direct and control an organization from the highest level.

Quality manual - coordinated activities to guide and control an organization in terms of quality. The operation of a system of bodies and procedures whose mission is to permanently improve the quality of education services.

University management - the set of decisions and measures adopted by a higher education institution, in accordance with the strategic plan of institutional development, and including the academic component and the administrative component.

Administrative management - the set of decisions and measures regarding the management and development of the heritage, the application of relevant legislation and the development of human resources.

Academic management - the set of decisions taken by the university management to define the training modules of the institutional structure and the development of the educational offer of the institution.

Quality planning - part of quality management focused on establishing quality objectives and specifying the operational processes and related resources, required to meet quality objectives.

Quality control - part of quality management, focused on meeting quality requirements.

Quality assurance - part of quality management, focused on providing confidence that the requirements related to quality management will be met. Process that includes all methods, systems and mechanisms related to quality management in higher education.

Quality improvement - part of quality management, focused on increasing the ability to meet quality requirements.

Continuous improvement - repeated activity to increase the ability to meet requirements.

Effectiveness - the extent to which the planned activities are carried out and the planned results are obtained.

Efficiency - relationship between the result obtained and the resources used.

1.4.3. Terms related to the organization

Organization - group of people and facilities with a set of responsibilities, authorities and relationships.

Infrastructure - "organization" system of facilities, equipment and services necessary for the functioning of an organization.

Client - organization or person who receives a product (students, master's students, doctoral students).

Supplier - organization or person that supplies a product.

1.4.4. Terms related to the process and the product

Process - a set of related or interacting activities that transform input elements into output elements.

Product - the result of a process.

Project - unique process that consists of a set of coordinated and controlled activities, with a start date and a completion date, undertaken to achieve an objective according to specific requirements and which includes time, cost and resource constraints.



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

1.4.5. Terms related to features

Characteristic - distinctive feature.

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

1.4.6. Terms related to compliance

Compliance - the fulfillment of a requirement.

Non-conformity - failure to fulfill a requirement.

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

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

Correction - action to eliminate a detected non-conformity.

1.4.7. Terms related to the documentation

Information - meaningful data.

Document - information together with its supporting environment (ex. registration, specification, procedure document, drawing, report, standard).

Quality manual - document that describes the QMS (quality management system) of an organization.

Quality Plan - document that specifies which procedures and associated resources must be applied, by whom and when for a specific project, process, product or contract.

Registration - document that declares results obtained or provides evidence of the activities carried out.

1.4.8. Terms related to the planning of the educational process

Framework plan - component part of the state educational standards in higher education, of the basic national curriculum for higher education and is mandatory for all state or private higher education institutions in the republic.

Educational standard - standards that establish the mandatory minimum requirements of education.

Curriculum - the structured set of pedagogical contents, forms of didactic interaction and learning experiences that lead to a university diploma or certificate.

Operational plan - document that presents objectives and strategies for the next academic year (number of students by specialty, cycles, forms of education, employees, income and expenses).

Educational plan - official document that includes the following elements necessary to achieve the general and specific objectives - the subjects and contents of education, organized by levels, steps and years of education, the number of weekly hours, the number of credits, forms of verification, practice periods.

Disciplinary curriculum / Analytical syllabus – document that contains the concept, general and reference objectives of the course, data related to the administration of the discipline, list of contents, didactic strategies, knowledge verification methods and tools and the bibliography of a university course.



Educational discipline - segment of knowledge which, by consensus, is defined as a field of study in a certain curriculum.

1.4.9. Terms related to the examination

Exam - 1. criterion for assessing the didactic and scientific activity used in the selection and promotion of teaching staff or other categories of employed staff. 2. the evaluation test, for the conclusion of a curriculum unit (course, seminar, laboratory, etc.).

Evaluation criteria - descriptions of the requirements, submitted to a student, to demonstrate that he/she has obtained a result of higher education studies.

Performance criterion - criterion for evaluating the didactic and scientific activity used in the selection and promotion of teaching staff or other categories of employed staff.

System of transferable credits - system of conventional units, used to measure the amount of intellectual work, required by the student to complete various elements of the curriculum and which will be recognized by the home university after completing a period of studies abroad.

Promotion - the transfer of a student from one academic year to the next, by obtaining the minimum number of credits required and passing grades in all the subjects provided in the education plan for that year.

School failure - a term that defines those didactic situations in which the momentary impossibility of the student to achieve the pedagogical objectives, proposed at different levels of the educational process is recorded.

Pass rate - the share of students who, taking a passing grade in all the exams provided for in the study plan, passed to the next year of study.

Dropout rate - the percentage ratio between the number of students who drop out of their studies and the total of those enrolled, considered for an academic year.

School drop-out - number or percentage of students who drop out before graduation, calculated for each level or form of education.

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

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

Verification - confirmation, by providing objective evidence, that the specified conditions have been met.

Validation - confirmation, by providing objective evidence that the requirements for a particular intended use or application have been met.

1.4.10. Terms related to the audit

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

Audit program - set of one or more audits, planned over a certain period of time and oriented towards a specific goal.

Audit criteria - 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 evaluating the audit evidence collected against the audit criteria.



Audit conclusions - the results of an audit provided by the audit team after taking into account the audit objectives and all audit findings.

Audit client - organization that is audited.

Audited - organization that is audited

Auditor - the person who has demonstrated skills and demonstrated competence to perform an audit.

Audit team - one or more auditors who perform an audit supported if technical experts are needed.

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

Audit plan - description of activities and agreements for an audit.

Abbreviations

Abbreviations used in the Quality Manual are:

QMS – Quality management system;

RQM - responsible for quality management;

QEC – Quality Evaluation Commission;

QM – Quality Management;

DH – Discipline holder;

QM – Quality Manual;

OP – QMS operational procedure;

SP – QMS system procedure;

WI – QMS work instructions;

IAR– Internal audit report;

RNC – Report of non-conformities;

RCA – Report of corrective actions;

RPA – Report of preventive actions.

