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APPROVED
AMTAP Senate
Minutes no. 29, dated 12/08/2022
Victoria Melnic, AMTAP rector, Ph.D. Professor



ACADEMY OF MUSIC, THEATRE AND FINE ARTS



STRATEGY regarding Quality Assurance within the Academy of Music, Theatre and Fine Arts for the period 2022-2026




No.	Revision/Date of application	Chapter and page numbers revised	Name, Last name		
			Elaborated	Coordinated	Approved
1	E1/R0 30.08.2022	Elaboration	R. ROMAN, Head of Quality Management and Curriculum Development Department	P. GAMURARI, Vice-rector on academic affairs	Senate

Chisinau, 2022

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Abbreviations:

AMTAP	–	Academy of Music, Theatre and Fine Arts
ANACEC	–	National Agency for Quality Assurance in Education and Research
CACS	–	Commission for Assurance of the Quality of Studies
CEACS	–	Council for Evaluation and Quality Assurance of Studies
MECC	–	Ministry of Education, Culture and Research
SIEMA	–	European Integration and Academic Mobility Section
SMCDC	–	Quality Management and Curricular Development Section




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I. Introduction

Academy of Music, Theatre and Fine Arts, as a specialized, but still multidisciplinary university, it is characterized by the diversity of the set of educational activities, scientific research, artistic creation that it carries out as a promoter of the development of culture and arts in the Republic of Moldova. In this context, the mission of the quality policy is to focus on students to meet the demands of the labor market, to identify their needs and expectations as accurately as possible and to fully satisfy them. The quality management strategy in AMTAP is understood as a process of systematic evaluation and continuous improvement of the quality of university education, defining long-term action directions, establishing quantifiable objectives, as well as developing strategies and allocating adequate resources to achieve these objectives, being founded on the basic principle that a quality university education can only be achieved in an environment where all parties involved take responsibility for the quality of their contribution to the fulfillment of the common mission.

The strategy regarding Quality Assurance within AMTAP for the period 2022-2026 is designed for the evaluation and continuous improvement of the quality of the educational act, in which the strategic objectives, priority directions, fields of activity, as well as the actions to achieve them are indicated.

- The strategy regarding Quality Assurance within AMTAP for the period 2022-2026 is developed in accordance with the following normative acts:
- Education Code of the Republic of Moldova (Law no. 153 of 17.07.2014);
- National action plan regarding the quality assurance of higher education in the Republic of Moldova for the years 2021-2023 (ANACEC decision no. 53 of 25.06.2021);
- External quality assessment methodology for provisional operation authorization and accreditation of study programs and vocational technical, higher education and continuing training institutions (Government Decision no. 79 of 16.02.2022);
- Nomenclature of professional training fields and specialties in higher education (Government Decision no. 482 of 28.06.2017);
- Framework plan for bachelor's (Cycle I), master's (Cycle II) and integrated higher studies (MECC Order no. 120 of 10.02.2020);
- Regulation on the organization of higher education (Cycle I) and integrated studies (MECC Order no. 1625 of 12.12.2019);
- Regulation on the organization and realization of higher master's studies — Cycle II (Government Decision no. 80 of 16.02.2022);
- Institutional regulation for the initiation, design, approval, monitoring, revision and periodical evaluation of bachelor's and master's study programs (approved by the AMTAP Senate pr.v.nr. 6 of 02.01.2017);

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- AMTAP's internationalization strategy for the period 2018-2022 (approved by the AMTAP Senate pr.v.no.6 of 18.05.2020);
- The research and creation strategy for the years 2022-2026 (approved by the AMTAP Senate pr.v.nr.12 of 16.12.2021);
- Methodology for organizing, realization and monitoring didactic activities in mixed format (approved by the AMTAP Senate pr.v.nr.1 of 02.09.2020);
- Regulation on the Study Quality Management System within AMTAP (approved by the AMTAP Senate pr.v.nr.2 of 28.09.2016, revised - pr.v.nr.3 of 26.09.2018);
- Regulation on the organization and operation of the Council for Evaluation and Quality Assurance of Studies (approved by the AMTAP Senate pr.v.nr.2 of 28.09.2016, revised - pr.v.nr.11 of 25.06.2018);
- Regulation regarding the organization and functioning of the Quality Management and Curricular Development Section (approved by the AMTAP Senate pr.v.nr.8 of 03/28/2018);
- Regulation on the organization and functioning of the Study Quality Assurance Commission within the AMTAP faculty (approved by the AMTAP Senate pr.v.no.2 of 28.09.2016, revised - pr.v.no.11 of 25.06.2018).

II. The current state of the Study Quality Assurance System/ Internal environment analysis




Quality assurance in AMTAP is oriented towards the realization of a set of actions regarding the design, implementation, coordination and monitoring of the quality management system in the Academy and includes structures at the level of institution, faculty, department.

The responsibility for quality assurance at the Academy level belongs to the rector of AMTAP. The coordination of the quality assessment and assurance processes within AMTAP is carried out by the Quality Assessment and Assurance Council (hereafter CEACS), a collective body with an advisory function, which holds the authority and responsibility for promoting quality assurance policies, elaboration the strategy and the specific requirements regarding the development of the Quality Management System in AMTAP, as well as the control of processes within the Academy.

The implementation, coordination and monitoring of the quality management system at the institutional level, in relation to the vision, mission and policy of the Academy, is carried out at the institution level by the Quality Management and Curricular Development Section (hereinafter SMCDC).

