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## Quality Assurance Strategy USPEE "Constantin Stere"

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**UNIVERSITATY OF EUROPEAN POLITICAL  
AND ECONOMIC STUDIES  
„CONSTANTIN STERE”**



**УНИВЕРСИТЕТ ПОЛИТИЧЕСКИХ И  
ЭКОНОМИЧЕСКИХ ЕВРОПЕЙСКИХ  
ЗНАНИЙ “КОНСТАНТИН СТЕРЕ”**

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**QUALITY ASSURANCE STRATEGY  
within USPEE "Constantin Stere"  
for the period 2022 – 2027**

APPROVED

at the meeting of the USPEE Senate

Minutes No. \_\_\_\_\_

President of the Senate

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**Chişinău – 2022**

## INTRODUCTION

The "**Constantin Stere**" **University of European Political and Economic Studies** is a higher education institution, a legal entity under private law and of public utility, part of the national education system. Orientation towards quality in research, didactic and administrative activity is an important success factor in the university's activity. The alignment of research and didactic activities with international quality standards must be achieved as a priority.

The USPEE "Constantin Stere" quality assurance strategy for the period 2022-2027 is developed in order to achieve the University's vision - to become a modern and dynamic scientific education and research institution, based on performance, competitiveness and quality, active and integrated in the local community, nationally and in the European Higher Education Area. In this context, quality values represent a strategic objective for the university.

In accordance with the University Charter, the mission of USPEE "Constantin Stere" consists in responding to the primary need to train specialists with a high moral, academic and competitive attitude, to organize continuous quality university training, through high-quality, study programs adapted to European standards, to carry out scientific research to contribute to the implementation of the paradigm of democratic transition and the concept of European integration of the Republic of Moldova, supporting the development and affirmation of the best performing students and researchers in the field of legal, economic, social sciences, etc. One of the important strategic priorities of the USPEE "Constantin Stere" activity is to ensure the quality of the educational process and scientific research by establishing high quality standards.

The strategy regarding quality assurance within the USPEE "Constantin Stere" for the period 2022-2027 is designed as a process of systemic and systematic evaluation and continuous improvement of the quality of education by establishing the mission, objectives, monitoring and evaluation indicators, implementation risks, as well as and the allocation of resources necessary to achieve these objectives.

The responsibility for quality assurance in the university rests with the Rector of USPEE "Constantin STERE". At the same time, the implementation of the Quality Assurance Strategy represents a problem for the entire university, including management structures at all levels, teaching and research staff, students and other university actors.

The strategy regarding quality assurance within the USPEE "Constantin Stere" 2022 - 2027 was developed in the context of the project 618742-EPP-1-2020-1-MD-EPPKA2-CBHE-SP - ENHANCEMENT OF QUALITY ASSURANCE IN HIGHER EDUCATION SYSTEM IN MOLDOVA, financed by the Erasmus+ program of the European Union.

The strategy regarding quality assurance within USPEE "Constantin Stere" for the period 2022-2027 was developed in accordance with the Education Strategy 2020, Government Decision no. 386/2020, with the mission and objectives of the university, entered in the Institutional Strategic Plan and supported by the Charter USPEE "Constantin Stere", by the Quality Management System documents.

Based on the Strategy for quality assurance, proposed and approved by USPEE "Constantin Stere" for the period 2022-2027, the Action Plan for the period 2022-2027 is developed, which will be supported annually by operational plans, which will target concrete actions to achieve expected objectives.

## **ANALYSIS OF THE EXISTING INTERNAL SITUATION IN THE FIELD OF QUALITY ASSURANCE**

The development of the Quality Management System (QMS) is a priority activity of USPEE "Constantin Stere". Institutional strategies in the field of quality are included in the Strategic Plan of the University, developed periodically since 2009 and the Quality Assurance Policy in USPEE "Constantin Stere", developed since 2015.

In accordance with the annual objectives set out in the Operational Plan of USPEE "Constantin Stere", the Quality Assurance Plan at the institutional level is developed, for a period of one year. At the same time, each faculty establishes its own quality assurance strategies and objectives.