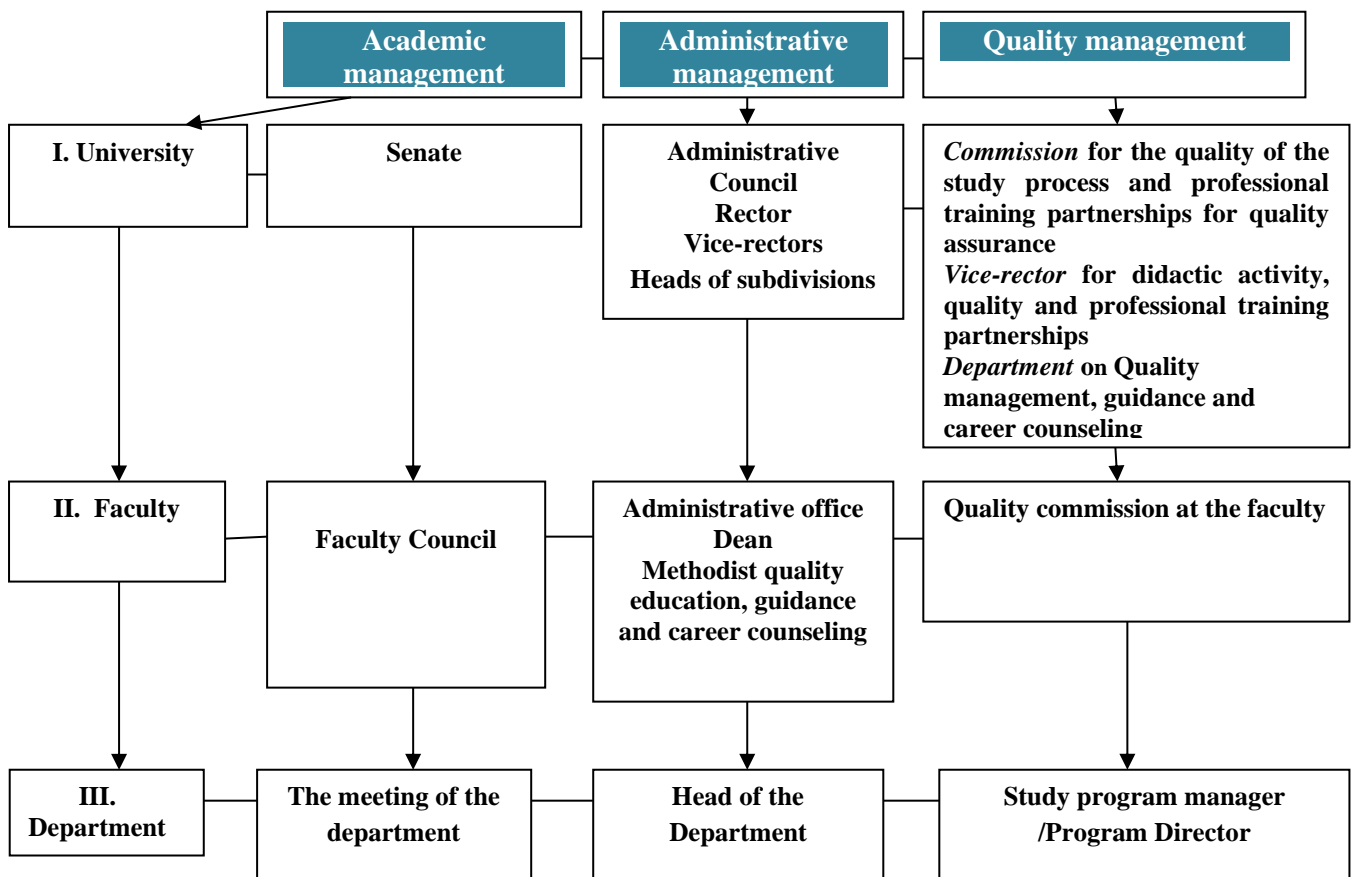
FP – Framework Plan.

II. STRUCTURE OF THE QUALITY MANAGEMENT SYSTEM

2.1. QMS Description

The structure of the Quality Management System. QMS adopted by USC is continuously improved in order to be able to realize the educational policy and meet the quality objectives established and adopted by the top management. The emphasis is more on prevention than on solving non-conformities and their causes after their occurrence. The QMS is organized in such a way that it exercises (through internal audits) a demanding and continuous control of all activities with implications on the quality of the educational and research service.

Annex 1. Structures of the USC Quality Management System



2.2. Understanding stakeholder needs and expectations

The analysis carried out by the top management of the USC aims to determine the compliance of the QMS in achieving the policy and objectives related to quality, of the activities carried out, being considered a stage of quality improvement. The aim is to establish corrective / preventive actions in order to maintain compliance of the QMS, with the quality policy and objectives, established by the USC management.

The management of the university analyzes at planned intervals the operation of the QMS and the processes considered relevant. Records of management reviews must be maintained. Inputs to the analysis 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 could impact the QMS and recommendations for improvement.



The output elements of the analysis include the need for resources, decisions and actions related to the improvement of the effectiveness of the QMS, the relevant processes and the products of the institution. The QMS analysis carried out by management at the university level is done annually, after the completion of internal audits, before the external supervisory audit or/whenever necessary, at the proposal of the Rector or the Vice-Rector responsible for the quality of the study process. The QMS analysis carried out by management at faculty / department / service level is done annually, upon completion of the internal audit or/whenever necessary, as the case may be.

The preliminary report for the analysis carried out by the management is prepared by the managers of the QMS using as input data:

- Stage of QMS implementation;
- The results of internal and external audits carried out within the university, the stage of implementation of corrective and preventive actions;
- The situation of complaints regarding the didactic process;
- Situation of complaints regarding the didactic process;
- Accreditation situation of Bachelor's / Master's fields and university's subjects;
- Stage of implementation of corrective actions;
- Stage of implementation of decisions and resolutions taken at previous meetings.

The Preliminary Report for the analysis carried out by management at the university level uses as data *The Activity Reports* carried out by the subdivisions responsible for quality assurance at the university, faculty, department level, *The Improvement Plans* and other data provided by the quality managers, etc.

The results of the analyzes carried out by the management are recorded in the form of minutes considering:

- a) improvement of effectiveness of QMS;
- b) improvement of the product in relation to the customer's requirements and it is kept for a period of at least 5 years. The output data of the analysis is the input data for improving the QMS.

2.3. QMC documents

The QMS documentation at the Cahul State University "Bogdan Petriceicu Hasdeu" includes: the policy and objectives of the institution related to quality, the Quality Manual, procedures of the QMS and of the main processes of the institution, documents necessary for the institution to ensure the effectiveness of planning, operation and the control of its processes, as well as the necessary records to demonstrate the efficient functioning of the institution and the QMS.

The QMS documents provide an organizational and methodological framework to actions and processes, ensuring the coherence of the reference documentation with the measurement, analysis, control and improvement processes, the definition of acceptance criteria, the record of all quality records. USC has established and maintains the necessary documentation to ensure that the QMS is effectively implemented and updated when necessary. It is ensured that the documentation is actual and sufficient to support the realization and demonstration of the conformity of the service provided, the processes and the QMS, that it satisfies the legal, regulatory



and customer requirements. In order to establish the necessary documentation for process control, there were taken into account the complexity of the stages, the associated risks, the competence and qualification of the personnel involved. This documentation includes a set of hierarchically structured documents:

1. *Decision of the University Senate;*

2. *Quality policy and objectives;*

3. *Quality Manual;*

4. *Procedures (system and operational);*

- System procedures describe the managerial processes necessary for the operation of the QMS;
- Operational procedures refer to the basic processes (of running the educational process) and the support processes (human resources, supply, library, etc.).

5. *Supporting documentation;*

The supporting documentation includes documents related to the structures and operating rules applied in the university (University Statute, Internal Regulations, Operating Statutes, the competences of the teaching-scientific body, study plans, the Reference Framework of the university curriculum, disciplinary curriculum, etc.) and other documents of internal and external origin.

The disciplinary curriculum includes the following components:

- Preliminaries.
- Curriculum conception / conceptual milestones.
- Administration of discipline.
- General and specific skills.
- Content units / modules.
- Didactic strategies / teaching-learning-evaluation activities.
- Recommended bibliography.

6. *Control of records*

The typed forms and sheets included in the procedures and instructions constitute records and demonstrate that the processes have been carried out, presenting the results obtained. These records represent:

- results of the analyzes carried out by the management;
- records related to teaching and administrative staff (studies, training, skills and experience);
- proofs that the educational/research process and the resulted educational product meet the requirements specified in the educational curriculum;
- results of the analysis of the requirements related to the educational product and the actions resulted from the analysis;
- providers' evaluation results;
- results of the validation of educational processes;
- traceability of data related to the training process;
- way to keep the client's property (diplomas, documents);
- results of internal audits;
- evidence of the nonconformities of educational processes;
- results of corrective actions;



- results of preventive actions.

2.4. QM's control and revision

Within the QMS documentation, the *Quality Manual* represents the synthesis of the requirements of the ISO 9001:2015 standard applied within the USC activities and explicitly establishes the fields of competence, the limits of responsibility and refers to the other documents and procedures of the QMS.

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

The responsibility for elaboration the Quality Manual belongs to the Vice-rector for didactic activity, quality and vocational training partnerships and the Head of the Quality Management, Career Guidance and Counselling Department.

The Quality Manual is approved by the University Senate, after the analysis of the *Commission for study process quality and vocational training partnerships for quality assurance* of the USC Senate.