The mission of the SMCDC is to ensure and streamline the didactic process and ensure the quality educational services offered to the Academy's beneficiaries with the

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implementation of a high-performing academic management based on quality reference standards, having attributions regarding the development of procedures and tools for evaluation and quality assurance, the organization of audit processes and quality assessment, quality data management, information dissemination and the creation of a quality culture in the Academy.

In the Academy at the level of each faculty, the Studies Quality Assurance Commission (hereinafter CACS) operates, which coordinates, evaluates and analyzes the activities of ensuring and maintaining the quality of educational programs, promotes a culture of quality at the faculty level. At the level of each department/chair within AMTAP, the Quality Team is active, which holds the authority and responsibility for ensuring the quality of all processes carried out within the subdivision (education, research, organization).




The operative conducting of the quality management system is ensured by the Vice-Chancellor for didactic activities, the head of the SMCDC and the presidents of the Study Quality Assurance Commissions.

At the AMTAP level, the Quality Assurance Strategy is understood as a process of systematic evaluation and continuous improvement of the quality of university education, the definition of priority directions, measurable objectives as well as the development of strategies and the allocation of appropriate resources to achieve these objectives, being based on the principle the basic premise that quality university education can only be achieved in an environment where all parties involved take responsibility for the quality of their contribution to its mission.

In order to analyze the current situation in the field of quality assurance, a SWOT analysis was carried out:



Strong points	Weak points
<ul style="list-style-type: none"> ➤ The institution's unique profile, rich cultural and educational traditions; ➤ Valuable teaching staff, made up of qualified specialists, with experience; ➤ Involvement in the educational act of notorious personalities; ➤ The existence of institutional policy documents in the field of quality assurance; ➤ The existence of a functional quality management system based on various procedures for monitoring, evaluating and controlling services; 	<ul style="list-style-type: none"> ➤ Lack of motivation of teaching staff regarding participation in quality assurance activities; ➤ Insufficient involvement of heads of departments/chairs/program managers in the preparation of internal self-evaluation reports; ➤ Weak activity of the Quality Teams; ➤ Internal normative acts regarding out-of-date quality assurance; ➤ Insufficiency of young staff; ➤ Aging of academic staff (1/3 of all staff are retired);

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| <ul style="list-style-type: none"> ➤ Regular organization of surveys to identify the level of satisfaction of students, employees, employers, etc.; ➤ Existence of the mechanism for evidence the insertion of graduates in the labor field; ➤ Involvement of all interested parts in the quality management system; ➤ The experience of some teaching staff in the external evaluation of study programs; ➤ External accreditation of all undergraduate higher education programs; ➤ Authorization of 8 doctoral higher education programs; ➤ Collaborative capacity at local, national and international level in the fields of research and creation; ➤ Large number of bilateral agreements concluded with institutions from EU countries, CIS, USA, Turkey, China etc.; ➤ The existence of a good collaboration with cultural and theatrical-concert institutions, creative unions and other professional associations; ➤ The existence of the Creative Industries Development Center ARTCOR; ➤ The activity of scientific training of young staff through advanced studies within the AMTAP Doctoral School. | <ul style="list-style-type: none"> ➤ A low number of tenured teaching staff (about 65%); ➤ Insufficient provision of study programs with scientific-didactic frameworks, with scientific titles; ➤ Insufficient system of rewarding the staff according to the performances achieved; ➤ Formal/superficial involvement of employers in quality assurance activities; ➤ Weak involvement of students in quality assurance activities in some study programs; ➤ Insufficient promotion of AMTAP in the media and in virtual space; ➤ Insufficient financial resources intended to develop and promote the institution's image and attract foreign students; ➤ Small number of mobilities through the Erasmus+ program in which scientific and didactic staff are involved; ➤ Lack of study programs in languages of international circulation; ➤ Unfavorable conditions for foreign students in the AMTAP campus; ➤ Insufficient dissemination in the economic and cultural environment of the results of the research and creation activity; ➤ The small number of research projects in which the academy is involved have a negative effect on research funding; ➤ The insufficiency of spaces for carrying out research/creative activities; ➤ Insufficient insurance with equipment; |
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	<ul style="list-style-type: none"> ➤ Lack of staff specialized in IT; ➤ Insufficient use of the possibilities offered by the application of IT technologies in the educational process and in the activities of each teacher and student; ➤ Lack of integrated institutional electronic data management system.
Opportunities	Risks / Threats
<ul style="list-style-type: none"> ➤ Effective cooperation with development partners: USAID, accredited embassies, cultural institutes of different countries, etc.; ➤ Involvement in structural projects of the European Union Erasmus+; ➤ Promoting and improving the image of AMTAP; ➤ Perfecting the normative acts regarding the Quality Management System; ➤ Development of the possibilities offered by the academic mobility programs for teachers, students, the administrative body; ➤ Students' participation in the activities of the decision-making structures of AMTAP; ➤ Involvement in international projects to attract financial means that would contribute to the development and modernization of the Academy; ➤ Collaboration with other educational institutions, exchange of experience. 	<ul style="list-style-type: none"> ➤ The major economic and social crisis at the national and global level caused by the pandemic and the war in Ukraine; ➤ Students' disinterest in participating in surveys; ➤ Subjectivity in completing the questionnaires; ➤ Employers' low interest in increasing the quality of study programs; ➤ Lack of financial motivation of the staff involved in quality assurance activities; ➤ The constant increase in requirements towards universities; ➤ The decrease in the average level of general education of high school and college graduates, the departure of the most prepared to study abroad; ➤ Insufficient public funding for artistic higher education, which has the particularity of a 1:1 teacher-student teaching ratio; ➤ Staff turnover and the emigration of young specialists in the field of artistic education due to the low salary level; ➤ The demographic crisis and the consequent decrease in the number of students.

