# USPEE "Constantin Setere University"

# Transnational Campus Guide

2025 - 2026

# About USPEE

The European University of Political and Economic Studies "Constantin Stere" (USPEE), founded in 1997 in Chișinău, Republic of Moldova, is a fully accredited higher education institution recognized by the National Agency for Quality Assurance in Education and Research (ANACEC) — an affiliate member of ENQA (European Association for Quality Assurance in Higher Education).

USPEE's mission is to cultivate a new generation of leaders who are committed to integrity, social responsibility, innovation, and global citizenship. Its academic ecosystem combines political, legal, economic, and technological sciences to prepare students for the rapidly changing global environment.

Through its programs at Bachelor's, Master's, and Doctoral levels, USPEE emphasizes applied learning, interdisciplinary research, and international collaboration. The University continuously expands its educational model through partnerships, double-degree programs, and global campuses that embody the same standards of academic excellence upheld at its main campus in Chișinău.
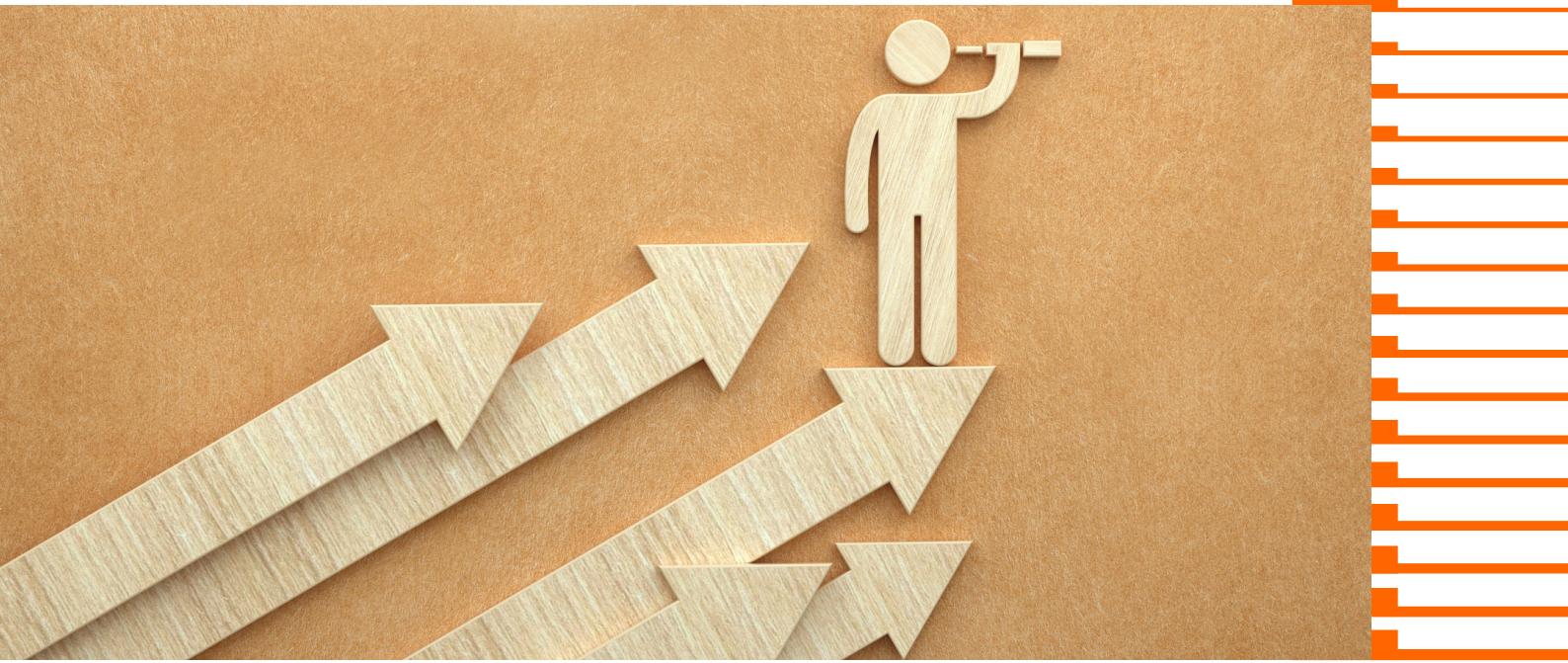
# Porpose of the Guide

The USPEE Transnational Campus Guide serves as a comprehensive framework for the establishment, governance, and quality assurance of all USPEE transnational campuses around the world. Its purpose is to ensure that every USPEE-affiliated campus;  whether in Europe, Asia, Africa, or the Middle East , operates under a unified academic and ethical standard aligned with the University's core values and the national regulations of the host country.