In 2009, the foundations of the Quality Management System were laid at the university, by establishing operational structures with specific responsibilities in the field. The quality assurance and evaluation system within USPEE "Constantin Stere" is based on the following external reference documents:

- ✓ The declaration from the Sorbonne of May 25, 1998;
- ✓ The Bologna Declaration of June 19, 1999;
- ✓ The Berlin Communiqué of September 19, 2003;
- ✓ The Bergen Communiqué of 19-20 May 2005;
- ✓ Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG), Approved by the Ministerial Conference in May 2015;
- ✓ Order of the Minister of Education and Youth no. 734 of 24.04.2009 regarding the implementation and improvement of the quality management system (QMS) in higher education institutions,

- ✓ Education Code of the Republic of Moldova, no. 152 of July 17, 2014, published on October 24, 2014 in Official Gazette No. 319-324, art. No: 634, with the date of entry into force on November 23, 2014;
- ✓ Conceptual milestones regarding the implementation and improvement of the quality management system in higher education institutions of the Republic of Moldova;
- ✓ Methodology of external quality evaluation for authorization of provisional functioning and accreditation of study programs and institutions of technical vocational education, higher education and continuous training (Registration of Government of RM, No. 616 Of 18-05-2016);
- ✓ Framework recommendations regarding internal quality management structures (ME Regulation no. 503 of November 27, 2014)

Referring to this general legislative framework, the University formulates its policy, objectives and basic principles of quality management, in accordance with its assumed mission and strategic objectives. The internal documentation of the Quality Management System of USPEE "Constantin Stere" includes:

- ✓ USPEE Charter "Constantin Stere", 2015;
- ✓ Quality assurance policy in USPEE "Constantin Stere", 2015;
- ✓ Regulation of the Council for Evaluation and Quality Assurance of USPEE;
- ✓ Book of quality;
- ✓ Strategic and operational plans;
- ✓ Reports, forms; investigations etc.

The institutional strategic plan of the University of European Political and Economic Studies "Constantin Stere" for the years 2020 - 2025 is designed in correlation with the quality policy, mission and objectives set out in the University Charter. Also, when creating it, the current general context of promoting the culture of quality in the university and the need for continuous improvement of the quality of education, research and management was taken into account. In this context, the University aims to maintain and continuously improve the quality management system (QMS).

In order to achieve this strategic goal, the University pursues a series of strategic objectives:

2. The responsibility of all parties involved in strengthening a culture of total quality in the university.
3. Conducting student-centered learning, teaching and assessment.
4. Collecting, analyzing and using relevant information for the effective management of study programs.

5. Transforming the university into a center of excellence in the scientific field.
6. Improving the method of periodic evaluation of the teaching staff's activity - self-evaluation, evaluation at the discipline level, evaluation by students.
7. Improving the communication of information of public interest, in real time, through the University's web page, allocating a specific space to each component structure of the University and implementing electronic communication as the predominant form of communication.
8. The development of mobilities, scientific collaborations, projects carried out through international cooperation, through affiliation with valuable international partners.

Based on these general strategic objectives, the Quality Assurance Strategy was developed within the USPEE "Constantin Stere" for the period 2022-2027, which is based on the analysis and evaluation of the current situation in the university in the field of quality assurance, in order to determine the strong and the weak points, of opportunities and risks. For this purpose, several types of questionnaires were developed and applied: for managers, teaching staff, students, employers.

The analysis of the existing situation in the field of quality assurance within USPEE "Constantin Stere" focused on the use of the SWOT tool, which is based on highlighting four pillars with reference to quality.

***Strong points:***

- The existence of regulations for the efficient conduct of academic, research and administrative activities;
- Interest and dismissal for quality;
- Quality assurance oriented management;
- Are offered for cycle I - Bachelor, cycle II - Master's, cycle III - Doctorate;
- Advanced training courses are organized in a wide range of continuous training programs;
- Sufficient training centers, lecture halls and spaces for learning and research are available;
- Students, master's students, doctoral students are involved in university and social activities.

***Weaknesses:***

- Insufficient level of integration in the European Educational Space;
- The quality management system in the university is not certified;
- The quality manual needs revision;
- There is a possibility of diversifying the educational offer;
- Communication and feedback with the possibility of efficiency;
- Insufficient utilization of existing human resources;
- Lack of human resources in certain areas.

