








	Academy of Music, Theatre and Fine Arts <i>Quality Management and Curriculum Development Section</i>	 Co-funded by the Erasmus+ Programme of the European Union					
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QUALITY MANUAL

1. List of persons responsible for drafting, verifying and approving the edition/revision




	NAME, SURNAME	FUNCTION	DATA	SIGNATURE
MADE	ROMAN Ruslana	Head of SMCDC, Associate Professor, PhD	18.09.2023	
CHECKED	GAMURARI Pavel	Vice-rector for didactic activity, quality assurance and internationalization, Associate Professor, PhD	22.09.2023	
ENDORSED	Council for Assessment and Quality Assurance of Studies		25.09.2023	
APPROVED	MELNIC Victoria	Rector, President of the Senate, University Professor, PhD	27.09.2023	



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2. Monitoring sheet of editions and revisions

Nr.	Revision/Date of application	Number of chapter and revised pages	Name, surname			
			Made	Checked	Endorsed	Approved
1	E1/R0 28.09.2016	Elaborated	BEREZOVICOVA Tatiana, Vice- rector for didactic activity, University Professor, PhD	Victoria MELNIC, Rector, University Professor, PhD	CEACS	Senate
2	E1/R1 08.11.2017	Revised	BEREZOVICOVA Tatiana, Vice- rector for didactic activity, University Professor, PhD	Victoria MELNIC, Rector, University Professor, PhD	CEACS	Senate
3	E2/R0 27.09.2023	Elaborated	ROMAN Ruslana, Head of SMCDC, Associate Professor, PhD	Pavel GAMURARI, Vice-rector for didactic activity, quality assurance and internationalization, Associate Professor, PhD	CEACS	Senate

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3. Broadcast list

PURPOSE OF BROADCAST	SUBDIVISION	FUNCTION	HOW TO BROADCAST
Archiving	Quality Management and Curriculum Development Section	Senior Quality Management Specialist	Archiving
Evidence	Quality Management and Curriculum Development Section	Head of Service	Archiving
Application	Rectorate Faculty of Musical Art Faculty of Theatre, Choreography and Multimedia Arts Faculty of Fine Arts, Decorative Arts and Design Department of Social and Human Sciences and Modern Languages Department of Studies by Correspondence and Continuing Education Studies Department European Integration and Academic Mobility Section Human Resources and Work Organization Section Document Management and Secretariat Service Economic and Financial Directorate Internal Audit Service Center for Information Technologies and Technical Means of Training	Rector Vice-rector for didactic activity, quality assurance and internationalization Vice-rector for scientific and creative activity Vice-rector for administrative and household matters Dean Dean Dean Head of Department Head of Section Head of Section Head of Section Head of Section Head of Section Head of Section Head of Section Head of Center	Through internal communication system (e-mail)
Inform	All AMTAP subdivisions and structures	-	AMTAP website

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ABBREVIATIONS

AMTAP	–	Academy of Music, Theatre and Fine Arts
ANACEC	–	National Agency for Quality Assurance in Education and Research
ARACIS	–	Romanian Agency for Quality Assurance in Higher Education
CA	–	Board of Directors
CACS	–	Study Quality Assurance Commission
CEACS	–	Study Evaluation and Quality Assurance Board
FP	–	Job description
EA	–	Audit team
MC	–	Quality Manual
MEC	–	Ministry of Education and Research
PAG	–	Vice-rector for Administration and Household Affairs
PM	–	Management processes
PO	–	Operational procedure
PP	–	Main Procedure
PS	–	System procedure
RAI	–	Report of audit intern
SIEMA	–	European Integration and Academic Mobility Section
SMC	–	Quality Management System
SMCDC	–	Quality Management and Curriculum Development Section

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I. INTRODUCTION

1.1. Presentation of the institution

The Academy of Music, Theatre and Fine Arts is a structure of the higher education system in the Republic of Moldova, subordinated to the Ministry of Culture. It operates in accordance with the laws of the country, including the Constitution of the Republic of Moldova, the Education Code, other legislative and normative acts, including international treaties and pacts to which the Republic of Moldova is a party, as well as on the basis of other regulations and decisions.

The official name is the Public Institution Academy of Music, Theatre and Fine Arts, the abbreviated form being AMTAP.

AMTAP was established in 2002 by reorganizing the State University of Arts, according to the Government Decision of the Republic of Moldova no. 920 of July 12, 2002, taking over the rights and educational, scientific and cultural-artistic traditions of the Chisinau State Conservatory, founded in 1940, and of the musical education institutions that have operated in Chisinau since 1919, at George Enescu's initiative, when the *Unirea Conservatory* was founded.

AMTAP is a non-commercial legal entity, registered in the State Register of Enterprises and Organizations following the decision No. 007600023878 of April 17, 2007 of the State Registration Chamber within the Ministry of Information Development of the Republic of Moldova. AMTAP holds identification documents, such as letterhead and stamp with the State Coat of Arms of the Republic of Moldova, bank accounts, including in foreign currency, and manages part of the national patrimony. Within AMTAP, studies are organized on the basis of the European system of transferable academic credits. The mission of the Academy is oriented towards the integration of the institution into the European educational space, the major objective being to provide educational services that would meet the demand for specialists in the field of culture and arts.

Organizationally, it operates in accordance with the Internal Regulations, approved at the Senate meeting of 13.12.17, minutes no.3, respecting other internal and external normative acts.

Legal address of the institution: 111, A. Mateevici Str., Chisinau, MD – 2009

Phone: + 373 22 24 02 13; + 373 22 23 82 14




E-Mail: info@amtap.md

Web page: www.amtap.md

AMTAP was subject to academic accreditation in July 2006 — Accreditation certificate AUC Series No.000001, issued in accordance with MET College Decision No.961 of 13.07.2006 and Order No.41 of July 17, 2006 of the Ministry of Education and Youth of RM regarding AMTAP accreditation, and in 2008 by Order of the Ministry of Education and Youth (No.381 of May 30, 2008) were authorized 27 master programs.

In 2009 AMTAP became a profile member of the Academy of Sciences of Moldova, and in 2009 and 2015 it obtained the Certificate of Scientific Accreditation.

In 2015, based on Decision no. 36-CC of 12.10.2015 of the Governing Board of ANACIP, 2 doctoral study programs were authorized: 653.01. *Musicology (creation, research) with reduced frequency and frequency* and 654.01. *Theatrical, choreographic art (creation, research) with reduced frequency and frequency*.

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The study programs in the field of Education Sciences 0114.12 Music (full-time and via correspondence studies) and 0114.13 Dance (full-time and via correspondence studies) *were accredited in 2018 (ANACEC Governing Board Decisions no.1 and 2 of 27.07.2018).*

In the same year, the Academy of Music, Theatre and Fine Arts obtained authorization for the provisional operation of Doctorate' programs (ANACEC decision no.6 of 19.01.2018,) in the following scientific specialties:



1. 651.01. Theory and history of fine arts (research), full-time and via correspondence studies;
2. 651.03. Fine and decorative arts (creation, research), full-time and via correspondence studies);
3. 652.03. Fashion and textile design (creation, research) with full-time and via correspondence studies;
4. 652.04. Interior, environmental and landscape art design (creation, research) with full-time and via correspondence studies;
5. 654.02. Film and TV art (creation, research) with full-time and via correspondence studies;
6. 655.01. Culturology (research) with full-time and via correspondence studies.

In 2020, by decisions no. 6-27 of 29.05.2020 of the Governing Board of ANACEC, accreditation was obtained for 20 bachelor's degree programs (form of full-time education):

1. 0215.2 Singing (opera singing)
2. 0215.2 Singing (folk singing)
3. 0215.1 Instrumental Performance (Orchestra Instruments)
4. 0215.1 Instrumental Performance (Folk Instruments)
5. 0215.1 Instrumental Performance (Keyboard Instruments/ Piano)
6. 0216.1 Acting
7. 0216.6 Choreography
8. 0216.2 Directing
9. 0216.3 Stage design
10. 0215.5 Musicology
11. 0215.4 Music composition (academic)
12. 0215.2 Singing (jazz and pop-music)
13. 0215.1 Instrumental Performance (pop-music and jazz instruments)
14. 0213.1 Painting
15. 0213.2 Graphics
16. 0213.3 Sculpture
17. 0214.1 Applied decorative Arts (Tapestry)
18. 0214.1 Applied decorative arts (Artistic ceramics, Artistic metal)
19. 0212.2 Interior design
20. 0212.1 Fashion design

By Decisions no. 5 and 6 of 27.11.2020 of the ANACEC Governing Board, 3 more undergraduate study programs were accredited:

1. 0213.4 – Fine arts history and theory, full-time studies;
2. 0229.1 – Culturology, full time studies;
3. 0229.1 – Culturology, via correspondence studies.

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In 2022, 6 Bachelor's study programs, full-time studies were accredited (ANACEC Decisions no. 24-29 of July 1, 2022):

1. 0215.3 Choir conducting;
2. 0216.4 Playwriting and scriptwriting;
3. 0211.2 Film and TV Shooting;
4. 0211.4 Film and TV production;
5. 0211.1 Film and TV directing;
6. 0216.5 Theatre studies and theatre management.

So far, all study programs from cycle I, Bachelor's offered by AMTAP have been accredited. All external evaluation certificates are placed on the [AMTAP website](#) certifying the quality of the educational and managerial act.

During the academic year 2021-2022, Self-evaluation reports were developed for external evaluation of all Master's programs (22 programs) that were examined and approved by the Senate. The accreditation files were submitted to the National Agency for Quality Assurance in Education and Research (ANACEC). Currently, the files are in the process of examining and initiating the external evaluation procedure.




Between May 29-31, 2023, within the ERASMUS+ QFORTE project, the Academy of Music, Theatre and Fine Arts was subject to institutional evaluation, conducted by the Romanian Agency for Quality Assurance in Higher Education (ARACIS). Following the decision taken by the ARACIS Council on 27.07.2023, AMTAP obtained institutional accreditation.

AMTAP operates within a framework of university independence, covering various aspects, such as education, research and artistic creation, as well as institutional organization and functioning. Autonomy also extends to the administrative and financial level, with AMTAP operating as a nonprofit organization. This autonomy is closely linked to the institution's commitment to public responsibility for quality assurance in all aspects of its work, including training, scientific research, artistic creation and services delivery. All these activities are carried out in a manner that highlights an efficient management of financial resources and state patrimony. Thus, AMTAP assumes the role of fulfilling the principles of public responsibility and providing quality services, thus contributing to the development of education, scientific research, artistic creation and to the capitalization of financial and patrimonial resources in an effective way.

AMTAP is the only higher artistic education institution in the Republic of Moldova, specialized in all forms of art, such as music, fine art, theatre, dance, cinematography and, in addition, provides training for future specialists in the field of culture and its management. Therefore, this institution brings together under one roof all aspects of artistic and cultural education and development.

In accordance with Article 2.1. of the *University Charter*, AMTAP operates as a cultural, educational and scientific center, with the following **objectives**:

- Training specialists in the field of culture and arts, as well as in adjacent fields such as artistic and cultural management, and artistic pedagogy;
- Development of intellectual capacities, emotional expressiveness and practical skills;
- Cultivating and developing talent and personality by assimilating national and universal cultural values;
- Development of sensitivity to human issues and moral values;
- Encouraging critical thinking, creativity and innovative spirit;

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- Contributing to the development of national culture through interpretation, artistic creation and scientific research activities carried out by teachers and students;
- Protection and promotion of cultural identity;
- Support and promote the diversity of forms of expression and creative content.

AMTAP offers **study programs** at all stages of university level, as follows:

- ISCED Level 6 – Bachelors' programs (cycle I);
- ISCED Level 7 – Master's programs (cycle II);
- ISCED Level 8 – Doctor's programs (cycle III).

The teaching and learning process within the study programs offered by AMTAP is organized in accordance with the requirements reflected in the regulatory documents and is carried out in accordance with the specificity of the discipline, reflected in the Curriculum for the study program and curricula by subjects.




According to *the Nomenclature of professional training fields and specialties* approved by Government Decision no. 482 of 28.06.2017, the Academy of Music, Theatre and Fine Arts offers the following study programs:

Cycle I – License / 30 study programs, full-time studies

0215.1	Instrumental Performance (Keyboard Instruments/ Piano)	240 ICTS
0215.1	Instrumental performance (Orchestra Instruments)	240 ICTS
0215.1	Instrumental Performance (Folk Instruments)	240 ICTS
0215.2	Singing (Opera singing)	240 ICTS
0215.2	Singing (Folk singing)	240 ICTS
0215.2	Singing (pop-music and jazz singing)	240 ICTS
0215.3	Choir conducting	240 ICTS
0215.4	Music composition	240 ICTS
0215.5	Musicology	240 ICTS
0114.12	Music	180 ICTS
0211.1	Film & TV directing	240 ICTS
0211.2	Picture Film and TV	240 ICTS
0211.4	Film and TV production	240 ICTS
0216.1	Acting	240 ICTS
0216.2	Directing	240 ICTS
0216.4	Playwriting and scriptwriting	240 ICTS
0216.5	Theatre studies and theatre management	240 ICTS
0216.6	Choreography	240 ICTS
0229.1	Culturology	240 ICTS
0114.13	Dance	180 ICTS
0212.1	Fashion design	240 ICTS
0212.2	Interior design	240 ECTS
0213.1	Painting (art)	240 ECTS
0213.2	Graphics	240 ECTS
0213.3	Sculpture	240 ECTS
0213.4	Fine arts history and theory	180 ECTS
0214.1	Applied decorative arts (Artistic ceramics)	240 ECTS
0214.1	Applied decorative arts (Metal art)	240 ECTS
0214.1	Applied decorative arts (Tapestry)	240 ECTS
0216.3	Stage designing	240 ECTS

Cycle I – Bachelor's/ 3 study programs, part-time studies

The Quality Manual of the Academy of Music, Theatre and Fine Arts is developed within the International Project **Enhancement of Quality Assurance in Higher Education System in Moldova – QFORTE** ref. nr. 618742-EPP-1-2020-1-MD-EPPKA2-CBHE-SP, funded by the European Union through the ERASMUS+ programme.

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0114.13	Dance	180 ECTS
0114.12	Music	180 ECTS
0229.1	Culturology	180 ECTS

Cycle II – Master / 22 study programs, full-time studies

011 Education sciences	Music pedagogy	120 ECTS
011 Education sciences	Dance pedagogy	120 ECTS
021 Arts	The art of instrumental performance	90 ECTS
021 Arts	The art of vocal interpretation	90 ECTS
021 Arts	The art of conducting	90 ECTS
021 Arts	History and theory of musical art	90 ECTS
021 Arts	Advanced music composition	90 ECTS
021 Arts	The Art of the Contemporary Actor	90 ECTS
021 Arts	Choreographic performance art	90 ECTS
021 Arts	Theatre and cinema scenography	90 ECTS
021 Arts	Directing contemporary performance regia spectacolului contemporan	90 ECTS
021 Arts	Documentary Film Directing	90 ECTS
021 Arts	Decorative Applied Arts	90 ECTS
021 Arts	The Art of Contemporary Painting	90 ECTS
021 Arts	Graphic art	90 ECTS
021 Arts	Sculpture – materia and form	90 ECTS
021 Arts	The Art of Fashion Design	90 ECTS
021 Arts	The Art of Interior Design	90 ECTS
021 Arts	History and theory of visual arts	120 ECTS
021 Arts	History and theory of audiovisual arts	90 ECTS
021 Arts	Dramatic composition	90 ECTS
022 Humanities	Cultural heritage and artistic events	120 ECTS




Cycle III – PhD 8 study programs, part-time studies

651.01	Theory and History of Fine Arts (research)	180 ECTS
651.03	Fine and decorative arts (creation, research)	180 ECTS
652.03	Fashion and textile design (creation, research)	180 ECTS
652.04	Interior Design, Environment and Landscape Art (Creation, Research)	180 ECTS
654.02	Film and TV art (creation, research)	180 ECTS
655.01	Culturology (research)	180 ECTS
653.01	Musicology (creation, research)	180 ECTS
654.01	Theatrical, choreographic art (creation, research)	180 ECTS

The institution also offers continuing education and retraining programs. Currently, 4 continuing education programs are developed (based on accredited Bachelor's Degree programs):

- Art Management, 600 hours, 20 ECTS;
- Singing: advanced teaching methods, 600 hours, 20 ECTS;
- Instrumental interpretation. Violin: advanced teaching methods, 600 hours, 20 ECTS;
- Conducting: advanced teaching methods, 600 hours, 20 ECTS.

The curricula offered by AMTAP are designed to guarantee a complete and well-organized training in theoretical and practical aspects of art. Professionalism and competence are reflected in the teaching of these courses, being presented by highly

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qualified teachers, specialized in their areas of expertise, with rich experience in training students.

The organizational structure of the Academy of Music, Theatre and Fine Arts is established by the Senate and then approved by order of the rector. The management system of AMTAP is composed of the following entities: Senate, Council for Institutional Strategic Development, Council for Evaluation and Quality Assurance of Studies, Scientific Council, Board of Directors and Faculty Councils. All these bodies are elected and operate according to their own rules, with members representing administrative staff, teachers, students and non-teaching staff (when appropriate), each contributing different roles within the institutional management system.