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III. Strategic Objectives and priority Directions

3.1. Strategic objectives

For the period 2022-2026, the fundamental objective of the AMTAP leadership in the field of quality assurance is the promotion of the culture of quality, as well as the implementation and maintenance of a Quality Management System that allows monitoring, evaluation and continuous improvement of quality. To achieve this general objective, AMTAP established the following specific strategic objectives:

- Ensuring the normative and organizational framework for the activities carried out in AMTAP in the field of quality;
- Ensuring highly qualified human resources;
- Ensuring quality educational processes;
- Ensuring periodic self-evaluation processes and continuous improvement of the educational offer;
- Ensuring quality administrative-financial and support activities.

3.2. Priority directions regarding the achievement of strategic objectives

In order to achieve the strategic objectives, AMTAP will focus on the following priorities:




1. *Updating and developing the policy framework for quality assurance in the Academy of Music, Theater and Fine Arts.*

Priority actions:

- Elaboration, adjustment and implementation of institutional strategies and policies;
 - Review/adjust/update all educational processes within AMTAP in order to eliminate obstacles in the implementation of objectives;
 - Development, promotion and consolidation of the quality culture at the level of all institutional structures. Increasing the level of staff training in the field of Quality Management;
 - Periodic updating/revision of the monitoring/evaluation tools of the Quality Management System.
2. *Strengthening the capacities of human resources to promote the culture of quality in the institution.*

Priority actions:

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- Updating the internal normative acts regarding the performance of teaching staff;
- Revision of criteria and performance indicators in order to increase competitiveness;
- Encouraging and stimulating all teaching staff for continuous development;
- Periodic evaluation of teaching staff according to the achieved performances.

3. *Modernization and continuous improvement of Study Programs at all levels of education.*

Priority actions:

- Revision of the current Study Programs, in order to modernize/improve them and in correlation with the requirements of the labor market;
- Periodic internal and external evaluation of study programs at all Education Cycles;
- The establishment of new training programs, in order to increase the educational offer, as well as competitiveness both nationally and internationally;
- Development of joint higher education programs in the field of arts.

4. *Development and implementation of internal self-assessment activities*

Priority actions:



- Update/revision of internal normative acts regarding internal self-assessment and continuous improvement processes;
- Development and implementation of tools for collecting, analyzing and reporting information on self-assessment results;
- Regular organization of self-assessment activities with the involvement of all interested parties;
- Implementation and monitoring of improvements.

5. *Development and modernization of the institutional infrastructure to ensure quality in education, research, creation and social services*

Priority actions:

- Development of a modern and qualitative educational environment;
- Development of methodological support and availability of learning resources;
- Development of the institutional information system.

IV. Areas of activity and performance measures

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Quality Assurance in the Academy of Music, Theater and Fine Arts aims at the following fields of activity:

4.1. Education

- Permanent modernization of bachelor's and master's study programs in order to meet accreditation standards; avoiding duplication of subject content; avoiding too narrow specialties; correlations with labor market requirements;
- Modernization of curriculum content, teaching-learning-evaluation activities;
- Promotion of modern teaching-learning methods;
- Initiating study programs with teaching in a foreign language;
- Implementation of mechanisms to stimulate teaching staff regarding the elaboration of didactic materials: supports/course notes, manuals, collections, chrestomathies, etc.;




Encouraging the involvement of students (Bachelor's, Master's and PhD) in the artistic and scientific research process.

4.2. Human resources

- Elaboration and implementation of the motivation and financial support mechanism for teaching staff who achieve outstanding results in teaching/creative/research activity;
- Increasing the coverage rate of teaching positions with titulated teaching staff;
- Increasing the rate of teaching staff with scientific, scientific-didactic and honorary titles;
- Support and promotion of AMTAP graduates in Cycle III – PhD (Doctorate), with a view to employment as teaching staff;
- Creating opportunities for personal professional development of academic staff.

4.3. Scientific, scientific-didactic and creative activity

- Stimulating and promoting the research and creative activities of the academic staff;
- Stimulating and supporting the participation of teachers in research, educational and creative projects, at international scientific and artistic events;
- Increasing the number and quality of programs and projects submitted in national and international competitions;
- Intensification of the activity of developing scientific-didactic materials for university and pre-university artistic education;

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- Realization of high-level cultural-artistic events, of artistic creations with major impact, which enjoy national and international recognition;
- Increasing the visibility of AMTAP's scientific research and artistic activity.

4.4. *Internationalization*

- Increasing the number of active partnerships at the international level;
- Intensification of efforts to stimulate the participation of teaching staff and students in Erasmus+ mobility programs;
- Intensification of the process of attracting foreign students to bachelor's, master's, doctorate studies;
- Promoting and strengthening cooperation with international organizations carrying out activities in the Republic of Moldova;
- Development of study programs in foreign languages;
- Attracting foreign teachers to the teaching activity.




4.5. *Quality management*

Consolidation of the Quality Assurance System within AMTAP through:

- Training of all institutional structures in periodic evaluations;
- Encouragement and more active involvement of students in the periodic evaluation of study programs and educational resources/services;
- Improving educational services through planning, implementation, control and quality improvement;
- Elaboration of the own system of performance indicators correlated with ANACEC requirements;
- Development of the AMTAP Quality Barometer electronic platform with the annual placement of the results of all indicators;
- Permanent monitoring of quality in order to detect risk situations.