### ***Opportunities:***

- Improving the image of the university;
- The existence on the international market of the demand for academic programs in foreign languages and of international circulation (for USPEE "Constantin Stere", it would be easiest to capitalize on programs in Russian, followed by those in English, French, Spanish and Chinese). Openness to such demand can be supported by USPEE "Constantin Stere" partnerships with Europe, Asia, Africa, Confucius Institute, etc.;
- Opening of USPEE "Constantin Stere" branches in other countries;
- Intensification of international collaboration;
- Additional funding, which can be accessed through national and international programs, including with research objectives;
- The existence of demand for services from the economic environment, which the university can deliver under conditions of superior quality and competitive price.

### ***Threats:***

- Economic recession at national and international level;
- Political instability;
- Difficult situation of the economic environment, which cannot financially support the activities of the university;
- ✓ Negative demographic trends, emigration, decreasing number of graduates with a baccalaureate degree;
- The negative perception of the quality of education in the Republic of Moldova, both internally and externally;
- Strong competition from both state and private universities, sometimes unfair;
- Insufficient motivation of staff involved in university activities.

The analysis of the university's internal situation regarding quality assurance allows identifying the objectives and priority directions in the field of quality, which will be subjects of attention for the Strategy regarding quality assurance within the USPEE "Constantin Stere".

## **PRINCIPLES AND RESPONSIBLE AUTHORITIES IN THE FIELD OF QUALITY ASSURANCE**

Within the USPEE "Constantin Stere" quality assurance is a priority strategic objective, based on continuous improvement, to this goal all the activities related to the policy in the field of quality and a diversity of aspects of university life, such as the development of the system of quality



management, its evaluation and auditing criteria and methodology, the explicit establishment of the University's objectives regarding quality assurance, internal and external evaluation and accreditation of study programs, periodic evaluation of teaching staff by students, in terms of professional qualification and competence, promoting values and supporting the continuous improvement process of staff, maintaining a partnership with employers and adapting programs to the dynamic requirements of the labor market, streamlining the insertion of graduates into the labor market, improving the quality of the infrastructure for education and research.

Taking into account the mentioned aspects, the quality assurance policy within USPEE "Constantin Stere" is based on a series of important principles:

- approaching the quality system as a complex managerial process;
- the development of an institutional culture of quality at all levels and departments of university activity;
- the involvement of all members of the academic community in creating an environment conducive to the culture of quality;
- ensuring and continuously improving the quality of education, professional training and research based on quality criteria;
- promoting and developing the values of a student-centered education as a carrier of the knowledge and skills needed in society;
- customer orientation and providing confidence to the university's clients and other stakeholders that their quality requirements and expectations are and will be met;
- promoting value and encouraging performance in all areas of activity to attract and maintain highly qualified human resources;
- transparency of information and ensuring its efficient circulation horizontally and vertically;
- the permanent concern for ensuring the quality of the University's image in the national and international space;
- the internationalization of university life through the permanent development of collaboration with partners from abroad, including instrumental joint participation in international projects;
- permanent monitoring of quality management processes, including the management of possible risks through the lens of their prevention;
- the permanent study of the good practices regarding the quality management of the higher education existing in the European area of higher education and from the extra-European environment;
- the adaptation of these advanced practices to the conditions of the University's activity in the national environment of the Republic of Moldova;

- promoting the values of continuous improvement of quality management in the university environment.

At the institutional level, the responsibility for quality assurance within USPEE "Constantin Stere" rests with the Rector and the Senate. The Senate establishes the strategy, policy, objectives and priorities in the field of quality, monitors their knowledge and application in the University. The rector allocates and verifies the appropriate use of QMS related resources. The Vice-Chancellors of the university are responsible for the implementation, maintenance and continuous improvement of the QMS in the sectors they lead.

At the same time, carrying out an activity based on quality represents the key problem of the entire university academic community, respectively of the managerial structures at all hierarchical levels, of the teaching staff, of the students and of the other categories of personnel employed in the institution. The development and efficient functioning of the quality management system is delegated to the Commission for Evaluation and Quality Assurance, established at university level and coordinated by the Vice-Rector for didactic activity and the quality of studies. The university Council for Evaluation and Quality Assurance of USPEE "C. Stere", exercises a major role in the activity of general coordination of approaches and actions related to quality in the university. Similarly, at the level of each faculty, the dean coordinates with the commissions for quality assurance and follows the development and implementation of policies and objectives in the field of quality. Also, within the departments there is one person responsible for quality assurance issues at this level.