Currently, the structure of the Academy of Music, Theatre and Fine Arts includes 3 faculties, 12 academic departments, 5 departments, the Doctoral School of Arts *and Culturology*, a scientific library, which includes library, video library and audio library services with 3 reading rooms, Smart-Cafe, ArtCor, Center for Information Technologies and Technical Means of Training, Quality Management and Curricular Development Section, Studies Section, Part-time Studies and Continuing Education Section, European Integration and Academic Mobility Section, Science, Creation and Extracurricular Activity Section, as well as other subdivisions.

The Academy has the necessary patrimony to carry out quality education and research. The endowment of lecture/seminar rooms, laboratories and libraries corresponds to the current requirements for carrying out teaching and scientific research activities, being adequate to the specificity and organization of the institution in relation to the number of students, the timetable and other didactic or scientific activities.

1.2. Purpose and application areas of the Quality Manual within AMTAP




This Quality Manual represents a formalized and well-defined framework for quality management and assurance in all aspects of artistic education and administration of the institution. This essential document serves as a strategic and operational guide for AMTAP management, academic staff and all stakeholders in ensuring the quality of education and services provided. The Quality Manual has the role of establishing and communicating the quality policy of the institution, the principles, procedures and responsibilities to be followed to ensure the achievement of the objectives set, and to ensure continuous improvement and is intended for all AMTAP stakeholders involved in the design, implementation and further development of study programs.

The Quality Manual describes AMTAP's quality management system and its compliance with current educational standards.

The main goal is to establish a reference framework for quality management and improvement in the academy, providing a clear vision of the institution's commitment to quality and ensuring that all members of the academic community understand and support this commitment. At the same time, it also consists in promoting educational excellence, research and services.

Through the AMTAP Quality Manual demonstrates that:

- The Quality Management System (QMS), implemented in accordance with the requirements of the Ministry of Education and Research (MEC), the National Agency for Quality Assurance in Education and Research (ANACEC) and other

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stakeholders interested in the qualitative level of academic activity, is documented, maintained and continuously improved;

- ensures compliance of actions under QMS with the quality policies it has assumed;
- consistently provides services that meet the requirements of stakeholders and the requirements of applicable regulations;
- aims to increase stakeholder satisfaction through continuous improvement processes and by ensuring compliance with stakeholder requirements and regulations;
- There are concerns for continuous improvement of performance in all areas of activity of the Academy.

The Quality Manual is a document endorsed by the Council for Evaluation and Quality Assurance of Studies and approved by the AMTAP Senate, and its application is a mandatory requirement for all documented processes, both in the academic structure and in the administrative structure of the academy.

Application area of the quality management system includes both teaching-learning and research/creative activities, as well as activities of recording and analyzing beneficiary satisfaction, analyzing requirements related to services provided, performing services, as well as continuous improvement of processes.



The Quality Manual is a living document that must always be adapted to current requirements and acts both as an indicator and as an instrument of the quality culture of the academy.

1.3. Reference documents

The Quality Manual of AMTAP has been conceptualized in accordance with the following normative acts:

At Internationally level:

- ✓ **Council of Europe Recommendation [98/561/EC](#)** on the creation of the European Higher Education Area and its credibility domestically and internationally, Sorbonne, 1998;
- ✓ **Declaration of Bologna** of the Ministers of Education of European Countries, 1999;
- ✓ **Prague Communiqué** on establishing a common reference framework in addressing the quality of university studies, 2001;
- ✓ **Berlin Communiqué** reaffirming the crucial importance of quality assurance of university studies within the framework of the Bologna process, 2003;
- ✓ **4th Conference of European Ministers of Education in Bergen (Norway)**, 2005;
- ✓ **Recommendation [2006/143/EC](#) of the European Parliament and of the Council** on promoting European cooperation in quality assurance in higher education;
- ✓ **London Summit**, 2007;
- ✓ **Recommendation of the European Parliament and of the Council of 18.06.2009** on the establishment of a European Quality Assurance Reference Framework for Vocational Education and Training (2009/C 155/01);
- ✓ **Standards and guidelines for Quality Assurance in the European Higher Education Area (ESG)**, adopted by ministers responsible for higher education at the European Association of Quality Assurance Agencies in Higher Education, 2015.




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At national level:

- ✓ *Education Code of the Republic of Moldova no. 152, adopted by the Decision of the Parliament of the Republic of Moldova of 17.07.2014;*
- ✓ *Education 2030 Development Strategy, adopted by Government Decision no.114 of 07.03.2023;*
- ✓ *Methodology for external quality evaluation for authorization of provisional operation and accreditation of study programs and institutions of technical vocational education, higher education and continuous training, adopted by Government Decision no. 616 of 18.05.2016 with subsequent amendments;*
- ✓ *Guide for external evaluation of higher education institutions, approved by the ANACEC Governing Board of 23.06.2016, minutes no. 9;*
- ✓ *Guide for external evaluation of Bachelor's degree programs, approved by the ANACEC Governing Board of 01.04.2022, minutes no. 73;*
- ✓ *Guide for external evaluation of Master's degree programs, approved by the ANACEC Governing Board of 01.04.2022, minutes no. 73;*
- ✓ *Guide for external evaluation of Doctor's study programs, approved by the ANACEC Governing Board of 23.06.2016, minutes no. 9;*
- ✓ *Guide for external evaluation of continuing education programs, 2nd edition, revision 1, approved by the ANACEC Governing Board of 27.01.2023, decision no. 41;*
- ✓ *Methodology for developing adult vocational training programs and curriculum within lifelong learning, adopted by Order of the Minister of Education and Research of 08.02.2023;*
- ✓ *National Action Plan on Quality Assurance of Higher Education in the Republic of Moldova for 2021-2023, ANACEC Decision no.53 of 25.06.2021;*
- ✓ *Regulation on the organization of higher education (Cycle I) and integrated higher education, adopted by MECC Order no.1625 of 12.12.2019;*
- ✓ *Regulation on the organization and conduct of Master's Degree studies — Cycle II, adopted by Government Decision no. 80 of 16.02.2022;*
- ✓ *Regulation on the organization of studies in higher education based on the National Credit System, approved by order of the Ministry of Education, no. 1046 of October 29, 2015;*
- ✓ *Recommendations on the implementation and improvement of the quality management system, adopted by Order of the Ministry of Education no. 503 of November 27, 2014.*

At institutional level:




- ✓ *University Charter of AMTAP, approved at the Senate meeting of 17.06.2015, minutes no. 8;*
- ✓ *The Strategy on Quality Assurance within AMTAP for the period 2022-2026, approved at the Senate meeting of 29.06.2022, minutes no. 13;*
- ✓ *Quality policy statement, approved at the CEACS meeting on 26.09.2022;*
- ✓ *Regulation on the Quality Management System within the Academy of Music, Theatre and Fine Arts, 2nd edition, approved at the Senate meeting of 29.03.2023, minutes no. 8;*
- ✓ *Regulation on the organization and functioning of the AMTAP Study Evaluation and Quality Assurance Council, 2nd edition, approved at the AMTAP Senate meeting of 28.06.2023, minutes no. 9;*

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- ✓ *Regulation on the organization and functioning of the Commission for Quality Assurance of Studies within the AMTAP faculty and OF THE INTERNAL EVALUATION COMMISSION WITHIN THE DOCTORAL SCHOOL, 2nd edition, approved at the AMTAP Senate meeting of 28.06.2023, minutes no. 9;*
- ✓ *Institutional regulation for initiating, designing, approving, monitoring, reviewing and periodically evaluating bachelor's and master's degree programs, approved by the AMTAP Senate minutes no. 6 of 01.02.2017.*

1.4. Quality-specific terms and definitions



Accreditation	The process by which a (non)governmental or private institution assesses the quality of a higher education institution or educational program in order to officially certify that predetermined minimum criteria or standards are met.
Institutional accreditation	Accreditation of the institution as a whole, including all programs, places of operation and working methods, without any involvement in the quality of the institution's study programs.
International accreditation	Accreditation received from international evaluators.
Corrective action	Action to eliminate the cause of a detected non-compliance or other undesirable situations.
Preventive action	Action to eliminate the cause of potential non-compliance or other possible undesirable situations.
Approval	Acceptance of a document by an organizational entity or person, as a result of which the document becomes enforceable.
Quality assurance	<p>1. Continuous, progressive evaluation process (examination, monitoring, guarantee, maintenance and improvement) based on well-established criteria, the quality of a higher education system, institutions or programs.</p> <p>2. Part of quality management focused on providing confidence that quality requirements will be met.</p>
Audit	Systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which audit criteria are met
Auditing	Examination process of an institution or program, focused primarily on their accountability, which assesses whether the stated goals and objectives (curriculum, staff, infrastructure, etc.) are met.
Internal audit	There are currently three ways of conducting internal audit in higher education: (i) internal teams, made up of employees of the respective institution; (ii) audit consortium (which can provide services to a number of clients inside and outside the sector); and (iii) accounting firms that perform internal audits.

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Quality audit	Multi-criteria examination process of how to achieve the quality level, whereby an external institution ensures that: (i) the institution's quality assurance procedures or programs or (ii) the overall procedures (internal and external) of the system are adequate and are effectively executed. It can only be carried out by persons (quality auditors) who are not directly involved in the sector being verified.
Auditor	Person competent to carry out an audit.
Operating authorization	Document certifying that a certain institution or course program complies with the minimum legal standards of operation.
Beneficiary	It is the one who benefits from the products or services that are subject to quality assurance, and quality assurance focuses on guaranteeing satisfaction and fulfillment of its needs.
Quality	The extent to which a set of intrinsic characteristics meets the requirements. The totality of characteristics of an entity that are related to its ability to satisfy established requirements. (In the academic environment, the quality of educational processes and products, research processes, administrative processes and ensuring a good student life is of interest. Their characteristics are analyzed to determine the extent to which they meet the requirements of the university's stakeholders: students, employers, accreditation institutions, research partners, etc.).
Requirement	Need or expectation that is specified, implied, or required. Requirements can be generated by different stakeholders or by the organization itself.
Certificate of conformity	Document issued according to the rules of a certification system, indicating with a sufficient level of confidence that a fully identified product, process or service complies with a standard or other normative act.
Customer/Beneficiary	Consumer in education (generally a learner), a customer or buyer (generally a person or body that funds the learner, who may be the learner himself), end user (generally the person or organization benefiting from the knowledge obtained by the learner).
Conformity	Fulfilling a requirement.
Audit findings	Evaluation results, audit evidence collected, against audit criteria.
Quality control	Evaluation process focused on the internal measurement of the quality of an institution or program, referring to a set of operational activities and techniques (monitoring

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	<p>activities and a structured, planned and implemented internally policy) developed and used to meet quality requirements.</p>
Quality culture	<p>Set of commonly accepted and integrated quality models (often called quality <i>principles</i>) that can be found in organizational cultures and management systems of HEIs.</p>
Quality Policy Statement	<p>Statement containing an organization's general objectives and guidelines for quality, as formally expressed by top management.</p>
Document	<p>Written or printed material that provides a record or proof of events.</p>
Audit evidence	<p>Records, statements of facts or other information that are relevant to audit criteria.</p>
Objective proof	<p>Data that claims something exists or is true.</p>
Audit team	<p>One or more auditors who perform an audit.</p>
Edition of an operational procedure	<p>Initial or updated form, as appropriate, of an operational procedure, approved, circulated and applied.</p>
Efficacy	<p>The extent to which planned activities are carried out and planned outcomes are achieved.</p>
Efficiency	<p>The relationship between the obtained result and the resources used.</p>
Excellence	<p>Ensuring success in competition, by achieving high quality processes, in conditions of efficiency and effectiveness, to be offered to customers.</p>
Assessment	<p>Qualitative and quantitative examination and comparison of results with those established by evaluation criteria.</p>
External evaluation	<p>The process by which a specialized agency collects data, information and evidence about an institution, a particular component of a given institution or a core activity of an institution in order to make a statement about its quality. External evaluation is carried out by an external team of experts, colleagues or inspectors and usually involves three distinct operations: 1. analysis of the self-assessment report; 2. site visit; 3. drafting an evaluation report.</p>
Internal evaluation/self-assessment	<p>Systematic collection of administrative data, questioning of students and graduates and organization of interviews with professors and students, resulting in a self-examination report.</p>
Teacher assessment by students	<p>An important and mandatory method for forming a correct opinion on the professional and moral performance of each teacher, which is achieved through standardized tools for collecting information and data.</p>

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Risk assessment	Process of estimating the risk(s) arising from a hazard(s), taking into account the adequacy of any existing controls and deciding whether the risk(s) is or is not acceptable.
Indicators	Operating variables that relate to measurable characteristics of a higher education institution or program with which evidence is gathered to determine whether or not standards are met.
Performance indicators	Statistical parameters expressing the grade/extent to which a higher education institution operates at a certain level of quality. They represent short or long-term qualitative and quantitative standards of output/result of a system or program, related to benchmarking exercises and include: number of applications per place, admission marks of candidates, workload of staff, employment potential of graduates, research scholarships and contracts, number of articles and studies published, staff/student ratio, income and expenses of the institution, equipment and furniture of the institution and sections.
Infrastructure	System of facilities, equipment and services necessary for the operation of an organization.
Documented information	Any information required to be retained and controlled by the organization, together with the medium containing the information.
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.
Record	Document declaring results achieved or providing evidence of activities carried out.
University management	All decisions and measures adopted by a higher education institution, in accordance with the strategic plan for institutional development, and including the academic and administrative composition.
Quality Management	Set of measures, regularly approved at institutional or national level, aimed at ensuring the quality of education. Quality management covers all activities that ensure the achievement of quality-related policies, objectives and responsibilities and implements them through quality planning, control and assurance and mechanisms for continuous improvement of the quality of education.
Top management	Person or group of people who direct and control an organization at the highest level.
Manager	The person who leads, manages an institution.
Quality Manual	Document describing the Quality Management System implemented in an institution.

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Monitoring	Determine the status of a system, process, or task.
Non-compliance	A deviation from the expectations of a stakeholder or from the requirements set by a specification, legislative regulation, standard. Failure to meet a requirement.
Quality objective	What is sought or aimed at in terms of quality.
Stakeholder	Client, student, parents' association, other related educational organization or society; A group may comprise an organization, part of it, or more than one organization. Person or group who has an interest in the performance or success of a university, i.e. customers, students, teachers, partners or society.
Performance	Measurable result.
Person responsible for quality	Member of staff responsible for establishing and maintaining the quality system as part of the management of a subdivision in QMS.
Audit Plan	Description of on-site activities and regulations for an audit.
Operational plan for an academic year	An Operational Plan for an academic year is a strategic and detailed document developed by a higher education institution to guide and coordinate activities and initiatives for that specific academic year. This plan provides a comprehensive view of the institution's objectives, directions and priorities for the period and provides a framework for allocating resources and tracking progress. Operational plans for universities are essential for ensuring efficient management of resources and achieving institutional objectives.
Quality planning	Set of actions that establish objectives and conditions related to quality in higher education and to the application of the quality system mechanism indicating the stages, deadlines in which it is to be achieved. It includes managerial and operational planning, elaboration of quality plans and identification of quality improvement measures.
Quality plan	Document specifying procedures and associated resources to be applied, by whom and when for a particular project, product, process or contract.
Quality policy	They represent general intentions and guidelines of an organization regarding quality, as officially expressed by the highest management.
University policy	General conception of the means, resources and methods used to achieve the objectives, which the higher education institution sets itself over a certain period of time.
Procedure	Specified way to perform a task or process.




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Operational procedure	Procedure describing an activity or process carried out at the level of one or more fields of activity or subdivisions.
System procedure	General procedure, applicable in AMTAP, describing an activity or process that takes place across all areas and subdivisions.
Process	Set of related or interacting activities that transform input items into output items. Academic processes: elaboration of study programs, teaching and learning process, research processes, etc.
Educational process	Process that results in an educational product.
Product	Result of a process.
Audit program	Set of one or more audits planned over a certain period of time and oriented towards a specific purpose.
Audit report	Document developed following the on-site visit of a peer review team tasked with quality review, generally focusing on institutional quality, academic standards, infrastructure and staffing.
Quality Responsible	Member of staff responsible for establishing and maintaining the quality system.
Revision within an edition	Actions amending, adding, as appropriate, one or more components of an edition of the operational procedure, actions which have been approved and circulated for application.
Risks	Threats.
Customer satisfaction	Perception of the beneficiary about the extent to which his requirements have been met.
Quality Management System	Management system that guides and controls an organization in terms of quality. The set of organizational structures, responsibilities, procedures, processes and resources, oriented for quality management.
Traceability	The ability to reconstruct the history, application, or location of what is being considered. Traceability can refer, in the case of a product, to the source of supply of materials, components and subassemblies, processing history, distribution and location of the product after delivery, etc.
Verify	Confirmation, by providing objective evidence, that the specified requirements have been met.
Validate	Confirmation, by providing objective evidence that the requirements for a particular use or intended application have been met.

II. QUALITY MANAGEMENT SYSTEM (QMS) STRUCTURE

2.1. Description of QMS

The Quality Manual of the Academy of Music, Theatre and Fine Arts is developed within the International Project **Enhancement of Quality Assurance in Higher Education System in Moldova – QFORTE** ref. nr. 618742-EPP-1-2020-1-MD-EPPKA2-CBHE-SP, funded by the European Union through the ERASMUS+ programme.