4.6. *Educational infrastructure and resources*

- Promoting a financial policy based on the real situation of AMTAP and the current requirements of educational, scientific research and creative activity;
- Ensuring an annual budget that would ensure the general objectives of the institution;

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- Identifying and attracting additional financial sources necessary for the development of the institution;
- Effective use of unused spaces in order to obtain additional income;
- Repair and modernization of study spaces;
- The annual increase in the funding allocated for the purchase of books/magazines, in accordance with the needs of the departments/chairs;
- Consolidation of the Information Technology Center, responsible for maintenance, content management of the AMTAP website.

V. Monitoring and evaluation of the implementation of the Strategy

In the context of the implementation of the *Quality Assurance Strategy within the AMTAP 2022-2026* annual monitoring and evaluation actions will be planned. The given process will ensure the achievement of objectives and priority actions.




The actions indicated in the *Quality Assurance Strategy within the AMTAP for the period 2022-2026* will also be mandatory reflected in the Activity Plans of the relevant subdivisions.

The Rector of AMTAP and the First Vice-Rector for didactic activity are responsible for implementing the objectives and actions stipulated in the Strategy. The executive structure that will plan, verify and act in order to monitor and evaluate this Strategy is the Evaluation and *Quality Assurance Council of Studies*, which will develop **Monitoring and Evaluation Sheets** for indicators from all areas of action of the Strategy based on *Annex 1*.

The forms will be completed at the end of each academic year by the heads of departments/chairs and sent to the Study Quality Assurance Committees within the faculties for analysis and evaluation. In case of other subdivisions, the Sheets will be forwarded to the head of SMCDC. The monitoring and evaluation sheets will constitute a mandatory part of the **Annual Activity Report of the AMTAP** subdivisions. Based on the analyzed files, CACS will draw up a *Monitoring and Evaluation Report on the implementation of the Quality Assurance Strategy within AMTAP at the faculty level*. The results of the activities of monitoring, evaluation and achievement of indicators will be discussed and approved at the beginning of each academic year during the CEACS meeting. Following the analysis of the results, the First Vice-Chancellor for didactic activity will draw up an *Institutional Monitoring and Evaluation Report on the implementation of the Quality Assurance Strategy within AMTAP*, reporting during the Senate meeting.

VI. Final provisions




5.1. This Strategy enters into force from the date of approval by the AMTAP Senate.

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5.2. The strategy within 5 working days of approval is made public by publishing it on the official web page of AMTAP.

5.3. Modification/updating of this Strategy can only be done after consultation with CEACS members and the AMTAP Senate with a simple majority vote.


The European Commission's support for the production of this document does not constitute an endorsement of the content, which reflects only the views of the authors, and the Commission cannot be held responsible for any use that may be made of the information contained herein.

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Annex 1




ACTION PLAN

Nr. crt.	Actions	Monitoring indicators	Deadline	Responsible	Notes
Objective nr.1: Ensuring the normative and organizational framework for the activities carried out in AMTAP in the field of quality					
Priority direction: <i>Updating and developing the policy framework for quality assurance in the Academy of Music, Theatre and Fine Arts</i>					
Risks: Low involvement of teachers/students in quality assurance activities; Lack of qualified IT staff; Insufficient funding for higher arts education					
1.1. Elaboration, adjustment and implementation of institutional strategies and policies					
1.1.1	Elaboration of the Quality Assurance Strategy within AMTAP for the period 2022-2026	<ul style="list-style-type: none"> Act elaborated and approved 	August 2022	AMTAP's Rector, SMCDC	
1.1.2	Elaboration of the Rector's Statement on AMTAP's Quality Policy	<ul style="list-style-type: none"> Act elaborated and approved 	September 2022	AMTAP's Rector	
1.1.3	Review and reconceptualization of the Regulation on the Study Quality Management System in AMTAP	<ul style="list-style-type: none"> Act reviewed and approved 	2022-2023	First vice-rector for didactic activity, CEACS, SMCDC	
1.1.4	Review and adjustment of the Regulation on the organization and operation of the Quality Assessment and Assurance Council	<ul style="list-style-type: none"> Act reviewed and approved 	2022-2023	First vice-rector for didactic activity, CEACS, SMCDC	
1.1.5	Revision of the Regulation on the organization and operation of the Study Quality Assurance Commission	<ul style="list-style-type: none"> Act reviewed and approved 	2022-2023	First vice-rector for didactic activity, CEACS, SMCDC	
1.2. Review/adjust/update all educational processes within AMTAP in order to eliminate obstacles in the implementation of objectives					
1.2.1	Revision/adjustment of the Institutional Strategies in order to correlate with the AMTAP Quality Policy/AMTAP Quality Assurance Strategy	<ul style="list-style-type: none"> Number of documents reviewed and approved 	2022-2023	AMTAP's Rector, CDSI, First Vice-Rector for didactic activity, Vice-Rector for scientific and research activity, SIEMA (European	