The university structures, responsible for achieving the objectives of the Quality Assurance Strategy within the USPEE "Constantin Stere" regularly draw up reports, which are presented to the University Senate and contain analyses of the progress of the implementation of the quality assurance mechanisms, as well as proposals for improvement and remedying the identified deficiencies, which will form the basis of the Senate's resolutions on continuous quality improvement.

## **OBJECTIVES AND PRIORITY DIRECTIONS OF QUALITY ASSURANCE**

For the implementation of the Quality Assurance Strategy within the USPEE "Constantin Stere", four strategic objectives were planned, a series of priority directions in the direction of quality assurance, as well as concrete actions to achieve them, presented below.

***Objective no. 1.***

***Development and consolidation of undergraduate, master's, doctoral, postgraduate and continuing education by modernizing academic programs and perfecting the instructional-educational process in accordance with national and international standards***

- 1.1. Institutional evaluation of the university.
- 1.2. Diversification of the educational offer. Adaptation and modernization of education plans, in accordance with national and international experience and practice
- 1.3. Development of modern didactic techniques and methods of teaching and training, especially those based on multimedia tools and interactive ones between teacher and student. Improving/updating the e-learning platform
- 1.4. Active involvement of students in the quality assurance process within the university.
- 1.5. Modernization of the university institutional base, including within the QFORTE project.

***Objective no. 2.***

***Development of scientific research activity***

- 2.1. Streamlining the research process.
- 2.2. Involvement of teachers in the research process.
- 2.3. Increasing student involvement in the research process.
- 2.4. Increasing the number of research projects won in national and international competitions.
- 2.4. Promotion and motivation of scientific research activity.

***Objective no. 3.***

***Development and continuous improvement of the quality of human resources***

- 3.1. Consolidation of the university organizational culture, based on a new culture of the quality of academic life and the satisfaction of all actors involved - students, teaching and non-teaching staff.
- 3.2. Increasing the performance of human resources through the process of recruitment, selection, integration in the university environment.
- 3.3. Ensuring optimal conditions for activity, development and motivation of human resources, based on meritocracy criteria.
- 3.4. Periodic internal evaluation of human resources performance, based on criteria of quality, meritocracy and transparency.

***Objective no. 4.***

***Transparency, internationalization and quality assurance communication***

- 4.1. Ensuring open access to quality information for the entire academic community.
- 4.2. Expanding the degree of cooperation at the regional / national / international level.
- 4.3. Periodically updating and publishing information about the educational offer and other services for the community.

The detailed planning and time estimation for the implementation of the targeted measures are reflected in the Action Plan for the implementation of the said strategy.

## **THE IMPACT OF THE STRATEGY**

The implementation of the Quality Assurance Strategy within USPEE "Constantin Stere" for the period 2022-2027 is also important in the context of the impact it will produce at various levels.

At the institutional level of USPEE "Constantin Stere", the implementation of the Quality Strategy will have the following advantages, with addressability to different segments:

### ***Students ("clients ") of the institution:***

- Increasing the quality and attractiveness of studies offered by USPEE "Constantin Stere";
- Improving the endowment of the study process with infrastructure and various faculties (equipment, library, university services, extracurricular activities, existential facilities – accommodation, food, health, sports, etc.);
- Increasing student satisfaction with the university studies process;
- Expanding the pool of graduates for university studies at USPEE "Constantin Stere", from the national and international environment;
- Increasing the degree and multiplying the number of loyal customers/students of the institution, who continue their studies at other levels/specialities/university specializations than the initial ones;
- Increase in the total number of students of the institution.

### ***University staff:***

- Improving and implementing quality values and the organizational culture of quality, including the values of continuous quality improvement;
- Better understanding of the quality approach by university staff;
- The total involvement of employees in achieving the quality approach;
- Focusing on teamwork and cooperation to achieve the planned objectives;
- Staff accountability through involvement in the achievement of university objectives.
- Reducing communication deficiencies at various hierarchical levels;
- Increasing psychological comfort at work;

- Increasing employee satisfaction;
- Decrease in employee turnover.