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The Quality Management System represents the set of organizational structures, processes, procedures and resources necessary to ensure the quality of university education. The quality assurance activity is carried out on the basis of the normative acts of the Ministry of Education and Research, the Ministry of Culture and AMTAP.

By applying the Quality Management System, AMTAP aims to guarantee and improve the quality level of all processes and structures involved in providing its educational offer and services. This objective implies a systematic approach to planning, assurance, quality control and improvement.

The quality management system in AMTAP is continuously implemented, documented, maintained and improved in accordance with the requirements of all stakeholders.

In order to ensure quality within AMTAP, the Quality Management System imposes the following mandatory requirements for all documented processes:

- Effective process realization and supervision.
- Providing the necessary resources for conducting and monitoring processes.
- Identification of non-conformities and their associated risks.
- Monitoring, measuring, analyzing, implementing corrective actions and improving processes.

To ensure that the ways in which processes are carried out comply with quality requirements, AMTAP documents, maintains and provides documented information to stakeholders.

The management of the institution sets its general goals, as well as the quality policy. Each department or process head must familiarize himself with the general objectives of the institution and the quality policy, and develop his own operational procedure or manage the existing one.

At all levels, management processes operate according to *the Plan-Do-Check-Act* (PDCA) principle:






Plan – defining objectives, allocating necessary resources, setting deadlines and assigning responsibilities;

Do – implement plans by communicating objectives to stakeholders and ensuring that resources are provided to achieve objectives;

Check – applying indicators and using them to regularly check progress towards defined goals;

Act – developing an action plan to correct possible deviations from objectives and implementing action plans to remedy nonconformities.

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Each Head of Department is responsible for developing, implementing and supervising his/her own PDCA cycle according to the department's specific procedure.

For the proper functioning of QMS within AMTAP have been identified essential processes, which can be divided into 3 broad categories:

1 Management processes (PM)

These processes include planning, monitoring and overall control of the SMC. This includes activities related to the development of quality policies, objectives and plans.



2 Main processes (PP)

These processes are directly related to our core business and the provision of our products or services to our customers. This includes all key operational processes.



3 Support processes (PS)

These processes provide the necessary support for core and management activities. They provide the resources, infrastructure and skills needed to achieve quality objectives.






All Quality Management System processes must be documented, reviewed and controlled in accordance with internal documentation procedures. This will ensure that the information necessary for the operation and maintenance of the QMS is available and up to date. AMTAP's QMS is based on constant monitoring and measurement of performance, with performance indicators and periodic audits being used to assess the effectiveness of the QMS and identify opportunities for improvement. Continuous improvement of QMS is a commitment of the institution, and Customer Feedback, audit results and data analysis results are used to initiate and implement corrective and preventive actions.

2.2. Understanding the needs and expectations of stakeholders

Understanding the needs and expectations of the parties involved is the process of identifying, analyzing and evaluating the requirements, wishes and expectations of different interest groups that interact with the institution or its product/service. This understanding is essential to develop and implement strategies, policies and processes that efficiently and effectively meet these requirements and expectations.

Understanding and meeting the needs and expectations of stakeholders involved in institutional processes plays a crucial role in ensuring the quality of the educational offer, as well as in maintaining solid relationships with customers, employees, employers, regulators and other interest groups.

AMTAP reviews and evaluates regularly or when deemed necessary stakeholder satisfaction and ensures that appropriate corrective or preventive actions have been identified and implemented if necessary.

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External stakeholders

The Academy of Music, Theatre and Fine Arts attaches great importance to the requirements for the quality of its services, coming from the following categories of external stakeholders:

- Local, regional, national and international employers, as well as their professional associations;
- Public institutions at local, regional, national and international level interested in integrating students into the labor market;
- Institutional evaluation and accreditation organizations, both nationally and internationally;
- Universities, companies and research institutes showing interest in collaborating with the university as partners;
- Students and pre-university education institutions;
- Local community and residents living in proximity to properties owned by the Academy.

Internal stakeholders

In its interactions, AMTAP attaches importance to the quality of its service requirements stemming from the following categories of internal stakeholders:

- Students and student organizations;
- Employees and corresponding trade union organizations;
- Departments and leading academic structures of the institution.




Understanding the needs and expectations of stakeholders is an ongoing and essential process for achieving quality objectives and maintaining sustainable relationships with all interest groups. All AMTAP members have a role to play in ensuring that stakeholder requirements and expectations are met and that institutional processes are constantly improved to meet them.

2.3. QMS documents

The documentation specific to the Quality Management System represents the set of documents, procedures, records and information necessary for planning, implementation, monitoring and continuous quality improvement. This documentation aims to ensure that all activities and processes are managed in accordance with quality requirements and set objectives.

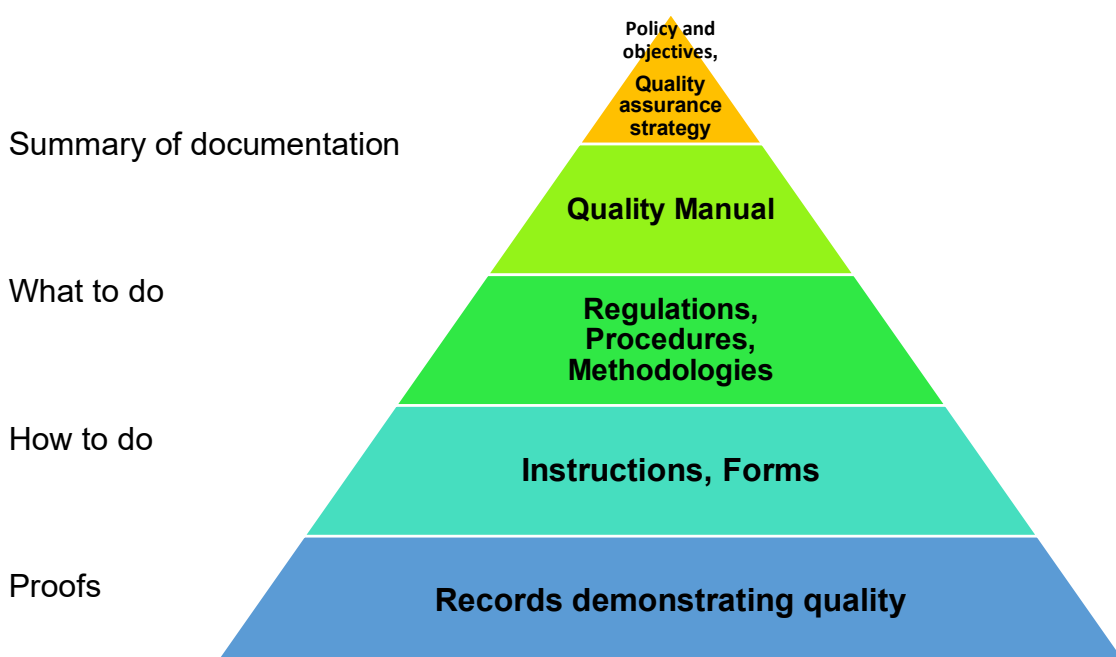
AMTAP's QMS documentation is an integral part of the Quality Manual and includes the following main elements:

- Rector's statement of the quality policy and quality objectives;

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- AMTAP Quality Assurance Strategy for 2022-2026 and Action Plan on its implementation;
- Quality manual;
- Documented procedures, Regulations and other documents aimed to ensure efficient planning, execution and control of processes;
- Job instructions, Forms;
- Quality records.

Five levels of SMC documentation:



The structure of multi-level QMS documentation is an effective approach to quality management within an organization. This ensures a clear hierarchy of documents and adequate detailing of relevant information.

The first level of documentation is **the Rector's Quality Declaration** which represents the commitment of the institution's management to implement and maintain a quality management system in accordance with current requirements, as well as **the Policy, Objectives and Institutional Strategy on quality assurance**. **The second level** is represented by **the Quality Manual** which explains the purpose and rationale of the activities carried out. **The third level** comprises **Procedures and Regulations, Methodologies** that specifically detail what activities need to be carried out and how they need to be carried out. **The fourth level** consists of **Work Instructions or Forms** (e.g. job descriptions). These documents provide very detailed instructions on how to perform certain tasks. They are often used in the process of staff training. **The fifth level** of documentation contains **Records**, including **completed Handouts, meeting notes, reports** and other documents certifying that activities have been carried out in accordance with requirements. These records, **including those in electronic form**, demonstrate compliance with internal procedures and shall be kept for a specified period in accordance with the procedure *Control of documents and records*.

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Procedures are documents describing the operations involved in the operation of the Academy, while **Work Instructions** are much more detailed documents than procedures and are often used for staff training purposes. **Forms** are preferred for *Work Instructions* and are usually self-explanatory in content and form. After they are completed, these forms are converted into *Records*, proving that all requirements of the internal procedure have been met, and are stored for a certain period of time in accordance with the procedure *Control of documents and records*.

2.4. Control and review of QM

The Quality Manual is a vital reference document within a QMS, providing an overview of the organization's policy and objectives in terms of quality, system structure, and how it is implemented and maintained. QMS defined in the Quality Manual applies to all processes, activities and organizational structures with recognized impact on quality.

The Quality Manual is used by the institution for the following purposes:




- ✓ Communicates to staff and customers the policy and objectives in the field of quality;
- ✓ Establishes management responsibility and management commitment at AMTAP;
- ✓ It serves as a reference for the effective implementation of the quality system;
- ✓ Defines the organizational structure and responsibilities of individuals and functional structures to ensure the effectiveness and efficiency of processes;
- ✓ Presents to all employees the elements of the quality system and makes them aware of the impact of their work on the quality of the product supplied;
- ✓ Serves to train employees who carry out activities that influence quality;
- ✓ Presents the sequence and interaction of processes;
- ✓ It represents a documented basis for auditing the quality system;
- ✓ Presents the modalities of control of documents and records;
- ✓ Demonstrate compliance of the quality system with the conditions relating to quality in contractual situations.

The control and revision of the Quality Manual are essential processes for ensuring the effectiveness of a QMS and maintaining compliance with relevant standards and requirements. These activities help the institution adapt to changes in its environment and continuously improve its performance in terms of the quality of products or services provided.

Controlling and reviewing the manual are necessary steps to ensure that it remains relevant and effective over time.

Elaboration, verification and approval of the Quality Manual

The Head of *Quality Management and Curriculum Development* (QMSCDC) is responsible for developing, managing and controlling the implementation of the Quality Manual, which is endorsed by the Study Evaluation and Quality Assurance Council and approved by the AMTAP Senate. The manual shall consist of an original and electronic copy.

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The original of the AMTAP Quality Manual is archived at SMCDC and its electronic copy is disseminated in a controlled manner to all Academy structures, so as to ensure its knowledge and application by all AMTAP staff.

Review of the Quality Manual

The revision of the Quality Manual is one of the main ways to improve the Quality Management System. The chapters and subchapters of the AMTAP Quality Manual are revised whenever necessary, in order to adapt the QMS to the legitimate requirements of stakeholders, to national legislative changes, to changes in the organizational structure and functioning of the institution, to ANACEC standards applicable within AMTAP. Each process officer proposing changes to the MC will address the head of the CDMS for analysis at the CEACS meeting.

The revision of the Quality Manual and its verification is carried out by the head of the Quality Management Department and approved by the Rector of AMTAP. All changes are recorded in the **Editions and Revisions Monitoring Sheet** and are made by SMCDC members after the change has been approved. Changes made during a revision of the DBM shall be made according to the procedure *Control of documents and records*.

Any modification of the Quality Manual is brought to the attention of the academic community.

Re-edition of the Quality Manual

The original manual first drafted will receive the callsign *Edition 1, revision 0*. After 4 revisions or if during a revision the manual fundamentally changes its content (when changes in the structure of the procedure exceed 50% of the content of the previous revision), it is reissued, receiving the indication *Edition n+1/revision 0*.

A new edition of the MC is developed, verified and approved by the same functions as the first edition.




Dissemination of the quality manual

The distribution of the MC is carried out by the head of the SMCDC based on the broadcast list. The SMCDC aims to distribute QM to all places where it is needed. The original shall be kept at the SMCDC. The dissemination of a new revision or edition is carried out according to the procedure *Control of documents and records*, the revisions and editions to be replaced being destroyed by tearing by MC owners, except for the original which is inscribed with the text "informative" and archived in the SMCDC Archive.

Archiving the Quality Manual

The archiving of the Quality Manual is carried out according to the procedure *Control of documents and records*.

2.5. Information control

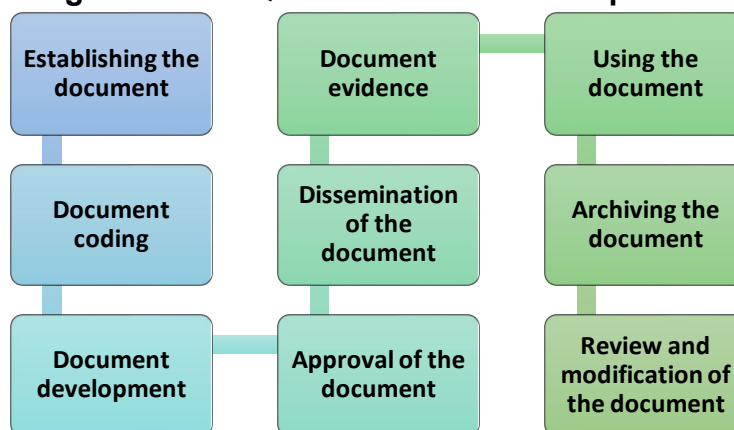
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AMTAP manages all internal or external documents that are related to the management system, according to the procedure *Control of documents and records* that establishes the modality and responsibility for the following aspects:

- a) approval of documents before issuance by authorized persons;
- b) analyzing, updating and re-approving documents whenever necessary (changes are made, analyzed and approved by the same functions/structures that initially developed, analyzed and approved them);
- c) ensuring the identification of changes and the status of the current revision;
- d) ensuring the availability of applicable documents at the points of use, through adequate control of their dissemination;
- e) maintaining the legibility and identification capacity of documents;
- f) identification and control of the distribution of external documents;
- g) preventing the use of expired documents and their proper identification, if they are kept for specific purposes.

Documented information is developed, analyzed, maintained and stored to highlight compliance of services with specified requirements and to demonstrate the effectiveness and efficiency of the management system. The procedure *Control of documents and records* governs how information documented within AMTAP is handled, including its identification, storage, protection, retrieval, preservation and disposal. Records containing information about the activities carried out within AMTAP, such as the results obtained in the teaching-learning process, comply with the legislation on retention periods and the way information is archived.

Diagram of the QMS document control process:






AMTAP pays attention to the rules relating to the retention and disposal of records. All records related to the educational process are maintained in accordance with personal data protection regulations.

Documents are reviewed, updated and approved by authorized staff before they are issued to ensure that they are relevant. In order to prevent the use of documents that are no longer valid or have expired, their records will be kept by completing the **Electronic Register of Amendments and Revisions of Internal Acts** annexed to the manual (Annex 1).

The Document *and Records Control procedure* ensures that:

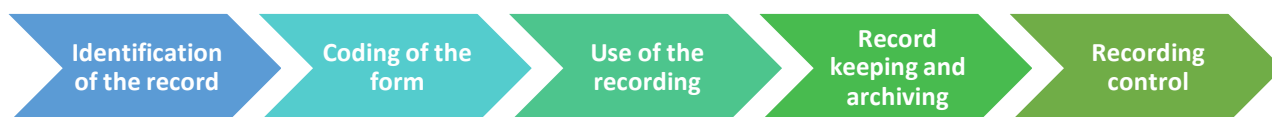
- documents are approved before release to confirm their suitability;

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- documents are updated and reapproved when necessary;
- changes and the status of the current revision of documents are identified;
- Updated versions of documents are available at the necessary structures;
- documents remain legible and easily identifiable;
- external documents are identified and their distribution is controlled;
- Unintentional use of expired documents will be prevented and properly identified.

Changes to documents and data shall be reviewed and approved by the same functions/structures that initially reviewed and approved them, having access to basic, appropriate information on which to base their analysis and approval.

QMS records control process diagram






III. AUTHORITIES AND RESPONSIBILITIES

3.1. The institution's commitment to quality

The commitment to quality within the Academy of Music, Theatre and Fine Arts is essential for the development and promotion of knowledge, as well as for training students for a successful career and meaningful contribution to society. Top managers of AMTAP continuously demonstrate their commitment to the development and implementation of QMS and ensure continuous improvement of its effectiveness by:

- ✓ taking responsibility for the effectiveness of the Quality Management System in AMTAP;
- ✓ communicating to the members of the teaching staff and to the responsible staff of all university structures the importance of satisfying customer requirements, as well as legal and specific regulatory requirements;
- ✓ setting and updating quality policy and objectives;
- ✓ ensuring that quality objectives are set in accordance with AMTAP's medium and long-term policy and strategy;
- ✓ conducting periodic QMS reviews and establishing improvement actions;
- ✓ identifying the requirements regarding the material, financial and personnel resources necessary to meet the quality requirements and ensuring that they are sufficient and adequate for the implementation, maintenance and continuous improvement of the management system and the achievement of quality objectives;
- ✓ establishing documented procedures to identify and ensure compliance with legal and regulatory requirements, these requirements being known and respected by all employees involved.

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Commitment to quality also involves continuous monitoring of performance and periodic evaluation of processes to identify and correct deficiencies.