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				Integration and Academic Mobility Section)	
1.2.2	Reviewing and adjusting the Strategic Development Plans of faculties and departments in accordance with the AMTAP Quality Assurance Strategy	<ul style="list-style-type: none"> Number of documents reviewed and approved 	2022-2023	First Vice-Rector for didactic activity, Deans, Heads of department/chair	
1.2.3	Involvement of CACS Presidents in the development of institutional normative acts related to quality assurance	<ul style="list-style-type: none"> Number of internal acts approved with the involvement of CACS Presidents 	2022-2026	First Vice-Rector for didactic activity, Vice-Rector for scientific and research activity, CEACS	
1.3. The development, promotion and consolidation of the quality culture at the level of all institutional structures. Increasing the level of staff training in the field of Quality Management					
1.3.1	Organization of Information/Training Seminars on Quality Management	<ul style="list-style-type: none"> Number of Seminars organized; Number of employees and trained students 	2022-2026	First Vice-Rector for didactic activity, SMCDC	At least 2 seminars
1.3.2	Dissemination of information on quality assurance in higher education within departments/chapters	<ul style="list-style-type: none"> Number of meetings organized 	2022-2026	CACS, Deans, Department/ Heads of Departments	If necessary
1.3.3	Organization of Workshops regarding to completion of various Evaluation Forms/Statistical Forms, etc.	<ul style="list-style-type: none"> Number of workshops organized 	2022-2026	SMCDC	At least 1 workshop per year
1.3.4	Training students in quality assurance structures and evaluation processes	<ul style="list-style-type: none"> Number of students involved in quality assurance structures; Number of quality 	2022-2026	CACS, Deans, Department/ Heads of Departments	

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		assurance activities in which students were involved			
1.4. Periodic updating/review of the monitoring/evaluation tools of the Quality Management System					
1.4.1	Development of the System of performance indicators in correlation with ANACEC/MEC requirements	<ul style="list-style-type: none"> Act with elaborated indicators 	2022-2023	First Vice-Rector for didactic activity, Vice-Rector for scientific and research activity, CEACS, SMCDC	
1.4.2	Periodic review of the Questionnaires applied within the AMTAP	<ul style="list-style-type: none"> Number of questionnaires reviewed 	2022-2026	CEACS, SMCDC	If necessary
1.4.3	Regular application of the questionnaires according to the Operational Procedures and the Annual Survey Organization Chart	<ul style="list-style-type: none"> Number of surveys organized 	2022-2026	SMCDC, CACS, Quality teams	Annual
1.4.4	Creation of the SMCDC website – <i>AMTAP Quality Barometer</i>	<ul style="list-style-type: none"> Functional site 	2022-2023	Center for Information Technologies, SMCDC	
1.4.5	Centralization and placement of information regarding quality indicators on the SMCDC website	<ul style="list-style-type: none"> Statistical data placed annually 	2023-2026	Center for Information Technologies, SMCDC	
Objective no. 2: Ensuring with highly qualified human resources					
Priority direction: <i>Strengthening the capacities of human resources to promote the culture of quality in the institution</i>					
Risks: Aging of academic staff; Insufficiency of young staff; The decrease in the interest of young teachers towards the teaching career; Low motivation of academic staff for scientific and methodical activity					
2.1. Updating the internal normative acts regarding the performance of teaching staff					
2.1.1	Revision of the <i>Regulation on how to establish the performance increase for the staff of the Academy of Music, Theater and Fine Arts</i> in order to financially	<ul style="list-style-type: none"> Act reviewed and approved 	2022-2024	Rector, First Vice-Rector for didactic activity, Vice-Rector for scientific and creation activity	

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	motivate teaching staff for research/creative activity				
2.1.2	<i>Revision of the Institutional Regulation for organizing, conducting the competition and occupying teaching and scientific-didactic positions</i> in order to increase the performance of teaching staff	<ul style="list-style-type: none"> Act reviewed and approved 	2022-2024	Rector, First Vice-Rector didactic activity, SMCDC	
2.1.3	Development of a database on the results of research and artistic creation of academic staff for the purpose of data centralization	<ul style="list-style-type: none"> Functional database (completed annually) 	2023-2026	Vice-Rector for scientific and creation activity, Science, Creation and extracurricular activity Section, Center for Information Technologies and technical means of instruction	
2.2. Revising performance criteria and indicators in order to increase competitiveness					
2.2.1	Updating Activity Indicators for measuring academic staff performance	<ul style="list-style-type: none"> Updated and approved list of activity indicators 	2023	First Vice-Rector for didactic activity, Vice-Rector for scientific and creation activity	
2.2.2	Increasing the coverage rate of teaching positions with tenured teaching staff	<ul style="list-style-type: none"> Number of tenured teaching staff 	2022-2026	Deans, Heads of department/chair	Increased rate by 5%
2.2.3	Increasing the rate of teaching staff with scientific, scientific-didactic and honorary titles	<ul style="list-style-type: none"> Number of doctoral theses and qualified doctor theses supported; Number of scientific-didactic titles conferred; Number of honorary titles awarded 	2022-2026	Vice-rector for scientific and creation activity, Deans, Heads of department/chair	Increased rate by 5%
2.2.4	Support and promotion of AMTAP graduates in Cycle III – PhD (Doctorate), with a view to employment as teaching staff	<ul style="list-style-type: none"> Number of AMTAP graduates enrolled in the doctorate; Number of young specialists employed 	2022-2026	Deans, Heads of departments/chairs	At least 8 graduates from the AMTAP enrolled