***Institutional management:***

- Improving the general university management system, focused on quality;
- Creating the premises for continuous and long-term improvement;
- Streamlining the organizational structure of the university;
- More rational use of the resources trained at the university (human, material, financial, time, etc.);
- Increasing the efficiency of the control of all processes within the university;
- Reducing costs by reducing losses;
- Increasing the institution's income;
- Increasing the visibility and respectively the image of USPEE "Constantin Stere" on the market of educational services, internal and external;
- Increasing the credibility and competitiveness of USPEE "Constantin Stere" on the market of educational services, national and international.

***At the level of society as a whole:***

- Improving the national labor market by training competent, responsible, active specialists with a well-developed quality culture;
- Newly trained specialists, through their qualitative work, will bring a notorious added value to society and obtain decent incomes;
- Through the income redistribution system, trained specialists will contribute to the development of society as a whole.

The mentioned advantages of the implementation of the Quality Assurance Strategy within the USPEE "Constantin Stere" for the period 2022-2027 will have an important impact on many aspects of socio-economic-political life both at the personal and university level, but also at the level the national economy as a whole.

## **MONITORING AND EVALUATION INDICATORS**

Monitoring the implementation of the Strategy represents a continuous process of collecting and analyzing information relevant to the implementation of the quality policy in order to substantiate the decision-making process, ensuring transparency and providing a basis for future evaluation actions.

The monitoring and evaluation process will be carried out by observing the following principles:

- *the principle of responsibility*, which assumes both the responsibility of the members of the Monitoring Group in carrying out the activity, and the responsibility of the subjects of the Strategy, to present qualitative information, according to the criteria requested for reporting;
- *the principle of transparency*, which obliges the Monitoring Group to ensure transparency of activities;
- *the principle of cooperation*, which requires the members of the Monitoring Group to cooperate effectively, by training representatives from among employers in monitoring and evaluation activities;
- *the principle of efficiency*, which involves the use by the Monitoring Group of multiple sources of information and estimation methods, in order to correctly highlight the positive and negative results, to ensure an impartial evaluation of the impact of the actions undertaken.

The basic tool in implementing the Strategy is the Action Plan. In order to monitor the implementation of the Strategy and the implementation of the Action Plan, the achievement of the planned objectives and the implementation of concrete actions from the Plan to achieve them, a control system will be developed, which will include a series of measurable indicators.

During monitoring and evaluation, a number of *progress indicators* are completed, which are quantitative or qualitative characteristics and provide simple means of measuring the success of the activities carried out:

- quantitative indicators are expressed in numerical or percentage terms;
- qualitative indicators can measure perception and describe certain behaviors.

**Monitoring** the implementation of the Strategy aims at the appropriate and prompt performance of the activities included in the Action Plan, as well as providing support to the subjects of the Strategy in the implementation of positive practices and the elimination of risk factors. The monitoring mechanism involves the accumulation and examination of information during the visits made to the departments involved in the implementation of the Strategy.

**The evaluation** represents the appreciation of the activities or the results of the implementation of the Strategy, using the information obtained during the monitoring. The evaluation includes the analysis of the implementation of the Strategy and its efficiency, being a means that contributes to the improvement of the quality policy. The evaluation answers the questions: what is the impact of the activities carried out and the degree of achievement of the expected result.

The evaluation of the implementation of the strategy takes place at the end of the implementation period. Along the way, intermediate evaluations and focused evaluations are carried out. Intermediate evaluations will be established for the end of each year of implementation.

Focused evaluations, which will refer only to a concrete objective or a field of activity of the institution, can be carried out after the performance of all the expected activities.

The evaluation planning, as a component part of the Strategy, includes the indication of the name of the evaluation reports, the period in which they will be prepared, the persons responsible for the preparation and the place of presentation.

## **REPORTING PROCEDURES**

The strategy regarding quality assurance in USPEE "C.Stere" for the period 2022-2027 is an important internal document for the development of the institution. Reporting the fulfillment of the actions included in the Strategy represents an approach in which the entire academic community is involved and contributes to the formation of the University's identity and the transmission of a positive image, in line with the community's expectations.