The quality policy statement of the Rector (Annex 2), the quality policy and the quality objectives of the Academy of Music, Theatre and Fine Arts are communicated to the administrative staff during CEACS meetings, as well as to the Senate, and are published on the [AMTAP website](#) and on the faculty bulletin boards. The quality assurance policy is appropriate to the Academy's goals, as well as to customer needs and expectations, and is an integral part of AMTAP's overall policy. Understanding and meeting customer requirements is a priority for all AMTAP staff.

The Rector's statement, policy and quality objectives are known, understood and implemented by all staff, at all levels of the institution.

The Rector's statement in the field of quality assurance is valid during the term of office, and the policy regarding quality and quality assurance objectives in AMTAP are established each academic year.

3.2. Organizational roles, responsibilities and authorities

Each employee of the institution is responsible for performing the tasks received in accordance with the established requirements. The responsibilities and authorities for specific academic positions at all levels are established by AMTAP's University Charter in accordance with applicable law. Also, relationships within the organization, responsibilities and authorities of functions are set out in:

- QMS Organizational Chart (Annex 3),
- Regulations for the organization and functioning of all internal structures (ROF),
- Quality Manual (QM),
- System procedures (PS),
- Operational procedures (PO),
- Work instructions (IL),
- Job description (FP).



The organizational structure of QMS is based on the principle according to which the Quality Management System is managed at each level of the institution by the manager of the respective level (academy – rector, administration – vice-rectors, faculty – dean, department – department head etc.).

The main functions strictly involved within the Quality Management System are:

AMTAP Rector

In addition to the responsibilities stipulated in the University Charter, the Rector of AMTAP has the following responsibilities related to quality assurance:

- Strategically coordinates, supervises and monitors the entire activity of the academy and is responsible for its quality and efficiency;
- Ensures and monitors the maintenance of the organizational structure, presented in the organizational chart;
- Set quality policy, objectives and commitments;




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- Ensures, together with the members of the Board of Directors, the personnel, financial resources and technical means necessary for the design, documentation, implementation, certification, analysis and continuous improvement of the quality management system within AMTAP;
- Imposes on all levels of authority and subordinated departments the obligation to implement the management system and ensure the control of this implementation;
- Establish, together with the members of the Board of Directors, the strategy regarding the promotion, training, improvement and motivation of AMTAP teaching staff, in accordance with the quality policy with the legal regulations;
- Controls the application and evaluates the effectiveness of the quality management system within the institution, being vested with the necessary authority;
- Chairs the analysis meetings of the quality management system and establishes measures to improve its functioning;
- Chairs CEACS meetings;
- Designates, by decision, a vice-rector as Management Representative in quality issues;
- Approves the schedule for elaboration and revision of QMS documentation;
- Orders the start of the process of self-evaluation and evaluation of the teaching staff, including evaluation by students;
- Approves the Quality Manual, system procedures, operational procedures and organization and functioning regulations as well as their revisions;
- Performs periodic analysis of the efficiency of QMS application in the activities carried out by the organization, as well as taking measures resulting from this analysis;
- Presents to the Senate proposals regarding the establishment, development and execution of the budget, including the one necessary for quality assurance activities;
- Presents to the Board of Directors and Senate proposals on the use of budgetary sources, extrabudgetary sources and the development of the material base of AMTAP.




AMTAP vice-rectors

Vice-rectors, in addition to the responsibilities contained in the University Charter, have the following responsibilities related to QMS:

- Perform the functions delegated by the decision of the Rector, based on the decision of the AMTAP Senate;
- Performs operative links with faculties and other academic management structures regarding activities in the fields they coordinate;
- Presents, in the Board of Directors (CA) and in the Senate, written briefings and proposals regarding the activities it coordinates;

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- The Vice-Rector for Didactic Activity, Quality Assurance and Internationalization provides:
 - Leading and organizing the activity of designing, implementing, maintaining and continuously improving QMS;
 - Coordinating the activity of the Quality Management and Curriculum Development section;
 - Quality of study programs;
 - Quality of disciplinary curriculums;
 - Quality of processes;
 - Quality of human resources;
 - Review and control the implementation of procedures to ensure the quality of educational processes;
 - Periodically review the specific regulations and submit revision proposals for analysis and approval to the AMTAP Senate;
 - Elaboration of documents specific to educational activities for institutional evaluation and study programs, by national and international institutions,
 - Fulfilling the Institutional Strategy on Quality Assurance and the Action Plan;
 - Has measures to improve the planning, achievement, monitoring and control of processes included in QMS;
 - Leads and coordinates the analysis activity performed by the management regarding the functioning of QMS;
 - Updates the Quality Manual, procedures and regulations that are part of QMS.
- The Vice-Rector for Scientific and Creative Activity provides:
 - Implementation and maintenance of the process quality management system within the Doctoral School;
 - Elaboration of documents specific to activities for evaluation by national and international institutions;
 - Quality of programs and projects within the SDS;
 - Quality of dissemination of results;
 - Quality of material and human resources.
- The Vice-Rector for Administration and Household Affairs provides:
 - coordination of human resources and payroll policies for non-teaching staff (workers);
 - coordination of activities on emergencies, safety and health at work;
 - responsible for coordinating supply activities, concluding and monitoring the performance of contracts;
 - participates in identifying and attracting extrabudgetary resources;
 - coordinates all repair, rehabilitation and investment works and is accountable to the Senate and Rector for their quality and compliance;
 - responsible for obtaining operating permits for AMTAP premises;

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- coordinates the procurement of goods and services;
- responsible for the establishment and maintenance of AMTAP assets and its correct annual inventory;
- Formulates proposals and suggestions on optimizing the management of the material base of the institution;
- Coordinates the activity of the Canteen and Student Dormitories and makes proposals for their efficiency;
- Coordinates the maintenance activity of all spaces belonging to AMTAP;
- Coordinates the cleaning and security activity of all spaces;
- Responsible for compliance with the legal provisions on occupational health and for organizing the activity against calamities;
- Submit to the Administrative Board proposals regarding the employment of technical and administrative staff and any necessary changes in the administrative structure.

According to the Organization Chart, the **organizational structures** that ensure quality management in AMTAP are:

- ✓ Council for Assessment and Quality Assurance of Studies (CEACS);
- ✓ Quality Management and Curricular Development Section (SMCDC);
- ✓ The Commission for Quality Assurance of Studies (CACS-F) and the Internal Evaluation Commission of the Doctoral School (CEI-SD).



Council for Assessment and Quality Assurance of Studies

CEACS has the following responsibilities¹:

- Informs the organizers, as well as the beneficiaries of university studies about the standards, criteria, performance indicators, as well as the quality evaluation procedure for all study programs;
- Drafts the Annual Report on Academic Quality Assurance at AMTAP which is approved by the Senate. The report shall be brought to the attention of all interested parties by publishing it on AMTAP official website.
- Elaborates proposals to improve the quality of educational and scientific research services;
- Provides academic expertise in quality assurance;
- Cooperate with competent bodies that ensure external evaluation of the quality of educational and scientific research services;
- Monitors the application of evaluation and quality assurance procedures at academy level, approved by the AMTAP Rector, regarding institutional capacity, educational effectiveness and AMTAP Quality Management System;

Quality Management and Curriculum Development Section

¹ All duties can be consulted in the Regulations for the organization and functioning of the listed structures.

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SMCDC is a functional structure with coordination and execution role, being subordinated to the Vice-Rector for didactic activity, quality assurance and internationalization, and has functional and collaboration relations with academic and administrative structures within AMTAP. Through its activity, SMCDC supports CEACS in achieving quality management by planning actions, organizing work teams and operates based on its own organization and functioning regulations, having the following responsibilities:

- elaboration of documentation specific to the Quality Management System of the Academy;
- implementation and monitoring of the Quality Management System in all academic and administrative structures of the Academy;
- collaboration with all academic and administrative structures of the Academy in order to continuously improve QMS;
- providing consultancy in the field of quality assurance;
- centralizing and reporting on the results of student satisfaction surveys regarding the services provided at academy level through faculty/departments and administrative structures (admission, educational, social, documentation, administrative, secretarial, counseling services, etc.);
- centralizing and reporting on the results of employers' satisfaction surveys on: training AMTAP graduates; modalities of cooperation to adapt curricula to their requirements; modalities of cooperation in the field of research and creation;
- disseminating information on national reference standards and performance indicators for quality evaluation and assurance in higher education;
- elaboration and verification of the schedule for elaboration and revision of QMS documentation;
- verification of MC, PS, PO and other documents of QMS, including their revisions, in accordance with the schedule of elaboration and revision of QMS documentation;
- elaboration of Annual Internal Audit Plans of QMS;
- preparation of internal audit programming;
- monitoring the process of self-evaluation and evaluation of teaching staff, including evaluation by students;
- elaboration and review of operational procedures (OP) and working instructions (IL) that are assigned to the QMS through the schedules for developing and reviewing the QMS documentation;
- verification of the implementation of action plans, their efficiency and elimination of causes of nonconformities identified during internal audits carried out within departments and services;
- inform CEACS of quality issues.

The Commission for Quality Assurance of Studies within the faculties and the Internal Evaluation Commission of the Doctoral School

CACS-F and CEI-SDC shall have the following responsibilities:

The Quality Manual of the Academy of Music, Theatre and Fine Arts is developed within the International Project **Enhancement of Quality Assurance in Higher Education System in Moldova – QFORTE** ref. nr. 618742-EPP-1-2020-1-MD-EPPKA2-CBHE-SP, funded by the European Union through the ERASMUS+ programme.

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- apply AMTAP policy in the field of quality assurance of the teaching process, based on quality standards oriented towards beneficiaries and full satisfaction of their requirements and expectations;
- promotes and strengthens the quality culture at the level of the Faculty/Doctoral School based on the principle of beneficiary orientation, full satisfaction of their requirements and expectations;
- apply the procedures and activities of evaluation and quality assurance, approved by AMTAP management;
- evaluates and proposes to the Faculty Council, Department of Part-time Studies and Lifelong Learning/Doctoral School Council improvement measures regarding the modification of curricula, depending on the renewal of scientific information, labor market requirements, options of students, master students, trainees/doctoral students;
- evaluates and approves the curricula for the course units/modules in the curricula for cycle I-bachelor, cycle II-master, Continuing professional training/cycle III-doctorate;
- monitors the development of course supports/notes, elaborations and methodical guides;
- coordinates periodic evaluation of the quality of the teaching staff: evaluation by the head of department, peer evaluation of teachers and evaluation by students of the performance of teachers/evaluation of doctoral supervisors by doctoral students;
- ensures systematic updating of the database (system of indicators) regarding the quality of the educational process;
- identifies problems arising in connection with quality assurance and evaluation, proposing solutions to the Faculty Council/Doctoral School Council in order to solve them;
- implements the decisions of CEACS and the AMTAP Senate on quality assurance.

3.3.Planning quality assurance processes

Quality assurance processes planning is a constant and collaborative effort aimed at improving the quality of education and research. This planning involves creating, implementing and monitoring strategies and policies aimed at continuously optimizing learning and research processes within the institution. It is essential to involve all stakeholders and use data to make well-informed decisions in order to ensure high-quality higher education.

SMC planning within AMTAP involves the following steps:

- Identification, ordering and interaction of processes;
- Defining ways of planning, implementation, analysis and continuous improvement of processes;
- Allocation of resources necessary for the operation and development of QMS.

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By carrying out QMS planning and applying the established measures, the timeliness and effectiveness of the system and the achievement of objectives are ensured, including during changes within the organization.

General objectives of quality in the Academy of Music, Theatre and Fine Arts and planning their achievement

Quality planning in AMTAP involves setting quality-related objectives, allocating resources, and planning activities that contribute to achieving those goals. This process includes identifying the requirements and expectations of stakeholders, defining quality objectives, specifying attributes of products and services offered by the university, as well as developing strategies necessary to achieve these objectives qualitatively.




The mission, policy and general objectives in the field of quality are defined [in the Quality Management System Regulation within AMTAP](#), as well as in [the Quality Assurance Strategy within AMTAP for the period 2022-2026](#).

The implementation of the Quality Management System in AMTAP represents the major objective of the management and aims to develop a pro-quality culture and permanently improve quality standards so that the mission of the academy can be fulfilled in optimal conditions.

In order to achieve its missions, policy and major objective in the field of quality assurance, AMTAP has set itself the following objectives:

- establishing and implementing institutional mechanisms and procedures for evaluation, analysis and continuous improvement of quality;
- meeting specific quality standards for higher education, as set out in the reference documents of the relevant institutions (ANACEC – *External Quality Evaluation Methodology for the authorization of provisional operation and accreditation of study programs and institutions of technical vocational education, higher education and continuing education*; ENQA – *Standards and Guidelines for Quality Assurance in the Higher Education Area*);
- producing and disseminating systematic information on the quality of AMTAP services (educational, research, creative, social, etc.) to stakeholders;
- developing a culture of quality involving all members of the academic community;
- allocation of necessary human and material resources to QMS;
- periodic analysis of the functioning of QMS in view of the need to improve it.

The top management of AMTAP annually sets quality objectives, expressed in the form of indicators such as the number of nonconformities, customer satisfaction, the level of competence of the teaching staff, the appreciation of teachers by students, the ratio of graduates in relation to the number of students enrolled in the first year, etc. These general objectives are taken over by the other operative organizational structures (faculties and departments), in the form of their own indicators and objectives. Periodically, reviews are carried out to assess progress towards these objectives and, depending on the results, corrective measures are taken or opportunities for improvement are identified. All quality objectives are formulated in such a way that they are measurable and are in line with the quality policy of the institution. Success in achieving these

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objectives and compliance with the quality policy shall be regularly examined in QMS reviews conducted by management, at least annually.

IV.RESOURCE MANAGEMENT

AMTAP rector ensures the allocation of resources in accordance with the budget approved by the AMTAP Senate for:

- ✓ Implementation, operation, maintenance of QMS and continuous improvement of its effectiveness and efficiency, in order to ensure a high quality educational process;
- ✓ Increasing the satisfaction of beneficiaries and all stakeholders by meeting its requirements and expectations;
- ✓ Achieving the objectives set;
- ✓ Continuous performance improvement.

The top management of the institution provides the necessary resources for the implementation, record keeping and continuous improvement of QMS, including: trainings, human resources, specialized skills, financial, technological resources, information services, organizational infrastructure, etc.

Resource requirements are determined during quality planning. The resources refer to those necessary to improve the quality management system, as well as those necessary to meet the requirements of students / clients and ensure their satisfaction.

Resource management is based on [AMTAP's Strategic Plan](#) which specifies how the administration, protection and development of institutional resources is carried out, which are discussed and approved annually in Senate meetings.




Each process manager is tasked with using existing resources to the full capacity for the efficient functioning of the process they manage. Also, each process manager has the task of identifying and proposing new resources to meet his objectives within the organizational quality policy.

4.1.Human resources

Ensuring an efficient and quality-oriented management of human resources is an essential aspect for the functioning of the Academy of Music, Theatre and Fine Arts. The main objective of AMTAP is to attract, maintain and develop competitive teaching, research, auxiliary and administrative staff. The recruitment of staff within the institution is carried out in accordance with the legislation in force and the internal regulations of the institution.

AMTAP's top managers organize the following processes according to regulatory requirements:

- Recruitment, employment and promotion of personnel in accordance with the legal provisions in force;
- Evaluation of employee performance, application of sanctions and release of employees;
- Maintaining and managing records documenting the competencies of each employee;

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- Creating awareness among staff about their contribution to achieving quality objectives, thus promoting a culture of responsibility and collaboration in the institution.

Management staff

Within AMTAP, the legal provisions regarding the election of collective governing bodies, such as the Faculty Council and the Senate, and the appointment of management staff are strictly observed. The planning, recruitment and coordination process of these entities is carried out in accordance with [the Labor Code of the Republic of Moldova](#), [the Education Code of the RM](#), [the Framework Regulation on the organization and functioning of the governing bodies of higher education institutions of the Republic of Moldova \(ME order no.10 of 14.01.2015\)](#), [the Regulation on the organization and functioning of the governing bodies of AMTAP](#) (approved by the AMTAP Senate, minutes no.8 of 17.06.2015), [Regulation on how to elect the AMTAP Rector \(approved by the AMTAP Senate, minutes no.7 of 06.05.2015\)](#), [Senate Rules](#) (approved by the AMTAP Senate, minutes no.7 of 30.03.2016, revised – minutes no.3 of 28.10.2020).

The members of the Senate are selected by secret ballot at the general assembly of the teaching staff of the faculty. Candidates from among the teaching staff, auxiliary teaching staff, students, master and doctoral students are elected at the general assembly of the respective collectives by open or secret vote.




The specific duties and competences of the management bodies of AMTAP are established in accordance with the University Charter and the roles and responsibilities of the management staff of the institution are defined in internal regulations, decisions, QMS documents and job descriptions. These regulations help ensure an efficient and transparent management process within the academy.

Academic staff

The entire academic staff of AMTAP corresponds in terms of professional qualification and legal conditions required for filling positions in the personnel states of the departments. Teaching, scientific-didactic and research staff carry out their activity in strict accordance with national legislation and internal rules, respecting the legal requirements for filling positions, as stipulated in the Education Code. *The Human Resources and Work Organization* Section ensures correct and complete records of all files of the teaching and scientific-didactic staff.