Any modification to the manual implies a new revision. The Quality Management Manual is revised if necessary. Changes affecting more than 25% of the content of the manual require the development of a new edition. The revision and updating is fulfilled by the developer according to the rules provided in the *Document Control* procedure.

The copy of the manual is done with the consent of the **Rector** and number of copies specified in the *Distribution / Withdrawal List* of the manual.

The dissemination of the manual is controlled through the *Distribution / Withdrawal List*. Each distributed copy will have the corresponding number from *Distribution / Withdrawal List*. Uncontrolled copies will have the mention „*Informative copy*”.

The owners are responsible for keeping the *Quality Manual* at the distribution points. The responsibility for archiving lies with the University Library. The originals of the *Quality Manual* are archived indefinitely in electronic format.

The withdrawal of the manual is done by the issuer on the basis of the *Distribution / Withdrawal List* and by the written provision of the Vice-Rector for Didactic Activity, Quality and Vocational Training Partnerships, in the case of the dissemination of another edition / revision of the *Quality Manual*.

The quality manual as well as the system and organizational procedures are confidential documents of the institution and are the property of the Cahul State University "Bogdan Petriceicu Hasdeu".

2.5. Control of the Information/Documents

Keeping the QMS documents under control is regulated in the *Document control* system procedure, which establishes the responsibilities and the way of working for the control and verification of the activities regarding the elaboration, verification, notification, approval, codification, registration, copying, dissemination, modification, withdrawal / replacement and archiving.

The actions and responsibilities for the development of internal documents related to the QMS of the university are regulated by the specific procedure *Elaboration of QMS documents*,



through which it is also established a document codification system. The codification system does not apply to external documents.

The dissemination of QMS documents is done only for the edition in force. The changes to the documents are made following the analyzes and follow the same procedure as the original document. The modification of a document is carried out only after analysis and approval, following the same procedure as the original document. The withdrawal of expired QMS documents into the archive is done by the specialized staff.

The Cahul State University "Bogdan Petriceicu Hasdeu" monitors the following documents:

A. Internal documents:

- Senate's decision regarding the quality policy and objectives;
- Quality manual;
- Documented procedures (system and operational);
- Work instructions;
- Records.

B. External documents:

Documents regarding the legal framework for carrying out the activity in higher education, such as: Laws, Government Decisions, Strategies, Regulations, Orders and Provisions of the Ministry of Education of the Republic of Moldova, appropriate National and International Instructions and Regulations.

The *Control of Records* is regulated by a system procedure *Control of records* that establishes the responsibilities and the way in which the identification, collection, filing, archiving and destruction of the quality of records is carried out. The quality records for the verification of the conformity of the QMS processes at Cahul State University "Bogdan Petriceicu Hasdeu", can be found on standard forms, in registers, in minutes, reports, analyses, etc.

The keeping of documents must be in conditions that ensure their integrity.

III. AUTHORITIES AND RESPONSIBILITIES

3.1. The commitment to the quality of the institution

The rector of USC is directly concerned about the involvement of USC staff, both the academic-scientific and auxiliary staff, in the development, implementation, maintenance and continuous improvement of the QMS through:

- a) establishing the policy and objectives in the field of quality and promoting them within the institution in order to increase the awareness and motivation of the entire staff;
- b) the institution's focus on the demanding requirements of the educational / research process, respecting the applicable legal and regulatory requirements in force;
- c) identification of the educational factors that satisfy the training and education requirements of the students;
- d) ensuring the availability of resources necessary to achieve the proposed objectives;
- e) regular analysis of the QMS for the continuous development and improvement of the instructional-educational activities carried out by the USC.

The top management of the Cahul State University "Bogdan Petriceicu Hasdeu" ensures the necessary educational conditions that meet the educational needs of the students. The



responsibilities and the method of measuring and analyzing the satisfaction of the university's clients are regulated by the operational procedure *Measuring client 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, organizational structure and documentation that allows monitoring-evaluation, corrective-preventive intervention and continuous quality improvement. Policies and processes are the main pillars of a coherent institutional quality assurance system that forms the cycle of continuous development and contributes to the institution's accountability. This supports the development of a quality culture where all internal actors take responsibility for quality and are involved in quality assurance at all levels in the institution. In order to facilitate this, the policy is official and public.

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

The management of the Cahul State University "Bogdan Petriceicu Hasdeu" establishes and updates the quality policy when necessary. It must be appropriate to the declared mission of the institution, contain a commitment to satisfy the requirements and to continuously improve the effectiveness of the QMS, constituting an adequate framework for establishing the quality objectives. It must be known, understood and applied throughout the institution.

The general orientation of the organization regarding quality rests with the management from the highest level. The objectives, regarding the quality in USC, are the following:

1. Cahul State University "Bogdan Petriceicu Hasdeu" has as its main objective the continuous improvement of the competences of its graduates by designing of some dynamic educational programs, continuously adapted to the society's requirements;
2. Expansion and adaptation of graduates' skills to the new requirements, as well as the improvement of teaching staff, is also achieved through scientific research, through the realization of projects in the framework of partnerships with organizations from the country and abroad;
3. University must evaluate the satisfaction of the final beneficiary of its services, society (through employing organizations), it has to attract them in supporting the improvement of study programs by developing partnerships with organizations from the economic and social environment;
4. University has to evaluate the satisfaction of the students and ensure the organizational framework and the methods of effective participation of the students in the implementation of the training and research processes and in their improvement;
5. Level of educational services depends on the training, qualification and scientific reputation of the teaching staff. The Cahul State University "Bogdan Petriceicu Hasdeu" has to evaluate the staff satisfaction and work efficiency and encourage the efforts of the academic body and all staff for improvement.

3.2. Authorities and responsibilities

The Cahul State University "B. P. Hasdeu" operates on the basis of university autonomy, understood as a specific way of self-management, with a formed legal framework, other legal norms and its own regulations. University management ensures that responsibilities and authority are defined, communicated and operational within the USC, that appropriate communication



processes exist and operate so that all staff know the extent to which quality objectives have been achieved.

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

- ❑ ***The Rector of the university*** - directly responsible for the quality of the education provided through:
 - Establishing the strategy, policy and objectives in the field of quality and correlating them with the marketing, personnel, resource assurance, material and financial policies;
 - Ensuring the human, material and financial resources necessary to achieve the objectives in the field of quality;
 - Ensuring the compliance of the quality of the service provided with the specifications;
 - Implementation, certification and continuous improvement of the QMS.

❑ ***The commission for the quality of the study process and professional training partnerships for quality assurance*** is a collective working body of the USC that identifies, analyzes, proposes solutions and decisions regarding QMS. The commission for the quality of the study process and professional training partnerships for quality assurance is chaired by the *Vice-rector for didactic activity, quality and professional training partnerships*.

❑ The management representative for quality is the ***Vice-rector for didactic activity, quality and professional training partnerships*** appointed by the Rector of the University, whose responsibilities and authorities are:

- To ensure that the necessary QMS processes are established, implemented and maintained;
- To report to top management on the operation of the QMS and any need for improvement;
- To ensure that the awareness of the client's requirements is promoted within the organization;
- To represent the university in connection with external parties in aspects related to the quality management system;
- To ensure that the processes necessary for the quality management system are established, implemented and maintained;
- To ensure that awareness of client requirements, legal and regulatory requirements are promoted within the organization;
- Ensures appropriate training and education of employees in terms of quality;
- Reports to the top management about the functioning of the quality management system and about any need for improvement;
- Maintain contact with external parties in matters related to the Quality Management System;
- Prepares and analyzes the annual Quality Plan.