In the mentioned context, for the monitoring of the implementation process of the Quality Assurance Strategy within the USPEE "Constantin Stere" for the period 2022-2027, specific reporting procedures were identified. Thus, the results of the periodic monitoring and the final evaluation will be generalized by drawing up the Status Assessment Reports regarding the quality and monitoring of the implementation of the Strategy. For this purpose, two types of reports will be drawn up:

- *The evaluation report on the implementation of the Quality Assurance Strategy at the Faculty level.* Such reports will be drawn up annually, and they will later be sent to the Evaluation and Quality Assurance Commission - CEAC.
- *The CEAC report on the evaluation of the implementation of the Quality Assurance Strategy within the "Constantin Stere" USPEE,* presented to the University Senate at the end of the academic year, the rapporteur being the CEAC President.

The mentioned reports will be presented and analyzed within all structural subdivisions of the University, thus the situation regarding the state of quality and the progress of the implementation of the Strategy will be known to the academic community as a whole.

The fulfillment of the established strategic objectives, which reflect all the fields of activity of the University and are in accordance with the requirements of the institutional development of USPEE "Constantin Stere" and will contribute substantially to the fulfillment of the University's mission

## **RISKS OF STRATEGY IMPLEMENTATION QUALITY ASSURANCE**

The process of implementing the Quality Assurance Strategy within USPEE "Constantin Stere" may face certain difficulties, which represent specific risks, likely to occur.

Risk represents the possibility of an event occurring, which could have an impact on the fulfillment of the planned objectives. Risk management sums up all the processes regarding the identification, evaluation, taking measures to mitigate or anticipate them, periodic review and monitoring of progress, as well as establishing the responsibilities of trained personnel in the implementation of the expected objectives.

The actors involved in risk management must represent three hierarchical levels: the senior management of USPEE "Constantin Stere", the leaders of the university subdivisions responsible for quality, as well as the quality-related execution staff from various structural university subdivisions.

The risk management procedure involves the following main steps:

- establishing quality objectives;
- identification and assessment of risks, which can disrupt the process of achieving the planned objectives;
- risk prioritization Depending on the importance of the objectives/activities that they can potentially affect;
- risk monitoring, review and reporting.

In the process of implementing the Strategy USPEE "Constantin Stere" regarding quality assurance for the period 2022-2027 four strategic objectives were established and respectively a series of risks corresponding to each objective were identified, as well as activities to reduce the degree of influence of the respective risks on the process of achieving the planned objectives. All this is reflected below.

### **Objective no. 1.**

**Development and consolidation of undergraduate, master's, doctoral, postgraduate and continuing education by modernizing academic programs and perfecting the instructional-educational process in accordance with national and international standards.**

#### **Risks:**

- Negative demographic growth.

*Decrease:* Diversification of the pool of graduates for university studies.



- The migration of young people abroad and the increase in the option of high school graduates for training in foreign universities.  
*Decrease:* Increasing the attractiveness of university studies at USPEE "Constantin Stere".
- Decreased interest in university studies.  
*Decrease:* Promoting the image of studies at USPEE "Constantin Stere".
- Discrediting and diminishing the social prestige of the teaching staff.  
*Decrease:* Selection of future university teaching staff from among the current students of the University; perfecting alumni motivation tools for academic careers.
- The unpredictable dynamics of the labor market, with an excessive emphasis on employability in the evaluation of study programs.  
*Decrease:* Permanent discussions with potential employers, including alumni, to offer internships / jobs for university graduates.
- The constant emergence of new technologies, which lead in a very short interval to the significant reconfiguration of many fields.  
*Reduction:* Creation of short modules, within the continuous training process, to connect existing skills to those needed on the labor market.

## **Objective no. 2.**

### **Development of scientific research activity.**

#### **Risks:**

- The intervention of force majeure situations.  
*Decrease:* Diversification / expansion of partnerships with internal and international actors, with the aim of joint participation in research projects.
- Failure to obtain the expected funding allocated to the research.  
*Decrease:* Multiplication of requests / diversification of sources for research funding.
- Emigration of highly qualified human resources.  
*Decrease:* Attracting representatives of the diaspora to the academic activity.
- The decline of young people's interest in university careers.  
*Downsizing:* Creating effective tools to co-interest staff / students with research potential to stay at the university.
- The relatively low degree of motivation of human resources for scientific research activity.  
*Decrease:* Creating effective tools to engage staff/current students with research potential to opt for academic careers.
- The unpredictability of the evolution of relations with partners in research projects.