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					annually in the III Cycle
2.2.5	Advancing and involving teachers in national and international research/creation/educational projects	<ul style="list-style-type: none"> Number of submitted research/creation/educational projects (national, international); Number of teaching staff involved in research/creation/educational projects 	2022-2026	Vice-Rector for scientific and creation activity, Science, Creation and extracurricular activity Section, Deans, Heads of departments/chairs	Annual growth
2.2.6	Promoting and increasing the visibility of teachers' scientific research	<ul style="list-style-type: none"> Placement of indicators reflecting the research activity of the academic staff on the SMCDC website 	2022-2026	SMCDC	
2.2.7	Increasing the participation of teaching staff in cultural-artistic events and the realization of artistic creations	<ul style="list-style-type: none"> Number of creation works made; Number of participations in artistic events; Number of organized artistic events. 	2022-2026	Vice-Rector for scientific and creation activity, Deans, Heads of department/chair	
2.3. Encouraging and stimulating all teaching staff for continuous development					
2.3.1	Organization and implementation of continuous training programs (formal and non-formal) for academic staff	<ul style="list-style-type: none"> Number of developed programs; Number of teaching staff enrolled in continuous training programs 	2022-2026	First Vice-Rector for didactic activity, Head of the Part-time Studies and Continuing Education Section, Deans, Heads of departments/chapters	Minimum of 2 formal continuing education courses and minimum of 4 non-formal organized

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					courses
2.3.2	Stimulating the participation of teaching staff in ERASMUS+ mobility programs through the organization of modern languages courses	<ul style="list-style-type: none"> Number of continuous training courses organized; Number of teaching staff participating in courses; Number of teaching staff on academic mobility 	2022-2026	Part-time Education and Continuing Education Section, SIEMA	At least 1 organized course; At least 10 trained teachers; At least 3 staff annually involved in mobilities
2.3.3	Increasing the number of scientific articles published in journals in the WOS and SCOPUS databases	<ul style="list-style-type: none"> Number of scientific articles published 	2022-2026	Vice-Rector for scientific and creation activity, Deans, Heads of department/chair	
2.3.4	Increasing the research activities of teaching staff	<ul style="list-style-type: none"> Number of monographs published; Number of publications in foreign recognized journals; Number of publications in journals from the National Register of specialized journals; Number of publications in scientific collections; Number of theses in scientific collections; Number of participations with communications at national and international 	2022-2026	Vice-Rector for scientific and creation activity, Deans, Heads of department/chair	

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		Conferences/Seminars;			
2.3.5	Supporting teaching staff in order to participate in Competitions/Festivals/Exhibitions/Shows, etc.	<ul style="list-style-type: none"> Number of participations in Competitions / Festivals / Exhibitions / Shows 	2022-2026	Vice-Rector for scientific and creation activity, Deans, Heads of department/chair	
2.4. The periodic evaluation of teaching staff according to the performances achieved					
2.4.1	Monitoring the competitiveness of the academic staff through the periodic evaluation of the performance of teaching staff/doctoral supervisors by students/doctoral students, colleagues and administration	<ul style="list-style-type: none"> Number of teaching staff / doctoral supervisors evaluated; Number of questionnaires completed; Satisfaction level 	2022-2026	SMCDC, CACS, Quality teams	Satisfaction level > 70%
Objective no. 3: Ensuring quality educational processes Priority direction: <i>Modernization and continuous improvement of Study Programs at all levels of education.</i> Risks: The departure of young people to study abroad and the decrease of young people's interest in the artistic fields; Insufficient involvement of heads of department/chair/program managers in the elaboration of internal self-evaluation Reports; The formal involvement of employers in the process of modernization of study programs.					
3.1. Reviewing the current Study Programs, with the aim of modernizing/improving them and in relation to the labor market requirements					
3.1.1	Adjustment of current Bachelor's Degree Programs to meet accreditation standards	<ul style="list-style-type: none"> Number of bachelor's degree programs developed according to the 2020 Framework Plan 	2022-2024	First Vice-Rector for didactic activity, Deans, Heads of department/chair, Program managers	
3.1.2	Revision of bachelor's and master's study plans in order to avoid duplication of subject content, avoiding too narrow specialties	<ul style="list-style-type: none"> Number of Enhanced Study Programs 	2022-2024	First Vice-Rector for didactic activity, Deans, Heads of department/chair, Program managers	
3.1.3	Strengthening relations with employers and AMTAP graduates by organizing meetings (seminars, round tables, etc.) in order to identify the needs of the labor	<ul style="list-style-type: none"> Number of Collaboration Agreements/Partnership Agreements signed; Number of meetings 	2022-2026	First Vice-Rector for didactic activity, Deans, Heads of department/chair, Program managers	Minimum one agreement per year;

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	market.	<ul style="list-style-type: none"> organized; List of proposals/objections/comments from beneficiaries 			At least 2 meetings
3.1.4	Intensification of the involvement of employers in the institutional structures to ensure the quality of studies	<ul style="list-style-type: none"> Approved lists of the composition of CEACS and CACS members or of the Faculty Council 	2022-2026	First Vice-Rector of didactic activity, Deans, Heads of departments/chairs, CACS	
3.1.5	Increasing the rate of participation of graduates in the process of evaluating study programs	<ul style="list-style-type: none"> Number of questionnaires completed by graduates; 	2022-2026	Deans, Heads of department/chair, CACS	At least once a year
3.1.6	Promoting modern teaching-learning methods by organizing training courses for teaching staff	<ul style="list-style-type: none"> Training courses in modern teaching techniques and methods organized 	2022-2026	First Vice-Rector didactic activity, Part-time Education and Continuing Education Section, Information Technology Center	Minimum 80% student pass rate; Minimum 90% graduation
3.1.7	Modernization of curriculum content, teaching-learning-evaluation activities;	<ul style="list-style-type: none"> Number of disciplinary curriculums revised; Number of curriculum materials developed and approved 	2022-2026	First Vice-Rector didactic activity, Deans, Heads of departments/chairs	
3.1.8	Involvement of guest teachers in the didactic process	<ul style="list-style-type: none"> Number of teaching staff invited 	2023-2026	Deans, Heads of departments/chairs	
3.2. Periodic internal and external evaluation of the study programs at all Education Cycles					
3.2.1	Internal self-evaluation of study programs (Bachelor's, Master's, Doctorate - PhD, Continuing Education) in order to identify the degree of achievement of external evaluation standards	<ul style="list-style-type: none"> Number of self-evaluated study programs 	2022-2026	First Vice-Rector for didactic activity, Vice-Rector for scientific and creation activity, Doctoral School, SMCDC, Deans, Heads of departments/chairs, Program managers	Once every 2 years