❑ ***Head of the Department of Education Quality Management, career guidance and counseling:***

- Elaborates and manages the documents of the quality management system;
- Supports the university's management in developing the policy and objectives related to quality;
- Coordinates the activities of developing and keeping under control the documents of the quality management system;



- Coordinates the analysis activities of the non-conformities found in the implementation and maintenance of the conformity of the quality management system with the specified requirements and proposes to the management of the university the necessary corrective or improvement actions;
 - Coordinates analyzes carried out by management regarding the effectiveness of the university's quality management system and the way to complete the corrective actions resulting from internal audits, analyzes carried out by the Senate Office and external audits;
 - Coordinates internal audits of the University's quality management system;
 - Coordinates staff training activities in the field of quality;
 - Establishes the corrections, corrective and/or preventive actions to remove the non-conformities detected during the external audit and coordinates their implementation;
 - Collaborates with all academic and administrative structures of the University in order to continuously improve the Quality Management System;
 - Periodically submit reports to the Rector and the Senate on the state of the QMC, informing about the main problems and possible solutions;
 - Offers methodical support to Methodists on education, guidance and career counseling.
- ☐ **The dean of the faculty** establishes the strategy, policy, objectives and priorities in the field of quality, monitors their knowledge and application at the faculty, allocates and verifies the appropriate use of QMC-related resources.
- ☐ **Education quality specialist, guidance and career counseling:**
- Participates in the development of quality management system documents;
 - Ensures the updating of quality management system documents;
 - Participates in updating the organizational structure of the quality management system;
 - Participates in the analysis, evaluation and updating of the faculty's strategic development program and in the analysis and evaluation of the effectiveness of the results of preventive / corrective action programs;
 - Coordinates and participates in the activity of quality audits;
 - Participates in the activity of analyzing the causes of non-conformities;
 - Participates in the development of the program of corrective / preventive actions;
 - Responsible for the design, documentation and updating of the quality management system;
 - Presents information about the operation of the QMC to the *Head of the Quality Management, Guidance and Career Counseling Service*;
 - Responsible for quality management and any need for its improvement;
 - Signs study contracts and work placement contracts with students. ☐ signs study contracts and work placement contracts with students.

At the department/chair level, the responsibilities regarding QMS are:

- a) The head of department/chair has the authority and responsibility regarding the quality of all processes carried out within him/her (education, research, external relations, etc.).
- b) The head of the department appoints one Responsible for each study program / Program Director. He/she is responsible for the quality of the entire educational process within the study program.

Responsibilities, regarding quality 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 the respective level (university – rector, faculty – dean, department – head of department, etc.). In the USC there are the following bodies responsible for the maintenance and management of the QMC:

A. At 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 office* designs, implements and permanently improves the internal quality management system.
- *The Department of education quality management, career guidance and counseling*, 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; ensures feedback from students, graduates; ensures feedback from employers, employees; proposes internal and external evaluations and makes their results public. So QMSCGC provides methodological support and monitors the operation and efficiency of the internal quality management system.

At the operational level, the USC Senate Commission is part of the quality management system:

La nivel operațional, din sistemul de management al calității face parte Comisia Senatului USC:

- *The Commission for the Quality of the Study Process and Vocational Training Partnerships* holds the authority and responsibility for the promotion of quality assurance policies in the USC and control of activities within the institution, establishes criteria and initiates analyzes and evaluations based on the quality criteria for faculties, departments, respectively on teaching-learning processes, research and academic services. The commission is made up of:
 - representatives of the USC administration;
 - representatives of the academic staff;
 - representatives and students;

B. At the faculty level:

- *The faculty council* designs, implements and improves the quality management system at the faculty level.
- *The quality assurance commissions* are permanent structures of the Faculty Councils, formed for the purpose of coordinating, controlling and analyzing the activities regarding the continuous quality assurance and evaluation within the Faculty, they examine and solve the students' cases and situations, resulting from the application of the legislation in force at the faculty level, ensures the smooth development and functioning of the activities regarding the assurance and evaluation of continuous quality within the Faculty.

The quality assurance committee is made up of:

- teaching staff with scientific-didactic titles from each Department;
- representatives of Faculty' students from different study programs;
- ex officio, the dean of the faculty is part of the commission.

C. At the department level:

- *The department* is responsible for ensuring the quality of the processes carried out within it.



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

3.3. Quality assurance process planning

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

Objectives related to quality, for all functional units, for which vice-rectors, deans, heads of departments / chairs / services are responsible, together with all university employees, are established by the USC management.

The quality objectives are consistent with the quality policy. The objectives are:

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

- **Leadership** by identifying the best management practices, internalizing the client-supplier relationship, establishing the value system and ethical norms to be respected at all USC levels, promoting open communication, etc.

- **Staff involvement** by motivating teachers and administrative staff, recognizing 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 is concerned, with particular attention, to satisfy their requirements and expectations, by creating and maintaining in the institution an appropriate and competitive atmosphere, in which everyone can achieve, at the highest levels of performance.

- **The process-based approach** by centering learning on the student and applying interactive learning methods, systemic vision of USC objectives, etc.

- **The approach to management as a system** by identifying, understanding and managing the educational processes correlated as a system, contributing to the effectiveness and efficiency of the institution in achieving the established objectives.

- **Continuous improvement** in order to fully satisfy the requirements of the institution's customers by applying some basic concepts (PDCA cycle, prevention, evaluation, suggestion system, etc.).

- **The fact-based approach** to decision-making by establishing, monitoring objectives and making decisions, based on information and concrete data.

- **Mutually beneficial relations between suppliers and beneficiaries** through the development of strategic partnerships, increasing the visibility of teaching staff and the faculty, the rapid insertion of graduates on the labor market, etc.

USC considers its students both as internal and external beneficiaries and aims, with maximum interest, to satisfy their requirements and expectations, regarding the quality of



educational, training and information services and their adequacy to the demands of the labor market, as well as those related to the climate, where these services are offered.

The specific objectives can be found in the **Institutional Strategic Plan** and in the **Sectoral Quality Strategy**.

1. Development and consolidation of the internal system and mechanisms for ensuring the quality of the educational offer;
2. Approaching scientific research as a priority in the university's activity;
3. Modernization of the didactic process and its methodical assurance;
4. Developing and advancing the performance of teaching staff;
5. Increasing the degree of internationalization of academic activities;
6. Development of partnership with the socio-economic environment;
7. Development of the system of continuous training and ensuring lifelong education;
8. Modernization of the information system of the institution and the university scientific library;
9. Development of student services and alumni relations;
10. Modernization of university management;
11. The development of university heritage and the efficiency of financial management;
12. Increasing the visibility of the university through which the trust of the beneficiaries is formed and strengthened as the University, as an institution offering education, satisfies and improves the quality standards in accordance with the assumed mission.

When establishing these objectives, the following are considered:

- a) the current and perspective requirements of the institution in accordance with the applicable legislation in the field of education;
- b) the results of the evaluation of the instructional-educational process;
- c) the results of self-assessments;
- d) the degree of satisfaction of the parties participating in the instructional-educational process (students and teaching staff, education partners such as the various institutions with whom USC collaborates);
- e) analysis of improvement opportunities;
- f) the resources necessary to achieve the objectives.

To achieve the objectives, the institution establishes strategies that refer to:

- assignment of responsibilities;
- resources (material, financial, human resources, methods);
- terms regarding their realization;
- performance indicators.

In order to achieve the established objectives, the following are taken into account:

- the acquisition of new techniques and technologies (software, hardware equipment, etc.)
- the purchase of didactic or documentary materials;
- the involvement of university partners in the new approach of QMC.

The achievement of these general objectives requires the development and efficient functioning of the existing quality management system in the university, whose efficient functioning and continuous improvement are the responsibility of the management at the highest level.



Achieving the quality objectives is done with the participation of the entire staff, with the documents describing the organizational structure establishing the attributions and responsibilities, regarding quality at all levels. The quality management system is created and operates based on the principles of quality management.

The systematic analysis of the degree of achievement of the proposed objectives is carried out within the analyzes carried out by the University Senate and is concluded in the *Minutes* drawn up by the Scientific Secretary of the University.