The processes of planning, recruitment and administration of academic staff in AMTAP are carried out in accordance with legal provisions and institutional regulations. The function lists of academic staff are drawn up annually and are established taking into account curricula and teaching standards. All scientific-didactic positions are filled by competition, according to the requirements and procedures established in [the Institutional Regulation for organizing, conducting the contest and occupying teaching and scientific-didactic positions](#).

- AMTAP human resources system includes teaching staff with adequate skills to:
- adapting disciplinary curricula to scientific, educational and artistic progress;

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- assessment of learning outcomes and institutional effectiveness in achieving educational objectives;
- fulfilling the responsibilities specific to the teaching staff.

AMTAP partners have the assurance that the academy has qualified academic staff to meet educational requirements.

Depending on needs, AMTAP may call on external teachers, invited professors/lecturers, to ensure the involvement of external specialists and experts who will respond to the identified needs.

The professional development of the teaching, scientific-didactic, scientific and management staff is mandatory throughout the entire professional activity and is provided in the [University Charter and the Research and Creative Strategy for 2022-2026](#). In AMTAP professional development is continuously achieved by organizing various seminars, conferences, master-classes, training courses, etc. Teachers continuously improve their qualification by actively participating in various professional training programs through: training stages, mobilities, research projects, artistic projects (workshops, workshops, master-classes, competitions, festivals), participation with communications at conferences, seminars, symposiums, etc.




Administrative staff

AMTAP has an administration that complies with the legal regulations in force, is effective in terms of organization, number and qualification of staff and operates rigorously through the services offered to the university community as a support element for fulfilling education and research functions, being also one of the basic components for the sustainability of the activity.

A constant objective is to strengthen administrative capacity in order to improve administrative services across the institution and eliminate potential disruptions in the administration process. AMTAP's administrative staff has a significant impact on ensuring the quality of studies through their contribution to the organization, efficiency and effectiveness of the academic process and being responsible for:

- ✓ Implementation of institutional policies and procedures, ensuring compliance with regulations and quality standards in the field of higher education;
- ✓ Planning, programming and coordination of academic processes;
- ✓ Providing the necessary support to students in various aspects of academic life (scholarships, material aid, counseling services, career guidance, etc.)
- ✓ Ensuring access to information and resources necessary for the educational process;
- ✓ Management of academic documents and accreditation process of study programs, etc.

Data relating to the qualification, specializations, recognitions of competence of each staff member involved in the essential processes of the institution shall be kept and updated regularly. Copies of documents certifying their professional competence shall be

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deposited in their personal files. There are rules respecting the protection of personal data, confidentiality and independence of activity, all of which are in accordance with the specifics of institutional activity. All data is kept in accordance with [the Security Policy on the protection of personal data when processing them within the information systems managed by AMTAP](#).

4.2. Infrastructure maintenance

University infrastructure is the set of facilities, buildings, equipment and resources available within a higher education institution. It plays an essential role in providing an appropriate environment for education, research and personal development of students, faculty and administrative staff. The university infrastructure includes a wide range of elements, such as: study blocks, student dormitories, sports halls, laboratories, technological equipment, library, etc.




The AMTAP patrimony, which includes 3 study blocks, a sports hall, a medical point, 2 student dormitories, 3 festivity halls (Union Hall, Great Hall, Small Hall), Library, Video library, Audio library, creative workshops, a scientific laboratory, various equipment, etc., is the one necessary to ensure a high quality education, research and creation process, in accordance with the curricula and the number of students. Students have access to classrooms equipped with furniture (tables, chairs, cabinets), blackboards, computers, technical equipment, multimedia teaching aids and musical instruments appropriate to study programs. The use of multimedia means significantly increases the quality and efficiency of training, constituting an important element of modernization and improvement of the teaching process.

The Academy is constantly committed to providing spaces for teaching-learning and research activities with specialized equipment, such as computers, laptops, printers and multifunctional equipment, copiers, video projectors, including for the library, media library, audio library and laboratories.

According to the Quality Assurance Strategy for 2022-2026 (point 4.6), the objectives and actions in terms of infrastructure and educational resources are as follows:

- Promoting a financial policy based on the real situation of AMTAP and on the current requirements of educational, scientific research and creative activity;
- Guaranteeing an annual budget that ensures the overall objectives of the institution;
- Identifying and attracting additional financial sources necessary for the development of the institution;
- Efficient use of unused premises to generate additional income;
- Renovation and modernization of spaces for learning activities;
- Annual increase of funding for the purchase of books and magazines, depending on the needs of departments and chairs;
- Strengthening the Center for Information Technologies, which is responsible for maintaining and managing the content of the AMTAP website.

At institutional level, under the coordination of the Administrative Council, attributions and competences are defined to carry out activities related to supply, receipt, storage, security, installation, use and maintenance.

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The Vice-Rector for Administration and Household Affairs has the responsibility to coordinate preventive and corrective measures to maintain the infrastructure at an optimal level of operation, and the Center for Information Technologies has the responsibility to ensure the proper functioning of the communication and computing infrastructure. The regulations for infrastructure maintenance are set out in the Infrastructure Maintenance system procedure.

AMTAP is committed to identifying and making available the necessary infrastructure to carry out its specific activities, taking into account the needs and expectations of stakeholders.

Maintaining infrastructure is the responsibility of institutional management. As required, but not less than once a year, during the analysis carried out by AMTAP top management, their compliance shall be examined. Needs assessments shall also be carried out in respect of activities planned for the following year, and financial resources shall be provided to ensure infrastructure at the required level.

4.3. Financial resources



AMTAP operates under conditions of university autonomy (didactic, scientific and artistic; organizational and functional; administrative and financial, being a non-profit institution), correlated with the principles of public responsibility for the quality of the entire activity of professional training, scientific research, artistic creation and service provision, which it carries out with the efficient management of funds and state patrimony.

The financial activity of the Academy of Music, Theatre and Fine Arts is organized in accordance with the national legislation in the field. The budgetary procedure within AMTAP is carried out under the rigors of the legislation on the use of public financial resources, respecting the principles of universality, unity and budgetary balance. The budgetary procedure shall pursue the general objectives of efficiency, effectiveness and economy, as well as ensuring budgetary balance through a correlated dimensioning of revenue and expenditure.

Within AMTAP the bodies responsible for financial administration are the University Senate and the Institutional Strategic Development Council. The role of these entities is to carry out activities and make decisions on the following:

- approval of the Institutional Strategic Development Plan, which includes the vision, mission, development strategy of the institution and the main actions for their achievement;
- planning, approving, executing, monitoring and evaluating the use of financial resources;
- administration and management of the institution's assets;
- establishing the salary and motivation policy of the staff;
- establishing the amount of tuition fees, accommodation fees in dormitories, services and works;
- approving the AMTAP budget, including the revenue and expenditure estimate.

AMTAP financing is provided both from budget allocations and from own revenues, according to the income and expenditure budget prepared annually and approved by the Senate and the Institutional Strategic Development Council.

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AMTAP develops annually a realistic budget that includes estimates of revenues and expenditures by sources of financing so as to have the necessary conditions and financial resources to achieve the strategic objectives and ensure the continuity of fulfilling the assumed mission. The execution of the budget is monitored by the Rector and the Chief Accountant. All budget-related information shall be made publicly available by publishing documents on the institution's website so as to ensure transparency in budget management.

The main source of financing is the allocations from the state budget, which constitute about 86% of the total AMTAP income and expenditure budget.

According to [the Methodology for budget financing of public higher education institutions](#), the means from the state budget are divided as follows:

- **Standard financing**, based on standard cost per student and adjustment coefficients, associated with the degree of complexity of study programs from study cycles I, II;
- **Compensation funding** to support performance;
- **Complementary funding** for the modernization of the material and teaching base;
- **Maintenance of dormitories** – the amounts deducted for the maintenance of dormitories are based on historical expenses and have not undergone increases in recent years and constitute on average about – 3% of the allocated budgetary means;
- **Doctoral studies** – the budget funding for the PhD is based on the historical amounts allocated to AMTAP in previous years and represents about 2,7% of the allocated budgetary means.

In order to effectively and efficiently manage financial resources, AMTAP has a financial-accounting system organized by the **Economic and Financial Directorate**, headed by the Head of Directorate – chief accountant, who is subordinated to the Rector of AMTAP.




The main objective of the Directorate is to ensure an efficient financial accounting management regarding the use of budget funds, by complying with the approved budgets with maximizing the surplus and complying with the legislation in force.

The Economic and Financial Directorate organizes and manages its own accounting, respectively financial accounting and management accounting.

The accounting system is automated, kept based on the Soft-Accounting accounting program, adapted to the requirements of the National Accounting Standards and the legislation of the Republic of Moldova. AMTAP applies the complete double-entry accounting system, with the presentation of complete financial statements. The accounting policy is approved annually by the Rector's Order.

Within the institution operates the **Internal Audit Service**, which carries out activities according to a normative and methodological framework aligned with international standards and best practices in the field. This framework includes:

- ✓ National Internal Audit Standards, approved by [Order of the Minister of Finance no. 153 of 12.09.2018](#);
- ✓ Code of ethics of the internal auditor, approved by [Government Decision no. 557 of 19.11.2019](#);

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- ✓ Internal audit charter, approved by Senate decision, according to the minutes of the Senate meeting no.1 of 02.09.2020, job descriptions approved by the Rector on 05.06.2020.

The activity of the Internal Audit Service is carried out in accordance with the Annual Plan of Internal Audit Activity, approved by the Rector of AMTAP. The Annual Activity Plan and the Annual Report shall be submitted, according to the legislation, for information and coordination to the Ministry of Finance and the Court of Accounts of the Republic of Moldova.

Within AMTAP, Internal Management Control (CIM) and Internal Audit (AI) are used as financial control tools, under the Law on [Public Internal Financial Control, no. 229 of 23.09.2010](#) and external audit of financial statements, under [the Law on audit of financial statements no. 271 of 15.12.2017](#). The annual accounts are verified during the audit of financial statements by a financial audit company in accordance with the Law on the audit of financial statements no.271 of 15.12.2017 and [the Law on accounting and financial reporting no.287 of 15.12.2017](#). The implementation of the Internal Management Control System within AMTAP has the role of improving and strengthening managerial responsibility according to international good practices.




The financial control system within AMTAP is part of the internal control system organized at institutional level, which includes all forms of control exercised at the level of each function, established by the management in accordance with its objectives and legal regulations, in order to ensure good governance and management of resources in an economic, efficient and effective manner, which includes organizational structures, methods and procedures.

The internal financial control system includes all policies, procedures, internal rules, processes and activities carried out within AMTAP, aiming to promote the management of the institution according to the principles of good governance to ensure the management of financial risks and to provide reasonable assurance regarding the achievement of the planned objectives and results.

AMTAP financial activity is verified:

- annually within the audit of financial statements performed by a financial audit company in accordance with the [Law on audit of financial statements no.271 of 15.12.2017](#) and [Law on accounting and financial reporting no.287 of 15.12.2017](#);
- at least once every three years, by the Financial Inspection attached to the Ministry of Finance on aspects related to the management/use of public budget resources and public patrimony, as well as those regarding compliance with the rules applicable to public procurement;
- Periodically, the Court of Accounts performs external public audit of the manner of formation, management and use of national public budget resources, as well as administration of public patrimony.

For the human resources responsible for the internal financial control system, internal control procedures are established, holding responsibilities and tasks established by the Rector. At the same time, according to the regulatory framework, each employee contributes to the organization of the internal management control system based on the National Standards of Internal Control in the Public Sector, approved by [Order of the Minister of Finance no.189 of 05.11.2015](#).

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4.4. Partnerships of the institution

Partnerships play an important role in the development and evolution of a higher education institution, having a significant impact both on the educational process and on research and the community as a whole. Within AMTAP, partnerships are the main way of interacting with a large part of stakeholders considered relevant to the quality of academic activity. Cultivating strong relationships with partners is essential to guarantee quality within AMTAP and strengthen the performance and reputation of the institution.

The Academy of Music, Theatre and Fine Arts collaborates with universities in the country and abroad for a constant exchange of experience, in a constructive and mutually beneficial spirit, which leads to the definition of a system of good practices specific to the field and to a continuous improvement of the educational process in the academy.

Being a socially involved institution and having a close relationship with the community, AMTAP fulfills its social role by providing services to the community and society at large by:

1. Promoting collaboration and partnerships with theatres, concert and educational organizations, with institutions in the sphere of culture and arts, to develop joint projects and provide students with opportunities to work collaboratively with experts from various fields.
2. Training socially responsible artists and professionals by giving students a global perspective and encouraging them to get involved in running projects needed for the community and use their skills to improve people's lives.
3. Supporting the cultural development of society by playing an important role in promoting and supporting art and culture by organizing cultural events, shows, concerts, exhibitions thus contributing to increasing the promotion, awareness and appreciation of arts among the general public.




The social partnerships developed by AMTAP offer students and teachers the opportunity to manifest themselves in various cultural activities and events, such as: concerts, shows, exhibitions, festivals, radio and TV shows, creative meetings, workshops, master-classes, etc., having a strong social impact.

In AMTAP's Strategic Development Plan for 2023-2028, 4 directions of strategic development are scored, including **Partnership Development**. To this end, it provides:

- Strengthening relations with internal and external partners of AMTAP;
- Development of international relations by boosting the implementation of joint educational, scientific and artistic projects with partner universities abroad;
- Participation in European programs and projects, as well as joining international consortia in the field of arts and artistic education.

Currently, AMTAP has concluded [partnership agreements](#) with about 30 universities from different countries, such as: *George Enescu* University of Arts in Iasi, Romania; Afyon Kocatepe University in Turkey; Cukurova University, Adana, Turkey; I. Oghienko National University of Arts, Ukraine; West University Timisoara, Romania; Academia di Belle Arti di Brera, Italy, and others.

Also, in order to achieve common objectives, AMTAP Library develops internal (BNRM, etc.) and external partnerships with the Central Library of the *George Enescu* National University of Arts in Iasi, *Eugen Todoran* Central Library in Timisoara, the

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Library of the University of Arts in Targu-Mures, the Library of the *Gheorghe Dima* Music Academy in Cluj-Napoca, the Library of the *I. L. Caragiale* National University of Theatre and Film in Bucharest, the Library of *Transilvania* University in Brasov, Romania, and other institutions.

Among the forms of partnership, it should be highlighted in a special way the realization of pedagogical, artistic, technological internships, initiation, creation, production placement, Bachelor's, Master's internships, as well as the organization of graduation exams in collaboration with theatrical-concert institutions, museums, houses of culture. In order to organize internships, AMTAP has currently concluded 86 [Partnership Conventions](#).

V. REALIZATION, MONITORING AND IMPROVEMENT OF PROCESSES IN THE INSTITUTION

Developing, monitoring and improving processes within an institution is a vital component for achieving objectives, ensuring quality and maintaining competitiveness in any field of activity. These three interconnected aspects are key to optimizing organizational performance and delivering high-quality services and products.

AMTAP has an organizational structure with well-defined hierarchical levels, with clearly established responsibilities for each entity. Top management regularly reviews the activities and processes within these entities, evaluating how they succeed and interact, with the aim of identifying opportunities to improve the quality management system. This approach aims to ensure stakeholder satisfaction, both internal and external, with the services provided by the Academy.

5.1. Types of processes and services performed by the institution

The term "process" refers to a series of ordered and planned steps or actions aimed at achieving a specific goal or result. Broadly speaking, a process comprises the following elements: *Inputs*, *Stages or Activities* and *Outputs*. Therefore, a process is a sequence of activities connected or interacting with each other to convert input elements into output elements.




Within AMTAP there are three categories of processes that coexist and influence each other in the effort to achieve the set objectives:

1. Management processes

2. Main processes

3. Support processes

Reference documents are drawn up for each process setting out the procedures and requirements for carrying out those processes. Responsibilities are clearly defined to ensure that each team member knows their role in the process and what is expected of it. Adequate resources, such as personnel, materials and technology, have also been allocated to support the smooth running of processes. In order to ensure the quality and

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efficiency of processes, monitoring and evaluation arrangements have been established to allow for the prompt identification of any shortcomings or opportunities for improvement.

This approach ensures that each process is well documented, that there are people responsible for supervising and carrying it out, that the necessary resources are available, and that a tracking and evaluation system is in place to ensure that the process is efficient and that quality objectives are achieved. This level of organization and control contributes to maintaining and improving quality within the institution.

Management processes

Management processes are those processes that have the role of coordinating and governing the development of the main and support processes within the institution. The main elements/aspects of management processes are:

- Setting policy and objectives;
- Establishing responsibilities;
- Establishing ways and means of communication;
- QMS analysis performed by management;
- Identification of resource needs;
- Ensuring resources;
- Infrastructure and work environment;
- Processes relating to the evaluation, analysis and improvement of results.

All these aspects are organized into 3 subcategories of processes:

Strategic planning processes




- processes that focus on setting the strategic direction of the organisation. They include the development of medium and long-term strategies, the development of action plans and the identification of strategic objectives.

Performance management processes

- processes that involve monitoring and evaluating organisational performance to ensure that it is in line with established objectives and strategies. They include generating reports, analysing data, monitoring progress and taking corrective actions when necessary.

Quality management processes

- processes that focus on quality assurance in all aspects of the organisation. They include establishing quality policies and procedures, managing quality control processes, assessing customer satisfaction and identifying opportunities for quality improvement.