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3.2.2	Accreditation/reaccreditation of study programs (Bachelor's, Master's, Doctorate - PhD, Continuing Education)	<ul style="list-style-type: none"> Number of bachelor's / master's / doctorate study programs submitted for external accreditation; Number of accredited/reaccredited study programs 	2022-2026	First Vice-Rector for didactic activity, Vice-Rector for scientific and creation activity, Doctoral School, SMCDC, Deans, Heads of departments/chairs, Program managers	
3.2.3	International institutional accreditation	<ul style="list-style-type: none"> Internationally accredited institution 	2023-2025	First Vice-Rector for didactic activity, Vice-Rector for scientific and creation activity, Doctoral School, SMCDC, SIEMA, Deans, Heads of department / chair, Program managers	
3.2.4	Systematic questioning of students at the end of each course unit regarding teaching quality and teaching methods	<ul style="list-style-type: none"> Number of evaluated subjects; Participation rate; Satisfaction level 	2022-2026	SMCDC, CACS, Quality teams	Satisfaction level > 75%
3.3. The establishment of new training programs, in order to increase the educational offer, as well as competitiveness on both a national and international level					
3.3.1	Diversification of the educational offer by initiating and authorizing new study programs, including teaching in a foreign language	<ul style="list-style-type: none"> Number of study programs developed and authorized 	2023-2026	First Vice-Rector of didactic activity, Deans, Heads of departments/chairs	At least one functional study program
3.3.2	Increasing international academic cooperation partnerships	<ul style="list-style-type: none"> Number of agreements signed 	2022-2026	Rector, Academic Mobility and European Integration Section	At least one agreement per year
3.3.3	Stimulating the academic mobility of students/doctoral students in order to internationalize the study programs	<ul style="list-style-type: none"> Number of academic mobility of students/doctoral students; Participation rate of students/doctoral students 	2022-2026	Academic Mobility and European Integration Section, Deans, Heads of departments/chairs	Increase by 2% annually

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		in academic mobility			
3.3.4	Increasing the extracurricular activities of international and national students (workshops, exhibitions, competitions, etc.)	<ul style="list-style-type: none"> Number of activities by category 	2023-2026	First Vice-Rector of didactic activity, Deans, Heads of departments/chairs	5% growth annually
3.3.5	Permanent updating of the information placed on the AMTAP website regarding the educational offer	<ul style="list-style-type: none"> AMTAP site updated 	2022-2026	Deans, Heads of departments/chairs, Information Technologies Center	
3.4. Development of joint higher education programs in the field of arts					
3.4.1	Identification of partners for the development of common higher education programs	<ul style="list-style-type: none"> Collaboration agreement signed for the initiation of double degree study programs 	2026	Rector, First Vice-Rector didactic activity	At least one collaboration agreement
3.4.2	Development of common study programs	<ul style="list-style-type: none"> Educational plan developed and approved 	2026	First Vice-Rector for didactic activity, Academic Mobility and European Integration Section, Deans, Heads of departments/chairs	At least one study program
Objective no. 4: Ensuring the processes of periodic self-evaluation and continuous improvement of the educational offer					
Priority Direction: <i>Development and implementation of internal self-evaluation activities</i>					
Risks: Lack of motivation of students, teachers in terms of participation in quality assurance activities; Constantly increasing demands on universities					
4.1. Update/revision of internal normative acts regarding internal self-assessment and continuous improvement processes					
4.1.1	Revision of the <i>Institutional Regulation for the initiation, design, approval, monitoring, review and periodic evaluation of bachelor and master study programs</i>	<ul style="list-style-type: none"> Act reviewed and approved 	2022-2023	First Vice-Rector of didactic activity, CEACS	
4.1.2	Revision of the Internal Quality Audit System Procedure	<ul style="list-style-type: none"> Act reviewed and approved 	2023-2024	First Vice-Rector of didactic activity, CEACS, SMCDC	
4.1.3	Quality Manual Review	<ul style="list-style-type: none"> Act reviewed and approved 	2023	First Vice-Rector of didactic activity, CEACS, SMCDC	
4.2. Development and implementation of tools for collecting, analyzing and reporting information on the results of the self-assessment					