QMS planning is carried out in order to meet the requirements related to process management and quality objectives, as well as for the integration of QMS into the strategic management system of the university. All plans are analyzed by the Senate Committee on quality issues and submitted to the Senate for approval. The main actions aim at:

1. Planning the update of QMC documents, according to the document *Control system procedures*;
2. Planning the training of the university staff, regarding the continuous improvement of the QMC, according to the operational procedure *Personal training and improvement*;
3. Planning the evaluation of Bachelor's, Master's and university disciplines, according to the operational procedures *Evaluation of the study program and Evaluation of discipline*;
4. Planning internal quality audits, according to the system procedure *Internal audit of the QMC*;
5. Planning of QMS reviews performed by management.

IV. RESOURCES MANAGEMENT

The University determines and makes available the necessary resources for the implementation and continuous improvement of the QMC, the relevant processes and the products of the institution, in order to increase the satisfaction of the employer, regarding the requirements, related to the professional skills of the graduate.

Resources refer to:

1. Members of the organization;
2. Information;
3. Infrastructure;
4. Working environment;
5. Business partners;
6. Financial resources.

In order to increase the organization's performance, the decision-makers consider:

- a. the need for resources, as well as their quality, taking into account the limits and opportunities related to the provision of these resources;
- b. human resources and specialized qualifications considering the motivation;
- c. development of communication skills and competence of the didactic-scientific staff;
- d. the resources represented by equipment and spaces for carrying out the process of providing instructional-educational services (education, research);
- e. resources represented by facilities, software, necessary for the evaluation of the quality of educational processes and the stimulation of innovations;
- f. resources represented by operational and technical documentation;
- g. resources allocated to health and safety protection.



Optimizing existing resources involves:

- identification of limits and opportunities related to the efficiency of existing resources;
- improving the infrastructure;
- evaluation of the competence of human resources;
- encouraging the continuous improvement of the quality of resources;
- adequate management of information and logistical support;
- continuous improvement of human resources.

Thus, at the beginning of each calendar year, following the analysis carried out by the management, *the income and expenses budget* for the following year is established, depending on the established objectives.

4.1. Human resources

The staff involved in carrying out the activities that influence the quality of the educational and research service must be competent in terms of studies, training, skills and experience. The university identifies the training needs of the staff, plans and carries out their periodic training in appropriate fields. Records must be maintained regarding the training.

USC estimates every year the need for teaching and research staff, also taking into account the regulations regarding the employment of personnel that apply to public institutions.

The level of competence required by the Job Description is ensured by hiring/promoting the teaching staff through competition, according to the legislation in force. Teaching staff are constantly trained through research activity. The training of the teaching staff is also done on an individual level. The need for continuous training of the scientific-didactic and didactic body of the university is based on the following input data:

➤ **internal:**

- policies and development objectives of the USC, established for each hierarchical level of the university;
- the results of the evaluation of the didactic-scientific process through the annual / semi-annual completion of the self-evaluation form, peer evaluation, evaluation by students, etc.
- the results of the degree of passability of the students, master's students (correlated with the identified factors of school success/failure);
- evaluation of teaching courses, based on established and approved criteria;
- mutual evaluation of the faculties;
- evaluation of scientific activities (research/doctorate);
- the results of the internal audit of the USC specific quality management system.

➤ **external:**

- the education legislation in force;
- specific educational/international standards;
- external collaborations (projects, exchange of experience, scientific research contracts, etc.);
- participation in external scientific-educational events (conferences, workshops);
- external appreciations (national and international) by conferring some titles, active presence in the development of education and science;
- the employment rate of USC graduates and their professional development.



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

4.2. Infrastructure maintenance

The University identifies, makes available and maintains the infrastructure (buildings, workspace, equipment, software and support services) necessary for the realization of its products under appropriate conditions. For the smooth running of the activities, the University has an appropriate infrastructure: buildings, workspaces, hardware and software equipment for laboratories, etc.

The record of the university's educational spaces is kept under control through the *List of spaces intended for the didactic process and student accommodation*, included in the work instruction *Identifying and ensuring the working environment*.

The institution determines and maintains under control the working environment necessary to achieve compliance with the requirements. In the university, measures are taken to ensure adequate conditions for the processes, which also ensure the protection of the environment, the health and safety of the employed personnel.

Also, in order to increase the performance of the organization, the management considers the creation of optimal environmental conditions that have a positive influence on the motivation and satisfaction of the employees. Thus, for this, the following are taken into account:

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

4.3. Financial resources

The Cahul State University "Bogdan Petriceicu Hasdeu" is a public institution with non-profit financial autonomy, which operates under self-management conditions, according to the provisions of the Government Decision of the Republic of Moldova no. 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 entity, under public law, it has an accounting balance, it has its own bank accounts, including in foreign currency, it has a letterhead and a stamp with the State Coat of Arms.

Allocations, transferred from the state budget for the study programs offered according to the Plan (State Order) for the training of specialized personnel and scientific research activities, represent one of the priority resources of USC's income.

USC is entitled to obtain income 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, USC has the right to organize its financial activity independently, to assume its powers and obligations in accordance with the strategic actions and objectives, the guidelines for development and innovation, established by normative acts of USC.

USC annually prepares the income and expenditure budget, which is coordinated with the Council for Institutional Strategic Development, and is subsequently approved by the Senate and rigorously respected by the entire academic community.

USC realizes the following *income* categories:

- General resources - the means allocated for the educational services granted to USC, based on the contract, for the purpose of training specialist staff, according to the Plan (State Orders);
- Own resources:
 - receipts from study fees, applied to students of cycles I and II, as well as training fees from continuing education courses;
 - revenues from scientific research carried out on the basis of research and development projects;
 - receipts from the provision of services for the completion and issuance of study documents and their duplicates;
 - receipts from grants and sponsorships, donations;
 - receipts from the leasing / renting of public property under management;
 - other revenues collected according to legal provisions.

4.4. Institutional partnerships

The university is a part of various forms of international collaboration: participation in programs / research projects at institutional, national, international level, including Tempus projects; Erasmus+ etc.; of interuniversity agreements; part of the mobility programs - students, teaching staff, etc.

The Cahul State University "Bogdan Petriceicu Hasdeu" has signed several collaboration agreements with universities and other institutions from the Republic of Moldova and abroad (*forms of international collaboration*):

Name of the institution	Name of the agreement	Year of signing and validity
University of Pitești, Romania	Framework Agreement between University of Pitești and Cahul State University „Bogdan Petriceicu Hasdeu”	20 / 02 / 2019 10 years
Politehnica University Timișoara, Romania	Framework Cooperation Agreement between Politehnica University Timișoara, Romania and Cahul State University „Bogdan Petriceicu Hasdeu”, Republic of Moldova.	17 / 12 / 2018 5 years
University of Niš, Republic of Serbia	Agreement on Educational and Scholarly Cooperation by and between the University of Niš, Republic of	10 / 12 / 2018 10 years