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Main processes

Within AMTAP the main processes refer to the core activities that are fundamental to fulfilling the mission and objects of the institution, which consist in providing high-quality artistic education and developing the competencies of students/clients in artistic fields. The main processes represent those fundamental aspects/elements that are responsible for the provision of educational services, research and direct satisfaction of stakeholder requirements which, likewise, are structured in 3 subcategories of processes:

Educational processes

- processes that focus on the provision of educational services to students and involve the planning and delivery of courses, seminars, laboratories and other teaching activities, as well as the assessment of student performance.

Research/creation processes and exploitation of results




- processes that involve carrying out research and creative activities (and applying the results in practice) in order to produce new knowledge and exploit it in various ways.

Quality assurance processes for student life

- processes aimed at providing a suitable environment for students, including the management of student dormitories, canteens, scholarships, access to IT systems, libraries, career guidance and counselling services, and the management of alumni relations.

The educational process consists of several procedural components, each of which has specific operational procedures. These procedural components include:

Development of study plans	Development and detailed planning of study programs, including courses, teaching materials and curricular structure.
Organization and conduct of admission to all levels of study (Bachelor's, Master's and Doctorate's)	Management and coordination of admission procedures, including the organization of entrance examinations and the evaluation of candidates.
Organization and conduct of teaching activity	Planning and implementing teaching activities, including conducting courses, seminars and workshops, as well as facilitating practical learning experiences.
Evaluation of academic results	Procedures for developing, administration and correcting exams and other academic evaluations. The process also covers

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	grading and providing feedback to students.
Student's academic progress	Management of students' academic progress, including recording and monitoring academic progress, managing special school situations, and assisting in defining individual academic paths.
Completion of university studies Recognition and acquisition of certifications	Procedures related to graduation, issuance of diplomas and official registration of completion of university studies.
Professional path of graduates	Procedures related to the follow-up of graduates into the labor market
Internal evaluation of study programs	Continuous evaluation and review of study programs to ensure their relevance, quality and effectiveness.

The mentioned components are supported by support processes within the **Educational Process** involving the following operational procedures:

- Final evaluation of the course;
- Evaluation of the teacher by students;
- Evaluation of the teacher by colleagues;
- Evaluation of the teacher by the head of department/dean;

The processes of research/creation and exploitation of results include the following activities:



Planning of scientific, methodical-scientific and creative activity	Development of research and creative plans.
Monitoring the achievement of scientific, methodical-scientific and creative activity	Tracking the progress of projects, ensuring that they are implemented according to plan and that objectives are achieved.
Management of scientific and creative projects	Coordination and management of research and creative projects, including resource allocation, timing management and monitoring of progress on these projects.
Management of relations with partners in the field of research and arts	Develop and maintain relationships with partners in research institutions or other relevant organizations to promote collaborations and capitalize on research or creative outputs.
Harnessing scientific and creative results	This activity involves the dissemination and use of results, either through presentations at conferences and

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	<p>publications in scientific journals or artistic events, or through their practical use or sale, depending on the specifics of the research or creation.</p>
<p>Internal evaluation of research and creative activity</p>	<p>It is important to carry out regular evaluations to ensure the quality and effectiveness of research and creative work and to identify opportunities for improvement and ensure compliance with the objectives set.</p>

Processes to ensure students' quality of life contribute significantly to improving their quality of life and creating an enabling environment for their academic and personal success. These processes include the following activities:

<p>Ensuring housing conditions in dormitories</p>	<p>Providing and maintaining an adequate and safe living environment for students in the academy dormitories, including ensuring hygiene and security conditions.</p>
<p>Food services</p>	<p>Ensure access to adequate and affordable food through the academic canteen for students and staff of the institution.</p>
<p>Providing access to IT systems in the academy</p>	<p>Providing access to IT infrastructure necessary for studies, research, creation, including internet networks, software and equipment.</p>
<p>Providing access to the library, video- and audio library</p>	<p>Provide access to necessary information and documentation resources for students, faculty and researchers through the library.</p>
<p>Career counseling and guidance</p>	<p>Providing counselling services for students to help them choose their careers, develop the skills needed for employment and find employment opportunities.</p>
<p>Educational counseling</p>	<p>Providing academic advice and support to students regarding study program planning, course selection and management of academic tasks.</p>
<p>Psychological counseling</p>	<p>Providing counselling and psychological support services to help students cope with stress, anxiety or other mental health issues.</p>
<p>Maintaining the relationship with graduates</p>	<p>Liaising with alumni to maintain an active community and facilitate collaborations or</p>

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	support in the further development of the institution.
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Support processes are professional activities that serve, support the main processes and managerial component processes, ensuring normal and efficient operation. They were divided into the following 4 subcategories of processes:

Financial management and procurement processes

- processes involving the planning, monitoring and control of the institution's financial resources, through activities such as budgeting, cash flow management, evaluation and allocation of financial resources to different projects and programmes, etc.
- procurement refers to the acquisition of goods, services or materials necessary for the functioning of the institution. It involves identifying needs, selecting suppliers, negotiating contracts and managing relations with them.

Human resource management processes

- processes involving recruitment and selection of staff; development and improvement of the competences and skills of existing employees through training, education and professional development.
- evaluating employee performance and providing feedback, as well as managing promotions, salary reviews and other compensation and career development issues.

Asset management processes and information systems




- processes dealing with the management and maintenance of the physical infrastructure of the institution, including buildings, land and equipment.
- activities related to the planning, development, implementation and maintenance of the institution's IT systems: administration of databases, computer networks and software used to manage data and institutional processes.

Administrative processes

- document and records management, institutional correspondence, organisation of meetings and events and other general administrative tasks.
- managing communications both within the institution, between different departments and levels of management, and with external stakeholders such as students, parents, the local community and other partner institutions or organisations.

5.2. Process and service planning

Process and service planning is an important process for delivering quality products or services and achieving institutional goals. This process involves defining, structuring and preparing the activities and resources needed to deliver quality products

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or services to beneficiaries. Well-thought-out and managed planning contributes to efficiency, beneficiary satisfaction and long-term success of the institution.

AMTAP plans, implements and controls the processes identified within it to meet the needs of those who benefit from its services. The institution assesses and controls planned changes, examines the impact of unintended changes and implements measures to reduce and reduce adverse effects. All management, core and support processes are planned, monitored and evaluated annually.

The top management in cooperation with CDSI members elaborates *the Strategic Development Plan for 5 years* (medium term) in which are established the strategic objectives associated with the three categories of processes, mentioned in subchapter 5.1 *Types of processes and services performed*, together with the strategic directions and strategic actions adopted to achieve them. In addition to the mentioned Strategic Plan, strategies are also developed in various areas: AMTAP Quality Assurance Strategy, Research and Creative Strategy, AMTAP Internationalization Strategy.

All strategies within the institution are submitted for approval in AMTAP Senate meetings, and the Strategic Development Plan is approved by CDSI. After approval, the documents are communicated to the entire academic community and published on the institution's website. For effective communication, AMTAP executive management promotes institutional strategies through all internal communication channels, so that all members of the academic community are informed and contribute to achieving the proposed objectives.

Based on existing strategies, the vice-rector for didactic activity, quality assurance and internationalization develops the *Operational Plan* for one year of education (short term), a document in which processes are planned in accordance with the objectives, directions, strategies and policies adopted.

Annual Operational Plans are developed at the level of faculties and administrative structures, which are approved by the executive management of AMTAP.

All operational plans are aligned with the objectives and actions set out in the AMTAP Institutional Strategies and Operational Plan.

In order to achieve the objectives and planned results, the Academy also plans the necessary didactic, research/creative and related processes. Planning is done annually.

In order to achieve the planned objectives and results, AMTAP plans the necessary activities for teaching, research/creative and related processes. Thus, by analyzing input data and taking into account influencing factors, staff in all departments carry out activities aimed at contributing to the achievement of the set goals.




Planning outputs (planning results) are presented in a format appropriate to AMTAP-specific working methods, such as study programs, disciplinary curriculums, action plans, activity plans or quality plans.

5.3. Realization of processes and services

The realization of processes and services is the key stage of operational management in an organization, be it a business, a public institution or an educational institution. This stage involves transforming plans and strategies into concrete actions to deliver products or services to beneficiaries.

AMTAP regulates its services with the help of developed documents, which are subject to approval and approval by the management of the institution, in accordance with

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the legislation in force. Then, the documents are available to the academic community and are published on the academy's website. University services are established and performed in accordance with the legal provisions in force and internal regulations. Also, AMTAP is periodically subject to external evaluation by ANACEC, in its capacity as an educational service provider.

Realization of educational services

The main beneficiaries who benefit directly from the educational services offered by AMTAP are students. At AMTAP the recruitment and admission process to the 3 cycles of university studies – Bachelor's, Master's and Doctorate' – is carried out in accordance with university autonomy, respecting national legislation, which guarantees the right to education for every citizen. Admission is based on the Baccalaureate Diploma or equivalent study documents, recognized by the Ministry of Education and Research. The educational offer is reviewed and updated annually, taking into account the requirements of the labor market. The study programs within the 3 cycles (Bachelor's, Master's and Doctorate') are periodically evaluated by the management of the institution and accredited by ANACEC every 5 years. AMTAP offers a wide range of Bachelor's, Master's and Doctorate' study programs that are part of 3 fields, the purpose of its activities and services being the development and acquisition of skills necessary for the integration of students into the labor market.



AMTAP also offers specialized in-service training for the personal and professional development of teachers in pre-university education through the *Part-time Studies and Continuing Education section*. These continuing vocational training services are intended for people who wish to acquire or complete the skills required for certain qualifications.

The dean's offices of the institution are responsible for administering the activities of admission, enrollment, interruption of studies, expulsion, re-enrollment and transfer of students, with the approval of AMTAP management. They also have the responsibility to ensure the correct and timely recording of student data and to provide information on their academic path. Faculties, through specialized professors and heads of departments and chairs, have the obligation to provide counseling services to students, including assistance in selecting optional subjects and at free choice, professional guidance, information on internal regulations, curricula and supporting evaluations.

Carrying out research and creative activities

Research and creative activity is an essential foundation of academic engagement within AMTAP, actively engaging teachers, researchers and students in a continuous process of exploration and innovation within the specific scientific and artistic fields of the institution. This activity not only characterizes the academic mission, but also contributes to the development and enrichment of the educational and cultural experience. The research and creative plans and directions are carefully developed and designed by the academic entities within AMTAP, in collaboration with specialists in relevant fields. These plans are then submitted for approval to the governing bodies of the faculties, the Scientific Council and the AMTAP Senate. Strategic research and creative documents not only guide the development process, but also identify the necessary funding sources and optimal ways to capitalize on the results obtained.

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In order to ensure that research and creation are carried out to the highest standards, AMTAP allocates financial resources, which are used to finance research and artistic projects, to purchase specialized equipment and to support artistic events. These resources provide the right environment for research and creation, fostering innovation and excellence.

The research results are brought to the attention of the academic and scientific community through publications in prestigious scientific journals, indexed in renowned international databases, such as Web of Science (WoS), Scopus, Directory of Open Access Journals (DOAJ), and by developing monographs that are published nationally and internationally, in prestigious publishing houses. The results of artistic activities become visible through concerts, performances, exhibitions, audio and video recordings that enjoy recognition in the artistic and cultural community.

AMTAP pays special attention to the dissemination of scientific research results, as well as artistic ones, promoting them by organizing a wide range of events. These events include symposia, seminars, workshops, master-classes, roundtables, concerts, exhibitions and more. They provide a forum for knowledge sharing, academic debate, artistic exploration and interaction with the public. Through these events, AMTAP contributes to the development and promotion of knowledge and culture in the local community and beyond.

Scientific research and creative activity are fundamental elements of AMTAP mission, contributing to the development of knowledge, innovation and the promotion of art and culture. By supporting and promoting high-quality research and creativity, AMTAP remains a prominent player in the academic and cultural landscape. This activity not only strengthens institutional reputation, but also adds value to the community and society at large through its innovative and expressive contribution.




Realization of social-administrative services

AMTAP has an administration that complies with the legal regulations in force, is effective in terms of organization, number and qualification of staff and operates rigorously through the services offered to the university community. Social administrative services are aimed at meeting students' needs to have an appropriate lifestyle.

Administrative structures perform and provide various services: medical services, financial support, scholarships, accommodation services, internet, etc. All these services are provided in accordance with quality norms and standards to ensure that students receive the best resources and support to achieve their academic and personal goals. The AMTAP administration continues to be committed to ensuring that these services remain efficient and adapt to changes necessary to meet the ever-changing needs and expectations of the university community.

5.4. Processes monitoring and data analysis

Processes monitoring and data analysis are two vital aspects for educational institutions, which contribute to improving the quality of academic services, operational efficiency and strategic decision making.

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The monitoring, evaluation, analysis and improvement process works at all levels of the institution. AMTAP plans and implements monitoring, analysis and improvement of its main, management and support processes for:

- ✓ demonstrate the conformity of the implementation of teaching processes in accordance with study programs and disciplinary curricula;
- ✓ ensure compliance with QMS;
- ✓ making decisions on methods and means of monitoring activities and processes;
- ✓ converting information into knowledge;
- ✓ continuous improvement in the effectiveness of QMS.

AMTAP ensures the collection of necessary information and identifies sources of information to increase the effectiveness of teaching processes. These include establishing methods for estimating the quality of teaching processes, the quality of teaching staff, the quality of services provided, customer satisfaction and the evolution of the quality management system. The data obtained are transformed into information and knowledge used to establish priorities, achieve quality objectives, effectiveness and efficiency of actions undertaken.

Processes monitoring

In order to obtain and permanently improve the results, in relation to the requirements of external and internal clients, AMTAP management identifies, organizes and manages the academy's network of processes. Among the main processes (teaching-learning and research/creation) of the institution can be mentioned:



- admission process;
- the process of designing and developing curricula;
- the process of developing disciplinary curriculums;
- teaching process;
- knowledge assessment process;
- scientific research process, etc.

The process of measuring and monitoring processes at AMTAP, as well as the responsibilities related to these processes are regulated by internal normative acts. The teaching-learning process is carried out based on the curricula, elaborated by the institution, in compliance with the requirements defined by the general and specific standards approved by MEC and ANACEC respectively.

In order to ensure the compliance of QMS with the specified requirements, it is necessary that the process of developing, approving and applying curricula and curricula respectively be kept under control, and in this respect: the design of curricula, study programs and their disciplinary curricula is documented in [The Institutional Regulation for initiating, designing, approving, monitoring, reviewing and periodically evaluating Bachelor's and Master's study programs](#) and in the *Guide for developing the Disciplinary Curriculum for study programs for cycles I (Bachelor's) and II (Masters)*.

In the process of their elaboration are taken into account:

- external and internal customer requirements regarding the expected competencies;

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- informational feedback of external and internal clients regarding previously implemented curricula/disciplinary curricula;
- the results of analyses carried out on curricula/disciplinary curricula of other universities (for ex. in Romania, but also in other countries);
- requirements arising from applicable regulations;
- information obtained from previous processes of developing study plans/disciplines curricula.

Customer satisfaction

The most important feature that ascertains the efficiency of QMS is the monitoring of information regarding the perception of customers (students, graduates, employers, etc.) on how the institution meets their requirements.




The measure of customer satisfaction is given by a set of indicators through which is characterized the degree of competence, improvement, spirit of initiative and involvement, creativity, team spirit/communication and social responsibility proven by the graduate after employment.

The customer satisfaction evaluation process is carried out according to the 4 stages of the PDCA cycle and consists of: customer selection (**Plan**); elaboration and transmission of questionnaires, as well as customer satisfaction evaluation (**Do**); analysis and reporting of customer satisfaction evaluation results (**Check and Action**).

Within AMTAP the process of determining the satisfaction of students and other stakeholders, as well as the responsibilities related to this process are regulated by the following procedures:

- **Final evaluation of the course** (continuous improvement of the quality of the training process);
- **Evaluation of the quality of internships** (knowledge of students' perception of the quality of internships);
- **Evaluation of the teacher's activity by students** (knowledge of the individual performance of the teacher, as well as of the quality of the educational act);
- **Appreciation of the beneficiary's degree of satisfaction** (measuring the beneficiary's degree of satisfaction in relation to the quality of study programs, resources and learning spaces);
- **Assessment of the graduate's level of satisfaction** (graduate satisfaction with reference to the quality of studies, resources and learning spaces);
- **Appreciation of employee satisfaction** (knowledge of employees' perception of the workplace, activities within AMTAP, as well as the quality of relations between superior and employee);
- **Appreciation of employers' satisfaction level** (assessment of employers' satisfaction regarding the quality of study programs and professional skills of AMTAP graduates) etc.

Students have the right to participate in the evaluation of courses, internships, teacher's performances and other educational aspects related to the study program followed. All evaluations are public information and are placed on the SMCDC website, being anonymous and carried out through the GOOGLE Forms platform.

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The records resulting from the customer satisfaction analysis are input data into the analyses performed by management, within which are established the ways to improve customer satisfaction.