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4.2.1	Elaboration of the standardized form for self-evaluation of study programs (Bachelor, Master, Doctorate, Continuing Education)	<ul style="list-style-type: none"> Documents developed and approved 	2022-2023	First Vice-Rector for didactic activity, Vice-Rector for scientific and creation activity, Director of the Doctoral School, Head of the Part-time and Lifelong Learning Section CEACS, SMCDC	
4.2.2	Elaboration of the standardized self-evaluation form of the AMTAP subdivisions (Dean offices, DSSULM, Studies section, Science section, creation and extracurricular activity, SIEMA, SMCDC, Human Resources, Scientific Library, Accounting,)	<ul style="list-style-type: none"> Documents developed and approved 	2023-2024	First Vice-Rector for didactic activity, Head of European integration and academic mobility section, Head of quality management and curriculum development department, Head of Human Resources service, Accounting	
4.2.3	Analysis of the results of the self-assessment of the subdivisions and annual reporting within the AMTAP Senate	<ul style="list-style-type: none"> Institutional self-assessment reports 	Annually from the moment of elaboration	Rector, First Vice-Rector for didactic activity, Vice-Rector for scientific and creation activity, CEACS, SMCDC	
4.3. Regular organization of self-assessment activities involving all stakeholders					
4.3.1	Periodic monitoring of the quality of the educational offer	<ul style="list-style-type: none"> Number of internal evaluations carried out annually 	2022-2026	CEACS, SMCDC, Audit Team, Internal Audit Service, Deans, Heads of Department/Chair	At least one process evaluated at each subdivision
4.3.2	The active involvement of students and teaching staff in monitoring the teaching-learning-evaluation processes	<ul style="list-style-type: none"> Number of students and teaching staff involved in internal assessments from each subdivision 	2022-2026	Deans, Heads of departments/chairs	At least one person from each subdivision (1 student/1 teaching staff)

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4.4. Implementation and monitoring of improvements					
4.4.1	Monitoring the results of the internal audit in order to identify and prevent non-conformities / risk situations	<ul style="list-style-type: none"> Monitoring report on the implementation of corrective/improvement measures following the internal audit 	2022-2026	First Vice-Rector for didactic activity CEACS, SMCDC, Audit Team, Internal Audit Service, Deans, Heads of Departments/Chairs	
4.4.2	Monitoring the implementation of the observations/recommendations formulated by the External Evaluation Commission following the accreditation of study programs	<ul style="list-style-type: none"> Report on the implementation of the Corrective Measures Plan 	2022-2026	First Vice-Rector of didactic activity, CEACS, SMCDC	
Objective no. 5: Ensuring administrative-financial and quality support activities					
Priority Direction: <i>The development and modernization of the institutional infrastructure to ensure quality in education, research, creation and social services</i>					
Risks: Insufficiency of financial resources; Lack of competent specialists in the field of Information Technologies					
5.1. Development of a modern and qualitative educational environment					
5.1.1	Repair and modernization of educational spaces and artistic (concert) halls	<ul style="list-style-type: none"> Number of renovated halls; List of equipment / software purchased and installed 	2022-2026	Vice-Rector for Administration and Household Affairs, Board of Directors, Head of the Center for Information Technologies	
5.1.2	Modernization of the laboratories and the studio within AMTAP	<ul style="list-style-type: none"> Actions carried out 	2022-2026	Vice-Rector for Administration and Household Affairs, Heads of Subdivisions	
5.1.3	Continuous improvement of Internet access conditions for beneficiaries in all study blocks and dormitories	<ul style="list-style-type: none"> Actions carried out 	2022-2026	Vice-Rector for Administration and Household Affairs, Head of the Center for Information Technologies	
5.2. The development of methodological support and the availability of learning resources					
5.2.1	The continuous improvement of the documentary base and the development of the digital resources fund of the	<ul style="list-style-type: none"> Actions carried out 	2022-2026	Board of Directors, Head of the Scientific Library	

The strategy regarding quality assurance within the Academy of Music, Theater and Fine Arts is developed within the framework of the international Project Enhancement of Quality Assurance in Higher Education System in Moldova - QFORTE of ref. 618742-EPP-1-2020-1-MD-EPPKA2-CBHE-SP, financed by the European Union through the ERASMUS+ program.

 <p>QFORTE Ensuring higher education quality in lifelong No boundaries for quality</p>	Academy of Music, Theatre and Fine Arts	 <p>Co-funded by the Erasmus+ Programme of the European Union</p>					
	STRATEGY regarding Quality assurance within the Academy of Music, Theatre and Fine Arts for the period 2022-2026	1st Edition Revision <table><tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td></tr></table>	0	1	2	3	4
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	AMTAP Scientific Library in order for beneficiaries to access electronic resources				
5.2.2	The development of databases regarding the funds of the Scientific Library AMTAP with reference to the study programs	<ul style="list-style-type: none"> Databases completed at each study program 	2022-2026	Head of the Scientific Library	
5.2.3	The annual increase in the funding allocated for the purchase of books/magazines, various curricular materials in accordance with the needs of the departments/chairs	<ul style="list-style-type: none"> The volume of allocated sources 	2022-2026	Vice-Rector for Administration and Household Affairs, Chief Accountant	
5.2.4	Adaptation of teaching activities (if applicable) according to the needs of students with special educational requirements/disabilities/belonging to disadvantaged groups	<ul style="list-style-type: none"> Actions carried out 	2022-2026	First Vice-Rector for didactic activity, Deans, Heads of Departments/Chairs	
5.3. Development of the institutional information system					
5.3.1	Consolidation of the Center for Information Technologies by hiring specialists in the field	<ul style="list-style-type: none"> Number of staff employed 	2022-2023	AMTAP Rector, Head of the Center for Information Technologies	
5.3.2	Designing the Institutional Information System	<ul style="list-style-type: none"> Designed information system 	2022-2023	AMTAP Rector, First Vice-Rector for didactic activity, Vice-Rector for scientific and creation activity, Center for Information Technologies	
5.3.3	Development and implementation of the Institutional Information System	<ul style="list-style-type: none"> Information system developed and implemented 	2023-2026	Center for Information Technologies	

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