	Serbia and Cahul State University „Bogdan Petriceicu Hasdeu”, Republic of Moldova.	
Museum of History „Teodor Cincu” from Tecuci, România	Partnership agreement	22 / 02 / 2018 It is automatically extended every year
LEPL – Batumi Arts State University, Georgia	Mutual Collaboration Memorandum	23 / 05 / 2013 unlimited
„Ștefan cel Mare” University from Suceava, Romania	Collaboration Agreement between Cahul State University “Bogdan Petriceicu Hasdeu” and „Ștefan cel Mare” University from Suceava	23 / 11 / 2012 10 years
„1 Decembrie 1918” University from Alba Iulia, România	Collaboration Agreement between Cahul State University „Bogdan Petriceicu Hasdeu” and „1 Decembrie 1918” from Alba Iulia	31 / 10 / 2012 10 years
„Babeș-Bolyai” University from Cluj-Napoca, România	Collaboration Agreement between Cahul State University „Bogdan Petriceicu Hasdeu” and „Babeș-Bolyai” University from Cluj-Napoca	27 / 09 / 2023 10 years
National University “Olesi Gonchar” from Dnepropetrovsc, Ukraine	Agreement on cooperation in the sphere of science, education and culture between the Cahul State "Bogdan Petriceicu Hasdeu" (Moldova) and the National University of Dnipropetrovsk named after "Олесь Гончара" (Ukraine)	26 / 07 / 2012 10 years
Izmail State Humanitarian University, Ukraine	Agreement on cooperation in the sphere of science, education and culture between the Cahul State "Bogdan Petriceicu Hasdeu" (Moldova) and the Izmail State Humanitarian University, Ukraine	15 / 03 / 2012 10 years
Poltava University of Economics and Trade, Ukraine	Agreement	27 / 06 / 2011 10 years
European Union, represented by the Delegation of the European Union	Agreement	28 / 03 / 2011 Unlimited
Ovidius University, Constanța, Romania	Collaboration Agreement	05 / 11 / 2010 10 years
Odessa National Maritime University, Ukraine	The Protocol on Cooperation	12/12/2007 Unlimited
Universitatea din Pitești, România	Convenție de colaborare între Universitatea din Pitești și Universitatea de Stat „Bogdan Petriceicu Hasdeu” din Cahul	Unlimited
„Valahia” State University from Târgoviște, România	Collaboration Convention	Unlimited



Institution of Education „Baranovich State University”, Republic of Belarus	Agreement on Bilateral cooperation	23/11/2020 5 years
National Economic University of Odessa, Ukraine	Collaboration Agreement	19/05/2021 5 years
Cross-border Cooperation Agency "Eurorigiunea de Jos Danube"	Collaboration Agreement	19/05/2021 Unlimited
"CAROL I" Braila Museum, Romania	Collaboration Agreement	10/06/2021
"Dunarea de Jos" University from Galati, Romania	Protocol of collaboration	19/07/2021
„Luhansk Taras Shevchenko National University”, Poltava, Ukraine	Memorandum of understanding	18/11/2022 5 years
Hryhorii Skovoroda University in Pereiaslav (Ukraine)	Agreement on bilateral cooperation	06/01/2023 5 years
Institute of Advanced Studies for the Culture and Civilization of the Levant, Bucharest (Romania)	Collaboration Framework Protocol	6/04/2022
Pedagogical University of Zurich, Switzerland	Memorandum of Understanding	15/03/2023
Western University "Vasile Goldiș" from Arad (Romania)	Collaboration Agreement	24/06/2022 5 years
"Danubius" University from Galati, Romania	Collaboration agreement between Cahul State University „Bogdan Petriceicu Hasdeu” and „Danubius” University from Galați	09/06/2023
Western Caspian University. Azerbaijan	Memorandum of Understanding	04/07/2023
Georgian International University GIU, Tbilisi, Georgia	Memorandum of Understanding	18/09/2023
Agreements concluded within the ERASMUS+ program		
Universidad de Deusto, Spainia	Inter-institutional agreement 2015-2021 between institutions from programme and partner countries.	02/12/15 – 2021
Banat’s University of Agricultural Science and Veterinary Medicine „King Michael I of Romania” of Timisoara, Romania	Inter-institutional agreement 2015-2021 between institutions from programme and partner countries.	23/11/15 – 2021
Middle East Technical University (METU), Ankara, Turkey	Inter-institutional agreement 2015-2021 between institutions from programme and partner countries.	22/10/15 – 2021
Celal Bayar University, Manisa, Turkey	Inter-institutional agreement 2014-2021 between institutions from programme and partner countries.	11/02/15 – 2021
Dicle University, Turkey	Inter-institutional agreement 2014-2021 between institutions from programme and partner countries.	01/12/15 – 01/09/2021



Cankiri Karatekin University, Turkey	Inter-institutional agreement 2019-2021 between institutions from programme and partner countries.	1/03/2018-2021
Babes-Bolyai University, Romania	Inter-institutional agreement 2014-2021 between institutions from programme and partner countries.	27/01/15 – 01/09/21
Stefan cel Mare University of Suceava, Romania	Inter-institutional agreement 2014-2021 between institutions from programme and partner countries.	21/01/15 – 01/09/21
Vasile Goldis Western University of Arad, Romania	Inter-institutional agreement 2014-2021 between institutions from programme and partner countries.	22/09/2016-2021
Alexandru Ioan Cuza University of Iasi, Romania	Inter-institutional agreement 2014-2021 between institutions from programme and partner countries.	15/01/2014-2021
„1 Decembrie 1918” University of Alba Iulia, Romania	Inter-institutional agreement 2014-2021 between institutions from programme and partner countries.	2014-30/09/2021
University of Oradea, Romania	Inter-institutional agreement 2014-2021 between institutions from programme and partner countries.	10/01/2018-2021
University Politehnica of Bucharest, Romania	Inter-institutional agreement 2019-2021 between institutions from programme and partner countries.	5/12/2018-2021
Politehnica University of Timisoara, Romania	Inter-institutional agreement 2019-2021 between institutions from programme and partner countries.	4/12/2018-2021
West University of Timisoara, Romania	Inter-institutional agreement 2019-2021 between institutions from programme and partner countries.	26/11/2018-2021
Vilnius University, Lithuania	Inter-institutional agreement 2014-2021 between institutions from programme and partner countries.	12/01/15 – 01/09/21
Powislanski College in Kwidzyn, Poland	Inter-institutional agreement 2014-2021 between institutions from programme and partner countries.	01/03/2018-2021
The Academy of Business in Dobrowa Gronicza, Poland	Inter-institutional agreement 2014-2021 between institutions from programme and partner countries.	3/11/2016- 2021
Ovidius University of Constanta, Romania	Inter-institutional agreement 2019-2021 between institutions from programme and partner countries.	18/09/2019 – 2021
Leipzig University, Germany	Inter-institutional agreement 2020-2023 between institutions from programme and partner countries.	14/06/2021 - 2023
Vasile Goldis Western University of Arad, Romania	Inter-institutional agreement 2021-2027 between institutions from programme and partner countries.	04/10/2021-2027



University Politehnica of Bucharest, Romania	Inter-institutional agreement 2021-2027 between institutions from programme and partner countries.	26/01/2022-2027
George Emil Palade University of Medicine, Pharmacy, Science and Technology of Targu Mures, Romania	Inter-institutional agreement 2021-2027 between institutions from programme and partner countries.	11/05/2022-2027
Powislanski College in Kwidzyn, Poland	Inter-institutional agreement 2021-2027 between institutions from programme and partner countries.	04/07/2022-2027
Middle East Technical University (METU), Ankara, Turkey	Inter-institutional agreement 2021-2027 between institutions from programme and partner countries.	24/11/2022 – 2027
Cankiri Karatekin University, Turkey	Inter-institutional agreement 2022-2028 between institutions from programme and partner countries.	06/06/2023-2028
Western Caspian University. Azerbaijan	Inter-institutional agreement 2023-2028 between institutions from programme and partner countries.	16/06/2023-2028
Lucian Blaga University of Sibiu, Romania	Inter-institutional agreement 2021-2027 between institutions from programme and partner countries.	10/07/2023-2027

Interuniversity agreements

Agreements between universities from the Republic of Moldova:

Name of the institution	Name of the agreement	Year of signing and validity
RENAM Association, Chisinau	Collaboration agreement	10/10/13 Unlimited
Association of Historians from the Republic of Moldova	Cooperation protocol	12/05/12 10 years
French alliance from Moldova	Partnership Agreement	08/02/11 it is automatically extended every 3 years
State Agency for Intellectual Property of the Republic of Moldova	Collaboration agreement	26/04/10 Nelimitat
The bakery combine S.A. "Cahulpan"	Collaboration agreement	Nelimitat
Technical University of Moldova	Collaboration agreement between Cahul State University „Bogdan Petriceicu Hasdeu” and Technical University of Moldova	27/04/2021 Se prelungește în mod automat la fiecare 5 ani
Î.M. „Vina Traian” S.A.	Collaboration agreement	12/03/2021 5 years



State University of Moldova National Intelligence and Security Institute	Partnership contract within the university academic consortium	17/03/2021
A.O. PRO DIDACTICA Educational Center	Collaboration agreement	20/04/2021 – 31/12/2023
General Directorate of Education Cahul	Collaboration agreement Contract privind stagiile de formare profesionala continua pentru cadrele didactice și managerii instituțiilor educaționale	12/05/2021 5 years
National Employment Agency	Collaboration agreement	September 1, 2022 3 years
„HALLEY SOFT” SRL	Collaboration agreement	October 11, 2022
Public Association "FĂCLIA"	Collaboration agreement	19/05/2021 – 31/12/2023
AO Academy of Innovation and Change through Education	Collaboration agreement	January 24, 2023 – December 2023

V. REALIZATION, MONITORING AND IMPROVEMENT OF THE INSTITUTION'S PROCESSES

5.1. Types of processes and services performed by the institution

In order to continuously increase the quality of the education process, the top management of the Cahul State University "Bogdan Petriceicu Hasdeu" plans and develops educational programs that are compatible with the requirements of society and the available resources.

Planning the initiation and development of effective and appropriate educational programs is based on the **Strategic Institutional Development Plan of the USC**. The stages of planning the development of educational programs are the following:

- establishing the requirements regarding professional skills;
- establishing the necessary resources, feasibility study;
- designing the university specialty;
- conclusion of the contract with the tutelary ministry;
- running the didactic process;
- promotion and graduation.

Planning the implementation of instructional-educational services is carried out on several levels.

Level 1 – political and governmental:

- Constitution of the Republic of Moldova;
- the concept of education development in the Republic of Moldova;
- legislation related to education;
- state educational standards.

Level 2 – top management of the University:

- the status of the USC university;
- policy in the field of education quality;



- the operational plan of the university containing the objectives for the current year.

Level 3 – faculties:

- education plans, by cycles and by specialities;
- disciplinary curricula on study programs;
- activity plans by faculties;
- activity plans for departments;
- lesson projects.

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

- the allocation of educational spaces (classrooms, laboratories, conference rooms, etc.);
- availability of information centers, audiovisual equipment;
- purchase of materials and equipment;
- ensuring security, safety and civil protection services.

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

Based on internal and external requirements, education plans, curricula for disciplines and specialties are drawn up, approved by the *Senate* and coordinated with the *Ministry of Education and Research*. The basis of the development of the educational plans is the university's ability to fulfill all the proposed educational and quality objectives:

- sufficient and capable human resources (adequate qualification, academic recognition, organizational and administrative ability, etc.);
- well-defined internal organizational structures with corresponding responsibilities and attributions;
- material resources (spaces, equipment, other facilities).

Once the educational requirements have been determined, the plans and curricula for disciplines and specialties have been established, the support processes have been defined (assurance of adequate infrastructure, allocation of appropriate material and human resources), USC organizes and conducts admission to studies, based on well-established criteria, in accordance with the legislation in force and institutional regulations.

The means of promoting its educational offer is done both through the mass media and through the dean's offices of the faculties, where all the information, related to the instructive-educational processes of the faculties within the USC is displayed.

5.2. Process and service planning

In planning the design and development of educational programs, the USC management ensures that all educational factors, correlated with the university's mission, policies and educational objectives, educational standards established in accordance with the legislation and education norms in force, the principles of education, human resources and available materials are identified.



The output *elements* of 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, as an output element of the design and development, it is represented by the achievement of substantiated educational objectives, measured by the established performance indicators and the successful completion of all stages and forms of designed evaluation.

The analysis of the design and development process is carried out at each stage, starting from the examination of the input elements (educational factors, with their beneficial or negative nuances, during the elaboration, having available the sources of information through the analysis and selection of the contents so that they correspond to the desired national education). Also, in the design and development analysis, the effectiveness of the applied evaluation system is also taken into account, the results of which represent the design and development feed-back.

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

The validation of the design and development process of the educational programs is given by the results of the assessment, in the short term through the promotion of students of the first cycle and the second cycle, as well as in the long term through the degree of employment after graduation, adaptability to the evolving requirements of society, as well as their continuous professional development.

The control of changes in design and development. As new requirements appear or the evaluation results do not validate the design and development process, then it is necessary to introduce some changes to optimize the instructional-educational process. The stages of making the changes go through the same stages as the initial design, ensuring the analysis, verification and validation of the elements of the changes.

5.3. Realization of processes and services

The supply activity consists in the acquisition of didactic materials and equipment, products and services necessary to ensure an adequate infrastructure to optimize the educational process. The procurement procedures have the role of ensuring and controlling the quality of the purchased goods and services that have a direct link with the quality of teaching and scientific research activities. The purchased goods and services are selected and subsequently executed through an order specifying exact technical and identification data.

Any change to the *order / contract* is analyzed in the same way as the original document. Changes to *orders / contracts* (reductions, additions, suspensions, cancellations, etc.) are analyzed by the management of the institution in order to take the necessary decisions.

The Cahul State University "Bogdan Petriceicu Hasdeu" plans and carries out the education process under well-defined conditions. QMC documents ensure that:

- responsibilities and authorities are designated for the management of the education process, in all stages: admission, the development of the didactic process, promotion and graduation;
- the necessary information and documents are available for the performance of the didactic activities, which are communicated to all the people involved in the didactic process;



- the services that ensure the increase in the efficiency of the educational process are controlled.

Educational services are part of the implementation of teaching-learning activities, as planned and designed. Thus, teaching-learning activities are closely related to the following processes:

- selection and enrollment of candidates to the courses held by USC;
- designing the curriculum by fields and disciplines;
- allocation of teaching tasks;
- the allocation of financial and material resources necessary to optimize the running of courses (spaces, equipment, didactic materials, etc.);
- providing the course material (bibliography, information, etc.);
- establishing and communicating educational objectives, performance indicators, types, methods and evaluation means.

All the teaching-learning activity carried out, as well as the evaluation results, are recorded in the institution's computerized database and constitute the fundamental element of the performance analysis of the university's quality management system.

The validation of the quality of the instructional-educational processes carried out within the USC is represented by the degree of passability of the students during the years of study, the degree of employment after the completion of the course units and the completion with the support mandatory of the thesis / Bachelor's project and, at the decision of the institution, of the graduation exam, with the release of the Bachelor's degree according to the model established by the normative framework, as well as the positive evolution of the professional career of the graduates.

The didactic process is identified through the *Education Plan*, for Bachelor's and Master's studies. Since the disciplinary curriculum can change annually (improve, optimize), the coding of the disciplines must include the acronym, the specialty and the year of study.

The traceability of the didactic process is ensured by: Course notes, Course support, textbooks, etc. The management of the department/chair, faculty or university can organize a survey to control compliance with the timetable and the correct registration of hours worked. The head of department/chair manages the records related to the checks carried out.

Cahul State University "Bogdan Petriceicu Hasdeu" must identify, verify, protect and secure the client's (student's) property, made available for use. The client's property includes the documents from 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 he\ she is enrolled, until the study contract expires.

Keeping the product in the QMC sense refers to all documents related to the instructional-educational process, starting from the documents and records, related to admission to studies, all documents related to the design of the study process, records resulting from teaching-learning and evaluation activities, and until the graduation of the course units and their completion with projects / theses and Bachelor's or Master's theses exams. All these documents fall under the same security regime.