Data analysis

The process of identification, collection and statistical analysis of data was established at AMTAP resulting from monitoring and measurement activities of products and processes included in QMS for:

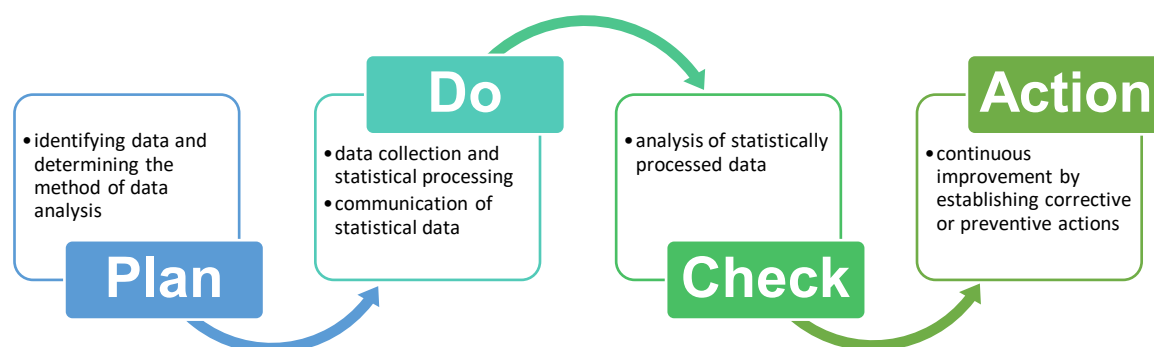
- ✓ demonstrate the adequacy and effectiveness of QMS;
- ✓ initiate corrective/preventive actions to continuously improve the effectiveness of QMS.

Data analysis provides information on:

- ✓ customer satisfaction;
- ✓ compliance with product requirements;
- ✓ characteristics and trends of processes and products;
- ✓ opportunities for preventive action.

Data analysis aims to establish the root causes of existing or potential problems, respectively to support decisions on corrective and preventive actions necessary for continuous improvement.




The data analysis process contains the following steps:



The processing of results and statistical analysis is carried out by SMCDC and the Quality Assurance Commissions of the faculties. The results are sent to the primary subdivisions for analysis and proposals for improvement are submitted accordingly. The results are also presented at the CEACS and AMTAP Senate meetings. Subsequently, the head of the SMCDC centralizes the results of the evaluations and elaborates a Customer Satisfaction Assessment Report for the entire institution.

5.5. Record of non-compliances

AMTAP implements measures to ensure the identification and control of non-compliant output elements in the products and services provided, in order to prevent their accidental delivery. Top management gives internal staff the authority and responsibility to detect potential nonconformities in executive processes, including the areas of design

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and consultancy, and to ensure that they are identified and managed in a timely and efficient manner.

The *Nonconformity Control* procedure describes the rules and responsibilities regarding the control of nonconforming product and service. This process includes the stages of identification, registration, isolation, analysis, communication to the customer (if necessary), remediation and prevention of recurrence of nonconformities. According to this procedure, each product or service is subject to identification, isolation, analysis and treatment, ensuring that their accidental use or delivery is excluded. According to this procedure, any product/service is identified, isolated, analyzed and treated so that it is not possible to use or deliver it unintentionally.

The documentation on non-compliant output elements shall include a description of the non-compliance, details of the measures taken, any derogations obtained and identify the authority responsible for the decision on the management of the non-compliance.



Non-compliances are identified according to the causes that generated them, including the following aspects:

- ✓ Admission to the institution of students with a low level of knowledge or those who fail to successfully integrate into the higher education system;
- ✓ Curricula and disciplinary curricula that do not correspond to labor market requirements;
- ✓ Non-compliance with applicable internal or external procedures, regulations or other regulations, which may include improper use of documents regarding destination, edition, mode of verification and approval, their absence or deviations from these documents;
- ✓ Lack of necessary skills among staff to perform specific duties;
- ✓ Use of inadequate resources;
- ✓ Using equipment with fault or in an inappropriate way;
- ✓ Inadequate or wrong execution of operations and works, etc.

The identification of non-compliant products or services is carried out by monitoring processes, namely:

- *Control at admission* – is carried out throughout the educational process, including semester/annual evaluations of students, evaluation of study programs and disciplines, analysis of curricula, examination of teaching materials;
- *Final control of the educational process* – includes the evaluation of students at the end of studies (graduation exam, accreditation process of study programs, external audits);
- *Control by the client* – consists in identifying nonconformities by employers when integrating graduates into the labor market.
- *Internal audit.*

Operational procedures *Final evaluation of the course*, *Appreciation of student satisfaction*, *Evaluation of graduate satisfaction*, *Appreciation of employee satisfaction*, *Evaluation of teacher activity*, etc. also provide data to identify non-compliant product and service.

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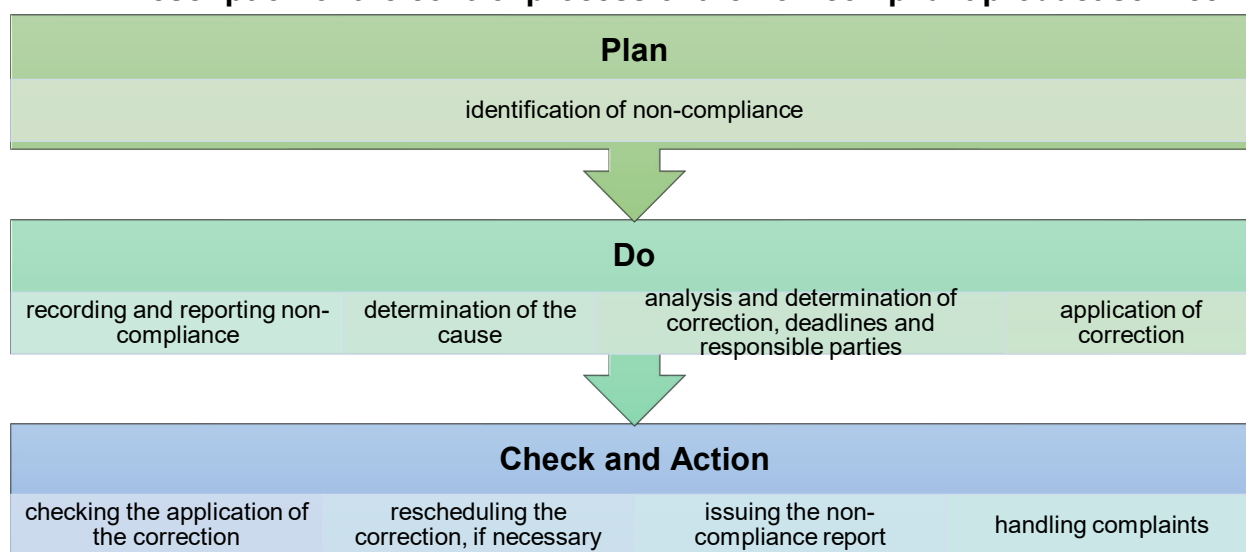
Depending on the possible effects of nonconformities, they are classified into: **major** - refers to failure to meet requirements that affect to an important extent the implementation or maintenance of QMS or the achievement of objectives at process level or even at AMTAP level; **minor** – accidental nonconformities, which do not significantly affect the operation or maintenance of QMS, respectively, the achievement of the set goals.

Identifying products and services that do not comply with established standards is a joint responsibility of all personnel involved in carrying out QMS processes. The main aim is to identify the causes that led to these non-compliances and to make corrections in the most efficient way possible to ensure compliance with established standards and norms.




The examination, assessment of nonconformities, as well as the determination of corrective and preventive actions is carried out by process managers.

Process managers initiate corrective measures to remove causes that led to major or repetitive nonconformities. A copy of these corrective measures shall be submitted to the CDMS, which shall record them in accordance with established procedures.

Description of the control process of the non-compliant product/service



During the educational process and delivery of services, complaints may be received from beneficiaries or dissatisfaction may be expressed regarding various aspects of the provision of products and services. According to the Complaints Treatment procedure, complaints of beneficiaries received by management, heads of subdivisions or any employee of AMTAP, are sent to the SMCDC to be registered in **the Register of complaints**. The register also records complaints submitted by telephone, verbally, by the beneficiary, in this case it is mentioned who received and who transmitted the complaint. The complaint is analyzed by all stakeholders, convened by the SMCDC, and as a result the decision is made whether the complaint is founded or not. In case of doubt, its objectivity shall be decided jointly with the beneficiary. If the complaint is well founded, a corrective action is initiated under the *Corrective and preventive actions* procedure.

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Records of complaints and non-compliant products are periodically reviewed by CEACS, the Ethics Commission and the SMCDC. The results of the analyses are presented in the meetings conducted by the management.

5.6. Information and corrective and preventive actions

Corrective and preventive actions are indispensable in managing quality and risks within an institution. They help ensure the quality of products and services, avoid problems, improve processes and maintain customer satisfaction.

Within AMTAP, for the purpose of continuous improvement, the process of initiating and applying corrective and preventive actions was established. The records related to the initiation process and the application of corrective/preventive actions are maintained in accordance with the *Corrective and preventive actions* procedure.

The process of initiating and applying corrective and preventive actions is carried out according to the PDCA cycle and consists of **Planning, Performing, Verifying** and **Acting activities**.

Within the **Planning activity**, the following actions are performed:

- analysis of the need to initiate corrective or preventive actions;
- analysis of non-conformities and causes that have generated or could generate non-compliances.

The **Performing Activity** consists of:

- establishing corrective/preventive actions, including specifying deadlines and responsibilities for implementation;
- communicating corrective/preventive actions to stakeholders;
- application of corrective/preventive actions.




In the **Verification and Actuation phases**, the following activities are carried out:

- verification of the application and effectiveness of corrective/preventive actions;
- replanning of corrective/preventive actions, if necessary;
- recording the results of corrective/preventive actions.

Corrective actions

AMTAP takes actions to eliminate the causes of nonconformities and prevent their recurrence. The corrective actions taken shall be appropriate to the effects of the identified nonconformities. The *Corrective and Preventive Actions procedure* documents the way of working and responsibilities for this process and includes the following steps:

- Identification of non-compliance;
- Documentation of non-compliance;
- Determination of causes of non-compliance;
- Solutions development;
- Planning and implementation of corrective actions;
- Verification of the effectiveness of corrective actions;
- Documentation and reporting;
- Continuous monitoring and improvement.

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These steps constitute a general framework for the process of corrective action and may vary slightly depending on the specifics of the problem. The main goal is to ensure effective resolution of the problem, prevention of its recurrence and continuous improvement of quality.

The results of corrective actions are recorded in *the Corrective Action Reports*. Reports are kept in accordance with established archiving requirements. These results are input into the managerial analysis process. After planned internal reviews or audits have been carried out, an assessment of the effectiveness of the proposed corrective actions shall be carried out. If the corrective action has not achieved its intended purpose, process managers will recommend new corrective actions and prepare appropriate documentation.

Preventive actions

AMTAP establishes actions to eliminate the causes of potential nonconformities and prevent their occurrence. Preventive actions shall be designed to be consistent with potential risks of non-compliance. Data relevant to identifying potential nonconformities are collected from the analysis of customer needs and satisfaction, from the results of analyses carried out by top management, from process monitoring and evaluation and from relevant QMS records, as well as the results of self-assessments.

The initiation and implementation of preventive action involves the following steps:

- Defining the objective of preventive action;
- Establishing preventive action, as well as responsibilities and deadlines for implementation;
- Execution of preventive action;
- Evaluation of the effectiveness of preventive action.




As part of preventive actions, an analysis of non-compliances, complaints, and all aspects of QMS is carried out to identify possible trends. If analyses indicate the possibility of problems arising, top management takes steps to eliminate potential causes.

The implemented preventive actions are subject to periodic verification and evaluation through internal audits and management analyses. Process managers examine the effectiveness of preventive actions and report on the activities carried out, as well as on the results obtained during CEACS meetings or AMTAP Senate meetings.

5.7. Internal audit

Internal audits are procedures to verify the functioning of the QMS in order to ensure its effectiveness. These reviews are also aimed at verifying the correctness and consistency of the application and implementation of system documents, with objective records, by all components of the organizational structure.

Internal audit within AMTAP is ensured by applying *the Internal Quality Audit System Procedure*, which includes all the elements necessary to satisfy the established requirements. The purpose of the procedure is to:

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- Assessing the extent to which the requirements of the Quality Management System, established in internal documents and applicable legislative and normative requirements, are met;
- Evaluating the effectiveness and functionality of the Quality Management System and identifying possible opportunities for quality improvement;
- Verification of compliance with mandatory requirements and performance indicators specified in the External Evaluation Guide of the National Agency for Quality Assurance in Education and Research, as well as in the Internal System of Indicators.

The audit process is performed by the Audit Team (EA), which is constituted by the rector of AMTAP and approved at the CEACS meeting, being monitored and coordinated by the SMCDC.

Internal audits are regularly planned by CEACS at the beginning of each academic year, taking into account the importance of the processes and subdivisions to be audited, as well as the results of previous audits. The internal audit schedule is recorded in the Annual Audit Program form and is communicated to all process managers to be audited.

Internal audits may also be initiated unplanned in case of significant changes in organizational structure, in the process of providing educational services, or in case of an increase in the number of complaints received from beneficiaries or other significant circumstances.

In accordance with *the Annual Internal Audit Program*, the EA President prepares the *Internal Audit Plan* and distributes it to the heads of subdivisions that are designated for auditing.




Following the recommendations of the SMCDC, the Rector establishes the composition of the audit teams, ensuring that the auditors are completely independent of the work they will evaluate.

The audit shall be carried out in the form of an interview, taking into account the following aspects:

- Verification of compliance with accreditation standards;
- Examination of quality management system documents and records, with particular attention paid to ensuring that the latest versions of documents are used.
- Review of results of previous audits.

For the purpose of performing the internal audit, the Internal Audit Sheet is used, in which the audit team records the information obtained, including positive findings and nonconformities identified within the subdivision subject to audit.

Upon completion of the audit process, EA meets to review and review the findings of all members, on the basis of which the *Internal Audit Report* (RAI) is prepared. The EA President submits *the Internal Audit Report* at the CEACS meeting and corrective actions will be proposed for each identified non-compliance in accordance with the *Corrective and Preventive Actions procedure*. RAI accompanied by requests for corrective action is transmitted by the President of EA to the management of the subdivision that was subject to audit. Also, the results of the audit are discussed during the meeting of the department

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/ department / section, leading to the development of an action plan to correct the identified nonconformities.

All records associated with the internal audit process shall be kept in accordance with the documented procedure describing the internal audit process, including responsibilities associated with it.

AMTAP's financial activity is audited annually internally by AMTAP's *Internal Audit Service*. The activity of the service is based on a normative and methodological framework harmonized to international standards and good practices in the field, in accordance with:




- Law on Public Internal Financial Control, nr. 229 of 23 September 2010;
- National Internal Audit Standards, approved by Order of the Minister of Finance nr. 161 of 17.12.2020;
- The Code of Ethics of the Internal Auditor and the Internal Audit Charter, approved by GD nr. 557 of 19.11.2019;
- Internal audit norms in the public sector, approved by Order of the Minister of Finance nr. 161 of 17.12.2020;
- Regulation on reporting internal audit activity in the public sector, approved by Order of the Minister of Finance nr. 617 of 11.12.2019;
- Regulation on the quality assessment of internal audit activity in the public sector, approved by Order of the Minister of Finance nr. 176 of 26.12.2019;
- National standards for internal control in the public sector, approved by Order of the Minister of Finance no.189 of 05.11.2015;
- Regulation on self-assessment, reporting of the internal management control system and issuance of the Declaration of managerial responsibility, approved by Order of the Minister of Finance no.4 of 09.01.2019;
- Internal Audit Charter, approved on 02.09.2020.

The results of the internal audit are information used as input data in the periodic analysis performed by the executive management, providing support for demonstrating with evidence the following aspects:

- The effectiveness of the operation of processes;
- Opportunities for continuous improvement;
- The ability of processes to deliver results in line with expectations;
- Efficient and effective use of resources;
- Results and impact of implemented improvement activities.

AMTAP management assumes responsibility for conducting an evaluation of the QMS to ensure that it is adequate, appropriate and effective. The management analysis process is coordinated by the vice-rector responsible for teaching, quality assurance and internationalization, who, in collaboration with the heads of the subdivisions, carries out a review of the QMS at least annually. As a result of this analysis, the quality policy and objectives for the following year are developed.

Following the evaluation carried out by the top management, the *Improvement Plan is developed* with the establishment of deadlines and the assignment of appropriate responsibilities. Based on the Improvement Plan, *the AMTAP Operational Plan* is

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developed, which aims to implement improvement measures and is disseminated within the academy in accordance with the Continuous *Improvement procedure*.

5.8. Continuous quality improvement

In an institutional context, continuous quality improvement is a fundamental process, requiring constant efforts to achieve and maintain a high level of performance in all aspects of the activity. This approach is based on a permanent cycle of evaluation, analysis and optimization of processes and results, aiming to meet and exceed the expectations of customers and other stakeholders.

The continuous improvement process also includes collecting and analysing feedback provided by customers/beneficiaries and stakeholders with the aim for the institution to make adjustments and constantly improve its products, services and procedures to respond more effectively to their requirements. Continuous improvement also requires commitment at all organizational levels, from top management to employees, to promote a culture of quality and ensure everyone's active involvement in the continuous improvement process.

Within AMTAP, the application of quality management is based on one of the fundamental principles of continuous improvement, with the constant objective of improving the performance of the institution and the quality of products and services provided.