This Guide defines:
- The criteria and conditions for establishing a USPEE Transnational Campus.
- The organizational, academic, and quality assurance structures required for campus operation.
- The processes for accreditation, monitoring, and continuous improvement, in line with ANACEC and international higher education standards.

Ultimately, it provides a clear roadmap for ensuring that every transnational campus of USPEE delivers the same quality, vision, and student experience as the main institution in Moldova, contributing to the creation of a truly European Global Education Network.

# Welcome Message to Our Transnational Campuses
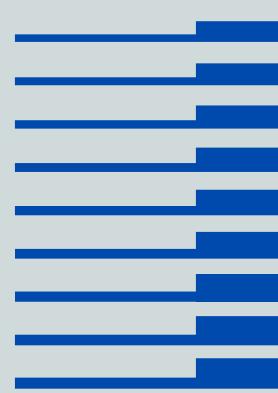
Dear Colleagues, Partners, and Members of the USPEE Global Community,

It is with great pride and optimism that I welcome you to the USPEE Transnational Campus Network — a vision built upon the principles of excellence, integrity, and meaningful global engagement.
As the world of higher education evolves, universities must go beyond national borders to foster innovation, cultural understanding, and collaboration. Our transnational campuses embody this spirit — they are not just academic institutions, but bridges between nations, ideas, and generations.

At USPEE, we believe that knowledge has no boundaries. By sharing our Moldovan academic heritage with international communities, we strengthen the global presence of European education while remaining faithful to our founding values: truth, creativity, and social responsibility.

This Guide will serve as your compass in upholding these values and ensuring that every USPEE campus, wherever it may be, reflects the same commitment to quality, ethics, and humanity.
Together, we are shaping a university that connects continents — a community where learning leads to transformation.

With appreciation and best wishes,

Serhat Akpınar
President, USPEE – European University of Political and Economic Studies "Constantin Stere"
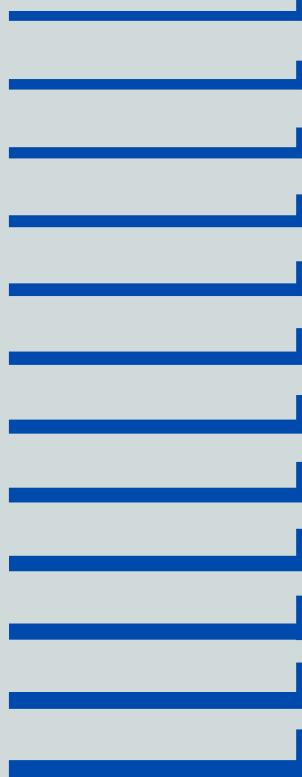
# Section 1

# Campus Infrastructure & Physical Conditions

# Campus Infrastructure & Physical Conditions

## 1.1. Building Standards

**Each USPEE** Transnational Campus must be established within a physical environment that reflects the academic, technological, and ethical standards of the main university in Chișinău. All facilities; including classrooms, laboratories, offices, libraries, and student spaces — must comply with both local building regulations and USPEE international infrastructure guidelines.

Campuses are required to:
- Ensure that educational and administrative buildings meet modern safety, health, and environmental standards.
- Provide designated areas for teaching, research, academic support, and social interaction.
- Maintain up-to-date equipment that supports interactive and technology-enhanced learning.
- Display the USPEE identity (logos, colors, and signage) in alignment with the University's global brand manual.

## 1.2. Technological Infrastructure

Digital transformation is a core component of USPEE's educational model. Each transnational campus must be equipped with:
- Smart classrooms integrated with audio-visual systems and high-speed internet.
- A secure Learning Management System (LMS) synchronized with USPEE's central academic platform.
- Data security and privacy systems compliant with EU GDPR and local data protection laws.
- A dedicated IT team responsible for ensuring the reliability and accessibility of all digital tools used in education and administration.

## 1.3. Accessibility and Inclusivity

USPEE is committed to equal educational opportunities for all. Each campus must:
- Ensure that all buildings and facilities are accessible to persons with disabilities, including elevators, ramps, and restrooms.
- Provide assistive technologies for students with visual, auditory, or physical impairments.
- Establish inclusive study and recreation areas that promote social integration and cultural diversity.
- Adopt policies on Equality, Diversity, and Inclusion (EDI) consistent with both USPEE's Charter and the host country's legal framework.

## 1.4. Environmental Responsibility

In alignment with the University's sustainability principles, all campuses should:
- Integrate energy-efficient and eco-friendly infrastructure.
- Implement recycling and waste-management programs.
- Encourage green transport and environmental awareness among staff and students.
- Include sustainability indicators in their annual campus performance report.