5.4. Process monitoring and data analysis



Cahul State University "Bogdan Petriceicu Hasdeu" plans and implements appropriate monitoring, measurement, analysis and improvement processes, for:

- to demonstrate the performance of the didactic process;
- to ensure compliance of the quality management system with the regulations in force;
- to continuously improve the effectiveness of the quality management system.

Increasing customer satisfaction is an important objective of our institution. The satisfaction of the client (of the direct beneficiaries of the instructional-educational process – students of the I, II cycle) provides for two components:

- assessment of the degree of fulfillment of the professional development objectives (both during participation in the university course units within the institution, and later, during the professional development - employment in the field of work, adaptation to socio-economic, cultural and scientific conditions through active participation in development of society);
- evaluation of the effectiveness and efficiency of the designed and realized instructive-educational processes.

Within USC, to monitor customer satisfaction, Student / Graduate Satisfaction Evaluation Questionnaires have been developed and are being applied. The data, obtained after the evaluation customer satisfaction, are analyzed in order to improve the instructional-educational processes within the educational institution.

5.5. The evidence of non-conformities

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

The identification of the non-compliant product that may appear in the process of selection and training of students is carried out during the process monitoring stages, namely:

- control performed at admission;
- the control carried out during the course of the didactic process (semester / annual student evaluations, evaluation of study programs and subjects, analysis of educational plans, didactic materials, audits);
- the final control of the didactic activity (evaluation of students at the end of their studies – final evaluation of Bachelor's, Master's studies, the process of accreditation of study programs, external audits);
- the control performed by the client, which is materialized through the non-conformities detected by the economic agents, when integrating the graduates on the labor market.

The causes of obtaining non-compliant products (insufficient skills) in the didactic process are multiple. Among these we mention: the admission to universities of some students with a low level of knowledge or of some students who fail to adapt and integrate into the university training system, deficient professional communication between the student and the teaching staff, the development of educational plans and curricula inadequate to the requirements of the labor market, the development of a QMC documentation that does not comply with the requirements.



Regardless of the stage in which it is detected, the non-compliant product is identified by specific documents depending on the stage in which it is detected. Non-compliant products are analyzed by authorized persons, taking into account the specified quality requirements.

After examination, these persons decide to restore compliance by proposing corrective measures.

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

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

Cahul State University "Bogdan Petriceicu Hasdeu" aims to continuously improve the effectiveness of the quality management system, through the use of the quality policy, quality objectives, audit results, data analysis, corrective and preventive actions and management analysis.

The continuous improvement of the effectiveness of the QMC is achieved by performing the PDCA (*Plan – Do – Check – Act*) cycle:

Plan - new quality objectives are established and projects are proposed to achieve these objectives;

Do - through documentation and training, new processes are implemented or existing ones are modified;

Check – by measuring and monitoring processes, which relate to performance indicators, specified in applicable procedures, and products, which relate to specified requirements;

Act - for the continuous improvement of process performance, the results, obtained in the verification stage, are reported and analyzed, within the analysis performed by the management. Output data is used to set new goals.

5.6. Corrective and preventive information and actions

Within the Cahul State University "Bogdan Petriceicu Hasdeu" through the QMC, corrective actions are initiated and carried out to eliminate the causes of detected non-conformities or other undesirable situations and prevent their recurrence. *The Corrective Actions and Preventive Actions* procedures document the way of working and the responsibilities for this process.

The implementation (scheduling / monitoring) of the corrective actions is coordinated by the process managers, who report their completion to the quality management manager and the *Commission for the quality of the study process and professional training partnerships*.

The results of the corrective actions are recorded in the *Corrective Action Reports* and the *Corrective Action Report Registers* of the QMC.

The results of the corrective actions are used as input data in the management analysis. Following the management analysis or internal audits scheduled by the *Commission for the quality of the study process and professional training partnerships*, the effectiveness of the proposed corrective actions is verified. If the corrective action did not have the expected result, those in charge of the process will propose new corrective actions.



The University maintains and improves the quality of the educational process and continuously reduces losses through appropriate preventive actions. The relevant data for the identification of potential non-conformities are obtained from:

- analysis data of customer needs and satisfaction;
- the output data from the analysis carried out by the management;
- output elements from data analysis, process measurement data;
- relevant QMS records, results of self-assessments.

These data are collected and systematized at the faculty/section level by the RMC, in the *Preliminary report for the analysis carried out by the annual management* regarding quality and centralized by the *Commission for the quality of the study process and professional training partnerships* at the university level.

The analyzes and identification of the potential causes of non-conformities are carried out annually and when needed at all levels, by the Senate Commission - the *Commission for the quality of the study process and professional training partnerships*.

5.7. Internal audit

In order to continuously increase the quality of the educational process, the Cahul State University "Bogdan Petriceicu Hasdeu" plans and organizes quality audits at planned intervals for:

- verification of compliance of the QMC with the requirements of the reference standard;
- identifying QMC non-conformities, highlighting potential non-conformities and checking how previously identified non-conformities have been corrected;
- verifying the functionality of the QMC as well as identifying the possibilities for improving the effectiveness of the university's QMC.

The internal audit is a management tool through which the strengths and weaknesses of the QMC established within the institution are evaluated. The independent character of the internal audit gives the certainty of obtaining objective evidence that demonstrates the effectiveness and efficiency of the QMC.

Internal audits are carried out at planned intervals through the Annual Internal Audit Program developed by the Head of the Quality Management, Career Guidance and Counseling Service and subject to **Senate** approval, taking into account the status and importance of the processes and areas to be audited, as well as the results of previous audits, to determine whether the QMC:

- it complies with the planned methods, with the requirements of the adopted standard and with the requirements of the QMC established within the organization;
- is effectively implemented and maintained.

The planning of the audit is done according to the nature and importance of the activity subject to the audit, the personnel, who perform it being independent, without direct responsibilities in the activities subject to the audit.

The results of the audits are recorded in *Audit Reports* by the **Chief Auditor** and brought to the attention of the managers of the functions involved. The audited entity, through the management personnel responsible in the area, proposes the corrective actions to be taken. Follow-up audit actions verify and record the implementation and effectiveness of the corrective actions taken.



The results of internal audits are an integral part of the input data for management analysis and continuous improvement activities.

5.8. Continuous quality improvement

In the Cahul State University "Bogdan Petriceicu Hasdeu", the continuous improvement of the quality of the educational process, as the essence of university life, will be ensured through systematic periodic evaluation activities. In order to monitor and measure the identified processes (management of activities and resources, implementation of instructional-educational processes, etc.), the decision-makers considered their continuous improvement and planning in accordance with the vision and strategic objectives of the organization.

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

- identify the measurement methods corresponding to the institution's processes;
- establish the extent to which the quality objectives are met;
- record data and results of monitoring and measurement to facilitate the analysis of subsequent corrective and preventive action.

Cahul State University "Bogdan Petriceicu Hasdeu", monitors the quality of skills acquired by students through examination and promotion. The evaluation of the quality of the educational process is carried out by evaluating each subject in the curriculum of a study program. The application of the internal evaluation procedure of the course units implies:

- the appointment of a committee to analyze the activities in the discipline in question (course, seminar, laboratory), which takes into account: the curriculum of the discipline approved in relation to the needs of the students in the respective study program; the content of laboratories and/or seminars; examination results; evaluation of the discipline by students; discussions with students;
- the report of the committee which is presented during the chair/department meeting by one of the members;
- proposing measures to increase the quality of the analyzed discipline. The implementation of these measures (if any) is done by the head of the discipline and checked by the head of department/chair.

Annex no. 1

ORGANIZATIONAL CHART OF THE CAHUL STATE UNIVERSITY "BOGDAN PETRICEICU HASDEU"