AMTAP is constantly concerned with the continuous improvement of QMS by:




- ✓ establishing and implementing the quality policy;
- ✓ establishing and achieving general and specific quality objectives;
- ✓ conducting internal audits;
- ✓ analysis of quality data;
- ✓ analysis by management;
- ✓ Initiation of corrective and preventive actions.

Regular reviews by AMTAP management of audit results and performance indicators lead to measures to address risks and opportunities. These measures can lead to changes in products, processes, documents and, in some cases, even to the revision of the entire Quality Management System.




The purpose of continuous improvement of QMS is to increase the likelihood of increasing customer and other stakeholder satisfaction. The improvement process consists of the following steps:

- a) Conducting an analysis and evaluation of the current state to identify areas for improvement;
- b) setting objectives for improvement;
- c) identifying possible solutions to achieve these objectives;
- d) evaluation of these solutions and selection of the most appropriate;
- e) implementation of the selected solution;
- f) measuring, verifying, analyzing and evaluating the results of implementation to determine whether the objectives have been achieved;
- g) documentation of changes made.

An analysis of the results shall be carried out where necessary to identify factors that could contribute to future improvements. With this approach, improvement becomes

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an ongoing process. Feedback from beneficiaries and other stakeholders, Quality Management System audits and analysis can also serve as useful tools in identifying factors for improvement.

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ANNEXES

Annex 1

Electronic register of amendments and revisions of internal acts

No.	Name of act	Edition /Revision	Reason for modification/ Review	Person who made the change	Function	Date of approval Change /Review

The Quality Manual of the Academy of Music, Theatre and Fine Arts is developed within the International Project **Enhancement of Quality Assurance in Higher Education System in Moldova – QFORTE** ref. nr. 618742-EPP-1-2020-1-MD-EPPKA2-CBHE-SP, funded by the European Union through the ERASMUS+ programme.

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Annex 2

QUALITY POLICY STATEMENT

Component of the national education system, the Academy of Music, Theatre and Fine Arts is a public institution with attributions in the field of higher artistic education, scientific research and artistic creation. AMTAP brings together under the same dome all genres of art, ensuring at the same time the preparation of future workers and managers in the field of culture, but also of future teachers for artistic education, offering bachelor, master and doctoral study programs, continuous training courses.

AMTAP promotes the **classical university model** that combines education with the production of new knowledge (through research) and new works of art (through artistic creation).

As part of the national education system, AMTAP implements the educational policy of the Republic of Moldova aimed at developing a democratic, humanistic, competitive, open and flexible higher education.




AMTAP's activity is based on a **system of values** that it promotes and is guided by in formulating its mission and strategic objectives. These are: **integrity, humanity, freedom, diversity, tolerance, inclusion.**

Within the institutional differentiation and diversification of the higher education system in the Republic of Moldova, AMTAP develops autonomously, assuming the following **strategic missions**:

- maintaining the status of bastion of "classical", "academic" culture;
- preserving, perpetuating and promoting national cultural and artistic values;
- advanced training of specialists in the fields of music, theatrical, choreographic, multimedia, fine and decorative arts, design and culturology, but also in preparing future teachers and managers for the sphere of culture and arts;
- educating qualified, competent and competitive professionals who can adapt to the demands of a dynamic changing society;
- production and transmission of scientific knowledge in the listed and adjacent fields, thus contributing to the enrichment of the universal knowledge heritage, as well as to maintaining and developing the capacity and professional performance of teaching staff and research staff;
- providing social and cultural services to members of the academic community, but also to those outside it, by developing, capitalizing and promoting scientific and cultural-artistic values;
- achieving the necessary balance between artistic, scientific and humanistic culture; crystallization of political and civic culture;
- changing mentality and attitudes, promoting international relations.

AMTAP promotes the educational policy of the Republic of Moldova focused on developing a democratic, humanistic, open and flexible university education, based on the values of national and universal culture, art and science achievable through:

- Ensuring equal opportunities to education for all categories of population;

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- Creating a flexible system of staff training adapted to the current market and perspective of work and to the needs of the development of national culture and art;
- Training of the citizen of the Republic of Moldova in terms of respect for human rights and fundamental freedoms.

In accordance with the promoted value system and strategic missions, the Academy of Music, Theatre and Fine Arts is committed to providing a higher quality education to all students and to constantly improving its academic and artistic performance by implementing the Quality Management System. For this we have set ourselves the following **quality objectives**:

- 1) Development of continuous improvement of the policy framework for quality assurance in the Academy of Music, Theatre and Fine Arts;
- 2) Strengthening human resources capacities to promote quality culture in the institution by hiring a high-performance academic staff;
- 3) Staff development as an indispensable condition for increasing the level of quality of studies;
- 4) Promoting quality culture at the level of all institutional structures;
- 5) Permanent focus on the issue of ensuring the quality of studies and all services offered by AMTAP;
- 6) Modernization and continuous improvement of study programs at all levels of education through research and artistic creation to meet the needs of our students and provide them with solid career opportunities;
- 7) Ensuring periodic self-evaluation processes of teaching, scientific and creative activity;
- 8) Development and modernization of the didactic-material base of the institution to provide optimal conditions and modern learning facilities;
- 9) Stimulating the study and application of foreign languages and information technologies;
- 10) Improving the services offered by the Library, phonotheque, media library – subdivisions that participate in innovative changes and implementation of new technologies, ensuring the preservation of collections with sustainable value, thus being a link between past and future;
- 11) Creating an academic community of students and staff that respects each other and promotes our values of integrity, humanity, freedom, diversity, tolerance and inclusion;
- 12) Continuous improvement of institutional management by implementing quality administrative-financial and support activities.

To achieve these quality goals, we focus on the following principles:

- Effective communication with our students and all members of the academic community.
- Providing a professional and dedicated staff to encourage and support our students in their learning.
- Taking responsibility for the results of our academic activities.




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- Promoting a learning environment based on trust and respect.
- Providing adequate facilities and modern technologies to support the learning process of our students.
- Active participation in the international academic community through international collaborations and academic exchanges.
- Using effective methods and tools to measure, evaluate and improve quality.

This institutional quality assurance policy will be communicated to all students and academic staff and will be reviewed periodically to ensure it adequately reflects our commitment to quality.

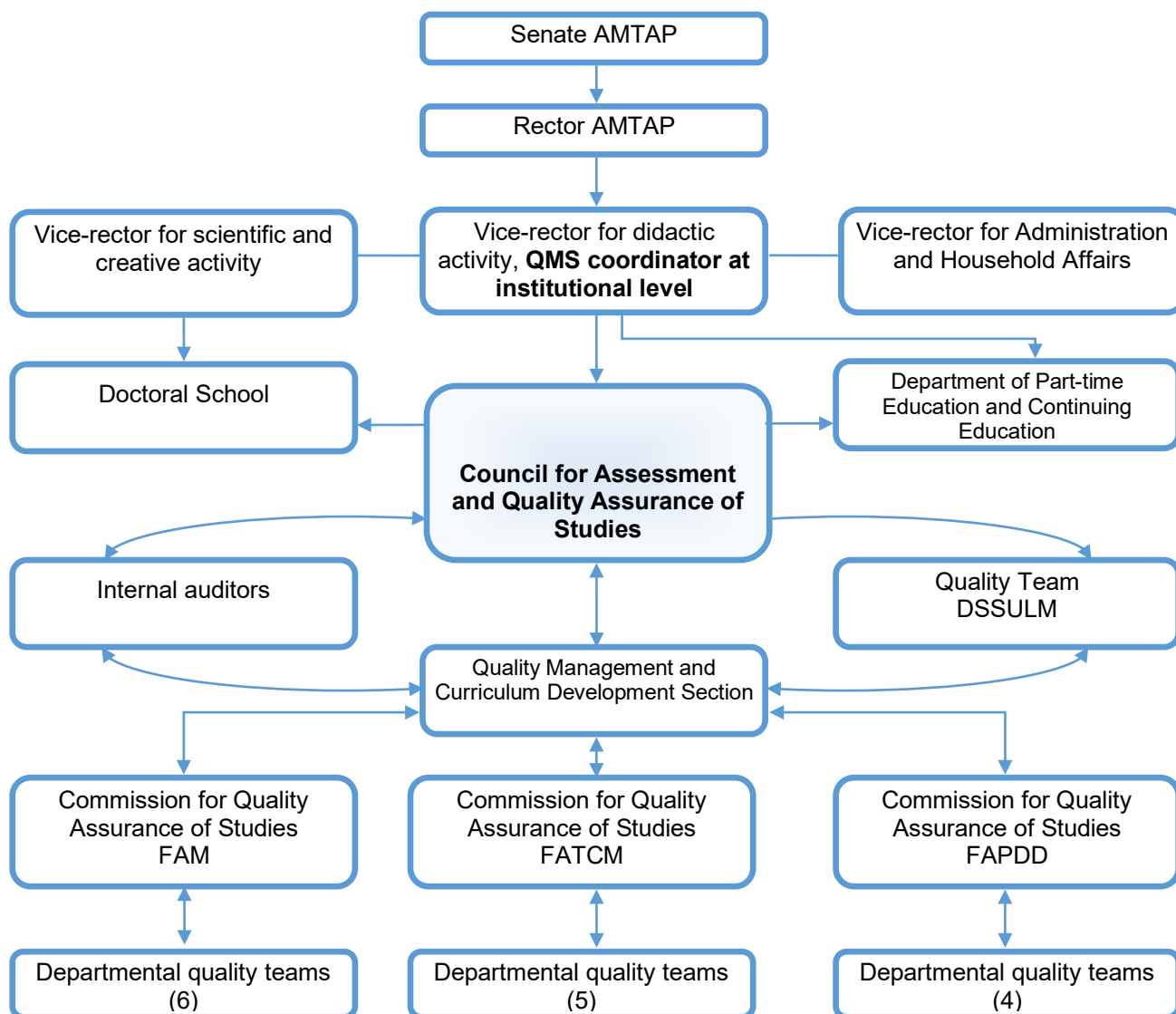
Rector AMTAP




prof., PhD Victoria MELNIC

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Annex 3

Organization chart of the Quality Management System






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Annex 4

List of AMTAP Regulations, Methodologies and Procedures

Cod	Name of document
CU-01	AMTAP University Charter
CEDU-01	Code of ethics and university deontology of the Academy of Music, Theatre and Fine Arts
PLT-01	Quality Policy Statement
PLT-02	AMTAP's Open Access Policy
PLT-03	Security policy regarding the protection of personal data when processing them within the information systems managed by the Academy of Music, Theatre and Fine Arts
STR-01	Strategic plan of the Academy of Music, Theatre and Fine Arts for 2023-2028
STR-02	AMTAP Quality Assurance Strategy for 2022-2026
STR-03	Research and creation strategy for 2022-2026
STR-04	AMTAP's internationalization strategy for 2018-2022
STR-05	AMTAP's Life Long Learning Strategy 2021-2024
STR-06	Strategic Development Plan of the Doctoral School of <i>Arts Studies and Cultorology</i> 2021-2026
MC-01	Quality Manual
REG-01	Institutional regulation for initiation, design, approval, monitoring, periodic review and evaluation of bachelor's and master's degree programs
REG-02	Regulation on the organization and functioning of the educational process based on the European Credit Transfer and Accumulation System (ECTS)
REG-03	Regulation on the organization and conduct of admission to bachelor's and master's degree studies (cycle I, II) at AMTAP
REG-04	Regulation on traineeships
REG-05	Regulation on the organization and functioning of practice bases within AMTAP
REG-06	Regulation for the organization of undergraduate higher education (Cycle I)
REG-07	Regulation for the organization and conduct of master's degree studies (Cycle II)
REG-08	Regulation on the conditions for occupying places with budgetary financing in AMTAP
REG-09	Regulation on the evaluation of student learning
REG-10	Regulation on the activity of juries (Analysis Committees) in solving exceptional situations of students in AMTAP
REG-11	Regulation on the organization of the graduation exam for bachelor's degree studies
REG-12	AMTAP Regulation on academic mobility
REG-13	Regulation on career guidance and counseling
REG-14	Framework Regulation of the AMTAP Faculty
REG-15	Framework Regulation of the academic department / AMTAP chair
REG-16	Anti-plagiarism regulation
REG-17	Regulation of the Doctoral School of <i>Arts Studies and Cultorology</i>
REG-18	Regulation on the organization and conduct of postdoctoral programs within the Academy of Music, Theater and Fine Arts
REG-19	Regulation of scientific and creative activity
REG-20	Regulation of conducting and organizing the Scientific-Practical Conference of AMTAP students and master students
REG-21	Regulation on the Quality Management System within AMTAP
REG-22	Institutional regulation for organizing, conducting the contest and occupying teaching and scientific-didactic positions
REG-23	Regulation conferring scientific-didactic titles
REG-24	Regulation on how to establish the performance bonus for the staff of the Academy of Music, Theatre and Fine Arts
REG-25	Regulation on how to elect the Rector of AMTAP

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REG-26	Regulation on the standardization of the scientific-didactic activity of the scientific-didactic and didactic staff
REG-27	Regulation on periodic evaluation of the performance of university teachers
REG-28	Regulation on the types and manner of establishing specific bonuses to IP "Academy of Music, Theatre and Fine Arts"
REG-29	Regulation on how to calculate and pay the annual award for the results of the previous year's activity
REG-30	Regulation on the salary system in the Public Institution "Academy of Music, Theater and Fine Arts"
REG-31	Regulation on the official website of AMTAP and the web pages of AMTAP subdivisions
REG-32	Internal Audit Letter
REG-33	Regulation on the establishment of personnel norms for the elaboration of staff lists at the Academy of Music, Theatre and Fine Arts
ROF-01	Internal regulations of the Academy of Music, Theatre and Fine Arts
ROF-02	Regulation on the organization and functioning of AMTAP governing bodies
ROF-03	AMTAP Senate Rules
ROF-04	Regulation on the organization and functioning of the Electoral Commission of AMTAP
ROF-05	Regulation on the organization and functioning of the AMTAP Ethics Commission
ROF-06	Regulation on the organization and functioning of the AMTAP Scientific Council
ROF-07	AMTAP ISSB Regulation
ROF-08	Rules of the Student Senate
ROF-09	Institutional regulation for the functioning of dormitories subordinated to AMTAP
ROF-10	Regulation on the organization and functioning of the Quality Management and Curricular Development Section
ROF-11	Regulation on the organization and functioning of the AMTAP Study Evaluation and Quality Assurance Council
ROF-12	Regulation for the functioning of the Commission for Quality Assurance of Studies within the faculty of AMTAP and of the Internal Evaluation Commission within the Doctoral School
ROF-13	Regulation of activity of the European Integration and Academic Mobility Section of AMTAP
ROF-14	Rules of Activity of the Lifelong Learning (LLL) Department of the Academy of Music, Theatre and Fine Arts
ROF-15	Regulation of the Studies Section
ROF-16	Regulation on the organization and functioning of the Science Section
ROF-17	Regulation of organization and functioning of the Creation Section
ROF-18	Regulation of organization and functioning of AMTAP Library
MET-01	Methodology for organizing, conducting and monitoring teaching activities in mixed format
MET-02	Methodology for organizing the Bachelor's and Master's degree completion exam. Summer session, academic year 2019/2020
MET-03	Methodology for recruitment, employment and promotion of teaching, scientific-didactic and scientific staff
MET-04	Methodology for establishing and distributing scientific-didactic norms
MET-05	Methodology for establishing tuition fees at the Academy of Music, Theatre and Fine Arts
MET-06	Methodology for approval for publication of scientific, scientific-methodical and didactic papers within AMTAP
MET-07	Methodology for organizing and conducting the process of defending doctoral theses within AMTAP
MET-08	Methodology for conducting the internal competition of scientific projects for the distribution of doctoral grants from the state budget
MET-09	Methodology of staff in the Doctoral School of <i>Arts Studies and Culturology</i>
MET-10	Methodology of organizing and conducting the admission contest to doctoral studies within AMTAP
MET-11	Internal evaluation methodology of the Doctoral School of <i>Arts Studies and Culturology</i>

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MET-12	The methodology on how to exclude periods, in which the lessee was in the actual impossibility to use the good according to the purpose indicated in the contract
PS-01	Development of regulations, methodologies, procedures and work instructions
PS-02	Control of documents and records
PS-03	Infrastructure maintenance
PS-04	Control of non-compliances
PS-05	Internal quality audit
PS-06	Corrective and preventive actions
PS-07	Continuous improvement
PS-08	Complaint handling
PO-01	Final course evaluation
PO-02	Quality assessment of internships
PO-03	Evaluation of the activity of the head of the internship
PO-04	Appreciation of student satisfaction
PO-05	Assessment of the level of satisfaction of the graduate
PO-06	Monitoring the professional path of graduates
PO-07	Evaluation of teacher activity by students
PO-08	Evaluation of teacher activity by colleagues
PO-09	Evaluation of the teacher's activity by the head of the department / department (dean)
PO-10	Appreciating the level of satisfaction of employers
PO-11	Appreciation of employee satisfaction
PO-12	Evaluation of doctoral supervisors by doctoral students
PO-13	Evaluation of doctoral supervisors by the management of the Doctoral School
PO-14	The procedure for choosing the management of the Doctoral School of Arts Studies and Culturology
PO-15	Evaluation of continuing education courses

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