# Section 2

# Organizational Structure

# Organizational Structure

## 2.1. Governance Framework

The governance of each USPEE Transnational Campus is based on the same principles that guide the main institution in Chișinău — transparency, accountability, collegiality, and academic freedom.

Each campus operates as an integral part of the USPEE Global Education Network, under the supervision of the University's central administration.

The USPEE Senate retains ultimate authority over academic and strategic decisions, while the Chancellor's Office oversees all transnational initiatives and ensures alignment with institutional policy and national regulations.

The governance framework is designed to:
- Maintain academic and administrative consistency across all campuses.
- Safeguard the autonomy of each campus within the boundaries of USPEE standards.
- Ensure the proper implementation of quality assurance and accreditation requirements.

## 2.2. Campus Leadership and Key Roles

Each transnational campus must have a Campus Director who serves as the highest local authority and is directly accountable to the Chancellor and Rector of USPEE.

Core Leadership Positions:
- Campus Director – Oversees all academic, administrative, and operational activities of the campus.
- Academic Coordinator – Ensures alignment of local academic programs with USPEE's curricula, supervises teaching staff, and manages assessment quality.
- Administrative Manager – Responsible for finance, human resources, logistics, and day-to-day campus operations.
- Student Affairs Officer – Coordinates student support services, extracurricular activities, and student engagement initiatives.
- Quality Assurance (QA) Officer – Implements internal monitoring systems, collects performance data, and ensures compliance with USPEE and ANACEC standards.

The Campus Director must report quarterly to the USPEE Rectorate, providing detailed updates on academic progress, financial stability, and institutional compliance.

# Organizational Structure

## 2.3. Organizational Divisions

Each transnational campus should include the following main divisions:

### A. Academic Management
- Faculties or Schools (e.g., Business, Law, IT, International Relations).
- Departments within each Faculty.
- Academic Boards for curriculum design and assessment moderation.

### B. Administrative Management
- Human Resources Department.
- Financial and Accounting Office.
- Admissions and Records Office.
- Marketing and International Relations Office.

### C. Student and Support Services
- Student Affairs & Counseling.
- Career Development Center.
- Library and Digital Learning Services.
- Campus Life and Community Engagement.

### D. Quality and Compliance
- Internal Quality Assurance Unit.
- Accreditation and Data Compliance Unit.
- Ombudsman / Mediation Center (for internal conflict resolution).

## 2.4. Decision-Making and Accountability

The Campus Council, chaired by the Campus Director, serves as the main decision-making body at the local level. It includes heads of departments, faculty representatives, and student delegates.

All decisions related to:
- Curriculum changes,
- Staffing,
- Financial planning, or
- Partnerships must be submitted for approval to the USPEE Rectorate to ensure consistency with university-wide policy.

Each campus is also subject to annual internal evaluation and five-year external accreditation review, conducted under ANACEC standards or equivalent national agencies in the host country.

# Organizational Structure

## 2.5. Communication with Central Administration

USPEE requires that all transnational campuses maintain continuous communication with the Rectorate through:

- Monthly online coordination meetings.
- Quarterly strategic and financial reports.
- Annual academic audits.

All correspondence related to academic, financial, or administrative matters must be formally archived both at the transnational campus and at the USPEE main administration office.

# Section 3

# Academic Structure & Programs

# Academic Structure & Programs

### 3.1. Academic Framework

All USPEE Transnational Campuses operate under a unified academic framework consistent with the principles of the European Higher Education Area (EHEA). This framework ensures that all degree programs — regardless of the country in which they are delivered; maintain the same academic quality, structure, and learning outcomes as those accredited by ANACEC in Moldova.

Each transnational campus must:
- Implement programs officially approved by the USPEE Senate.
- Deliver curricula that are identical or equivalent in content, assessment, and academic credit (ECTS) structure.
- Ensure that any local adaptations comply with the national education laws of the host country and do not compromise academic integrity.

### 3.2. Academic Levels and Degree Structure

USPEE offers academic programs at three primary levels:

- **Bachelor's (Licență) – ISCED Level 6**
- Duration: 3–4 years, minimum 180–240 ECTS.
- Focus: Foundational knowledge, practical skills, and professional competencies.
- **Master's (Magistru) – ISCED Level 7**
- Duration: 1.5–2 years, minimum 90–120 ECTS.
- Focus: Advanced theoretical and applied expertise, research, and innovation.
- **Doctorate (Doctorat) – ISCED Level 8**
- Duration: 3–4 years, research-based, minimum 180 ECTS.
- Focus: Independent research, publications, and contribution to scientific knowledge.