*Decrease:* Monitoring / permanent maintenance of relations with internal and international partners. Diversification / expansion of partnerships with domestic and international actors.

### **Objective no. 3.**

#### **Development and continuous improvement of the quality of human resources.**

##### **Risks:**

- The imperfection of the legislative framework.  
*Decrease:* improving the internal and national legislative framework with reference to quality through the QFORTE project.
- The increased degree of competition in the educational services market.  
*Decrease:* Diversification of the educational offer of USPEE "Constantin Stere". Emphasis on study quality criteria, including through the tools created within the QFORTE project.
- Emigration of highly qualified human resources.  
*Decrease:* Attracting representatives of the diaspora to the academic activity.
- The decline of young people's interest in university careers.  
*Decrease:* Creating effective tools to co-interest young staff / current students with research potential to opt for an academic career. Involvement of the Psychological Counseling and Career Guidance Center in promoting the values and advantages of the academic career among current students.
- Aging of the academic staff.  
*Decrease:* Creating effective tools to engage current students to opt for academic careers.
- The relatively low degree of motivation of human resources in the academic field.  
*Decrease:* Creating effective tools to motivate university staff to stay true to their academic career.

### **Objective no. 4.**

#### **Transparency, internationalization and quality assurance communication**

##### **Risks:**

- The loss, through emigration, of an important human capital resource.  
*Decrease:* The attraction of diaspora representatives in the academic activity.
- Loss of cultural identity.  
*Decrease:* The promotion in the university environment of national values, focused on honesty, fairness, assiduity, tolerance.
- Weakening of the bond with some partners due to force majeure situations.

*Decrease:* Monitoring / permanent maintenance of relations with internal and international partners. Diversification / expansion of partnerships with domestic and international actors.

- Inexperienced personnel in the promotion and communication activity.

*Decrease:* Improving / creating special promotion and communication skills for existing university staff, including through specialized continuing education courses. Attracting new staff with such skills.

At the same time, along with the risks specific to the planned objectives, in the process of implementing the USPEE "Constantin" Strategy Stere" regarding quality assurance for the period 2022-2027 certain risks may also occur, directly related to the implementation of the Strategy and which also require attention. These could be:

**Risks in the Strategy realization process:**

- Improving quality management within the university could face the indifferent attitude of teaching staff and students towards the expected changes.

*Decrease:* The permanent explanation of the values of the quality culture and the continuous improvement of the university academic processes.

- The quality of the training process could be jeopardized by the insufficient preparation of candidates for admission as a result of the exodus of teaching staff from pre-university education.

*Decrease:* Improving student-centered teaching methods, diversifying and adapting teaching methods.

- Actions to reform higher education could be neutralized to a certain extent as a result of the departure of teaching staff.
- *Decrease:* Diversification of the tools for motivating the teaching staff of the university to remain faithful to the academic career.

The early identification of potential risk situations leads to the awareness of the necessary measures to prevent them, as well as of the specific activities to reduce the negative effects of their manifestation, a fact that will allow the achievement of the planned objectives, including in objective situations of uncertainty in the external environment of the university.

## **FINAL PROVISIONS**

The strategy regarding quality assurance within the USPEE "Constantin Stere" for the period 2022-2027 represents an important internal document for the efficient development of the institution.

The fulfillment of the actions listed in the Strategy represents an approach in which the academic community as a whole is involved and which contributes to the formation of the identity and image of USPEE "Constantin Stere" in the domestic environment, as well as in the national and international environment.

The strategic objectives established for each field of the University's activity fully support the requirements of institutional development and contribute to the fulfillment of the University's mission as a higher education institution.

The quality assurance strategy within the USPEE "Constantin Stere" for the period 2022-2027 enters into force from the date of approval by the University Senate.

The quality assurance strategy can be updated according to academic needs, changes in the national legislative framework and other factors influencing the internal university environment and that of quality management. Any modification or completion of this Strategy is approved by the USPEE "Constantin Stere" Senate.