Transnational campuses may also deliver short-cycle and professional qualification programs (e.g., diplomas, certificates) approved by USPEE's Academic Senate and aligned with national legislation.

### 3.3. Academic Departments

Each campus must maintain at least three academic departments, each supervised by a Head of Department approved by the USPEE Rectorate.

Typical examples include:
- Faculty of Business and Administration
- Faculty of Law and Political Sciences
- Faculty of Information Technology and Applied Informatics
- Faculty of International Relations and Diplomacy
- Faculty of Accounting and Finance

Additional departments may be established based on the strategic needs of the host region, provided they adhere to USPEE academic and accreditation standards.

# Academic Structure & Programs

### 3.4. Program Design and Curriculum Development

Program design at transnational campuses must be based on:
- Learning outcomes and competencies aligned with the National Qualifications Framework (CNC – Moldova) and the European Qualifications Framework (EQF).
- A modular and outcome-based approach, integrating theory, practice, and professional experience.
- Research and innovation components to encourage critical thinking and scientific engagement.

Curriculum development must be approved by:
1. The local Academic Board.
2. The USPEE Senate.
3. The Quality Assurance Department for compliance with ANACEC standards.

### 3.5. Language of Instruction

The language of instruction at each transnational campus will depend on the regional context but must include English as a mandatory academic language.
All official documentation (syllabi, student transcripts, degree certificates) must be available in both English and the local language of the host country.

### 3.6. Assessment and Academic Integrity

Each program must include a transparent system of assessment that ensures fairness, consistency, and academic integrity.

Campuses are required to:
- Apply USPEE's Assessment Policy and associated regulations.
- Use continuous and summative evaluation methods (assignments, examinations, research projects, internships).
- Enforce strict anti-plagiarism protocols, including the use of Turnitin or equivalent plagiarism detection software.
- Maintain a local Academic Integrity Committee to oversee violations, appeals, and corrective measures.

### 3.7. Research and Innovation

Each campus should develop a Research and Innovation Unit, integrated into the USPEE research network.

Responsibilities include:
- Encouraging joint research between faculty and students.
- Publishing findings in peer-reviewed journals or conference proceedings.
- Establishing partnerships with local industries, NGOs, and international institutions.
- Promoting participation in Erasmus+, Horizon Europe, and similar research mobility programs.

# Academic Structure & Programs

## 3.8. Internationalization and Double-Degree Programs

USPEE fosters international collaboration through:
- Double-degree programs with strategic partners
- Credit transfer systems compliant with ECTS and mutual recognition agreements.
- Online and blended delivery models that extend access to students across regions.

Transnational campuses are encouraged to establish local partnerships (with universities, ministries, or research centers) to promote knowledge exchange and global engagement, provided that all agreements are approved by the USPEE Senate.

USPEE
Constantin Stere

# Section 4

# Instructors & Staff

# Instructors & Staff

## 4.1. Academic Staff Standards

Each USPEE Transnational Campus must employ instructors and researchers whose qualifications, teaching experience, and professional background meet both USPEE academic requirements and the legal standards of the host country.

Faculty qualifications should align with the following minimum requirements:

| PROGRAM LEVEL | MINIMUM QUALIFICATION | ADDITIONAL EXPECTATIONS |
|---|---|---|
| Bachelor's (Licență) | Doctorate (PhD) or equivalent in a relevant discipline | Demonstrated teaching experience and academic publications |
| Master's (Magistru) | Doctorate (PhD) with at least 3 years of professional or research experience | Supervision experience at postgraduate level |
| Doctorate (Doctorat) | PhD holders with recognized research credentials and peer-reviewed publications | Active engagement in international conferences, projects, and supervision of doctoral theses |

Where local regulations permit, industry professionals with exceptional expertise may be appointed as Visiting Lecturers or Professors, provided their credentials are verified and approved by the USPEE Academic Senate.

# Instructors & Staff

## 4.2. Recruitment and Appointment

All appointments must follow a transparent, merit-based recruitment process. Recruitment procedures shall include:
- Verification of academic qualifications and professional experience.
- Assessment of pedagogical competence through interviews or teaching demonstrations.
- Approval by the Campus Academic Council and confirmation by the USPEE Rectorate.

The University maintains an Academic Staff Register, listing all approved faculty and their academic profiles. No instructor may teach in a USPEE program without prior inclusion in this official register.

## 4.3. International and Intercultural Experience

Given USPEE's European and global orientation, transnational campuses are encouraged to employ academic staff with international teaching or research experience. Each campus must demonstrate that at least 25% of its faculty possess:
- International academic exposure (through study, teaching, or research).
- Proficiency in English and familiarity with international education standards.
- Competence in multicultural classroom management and inclusive teaching methods.

## 4.4. Professional Development

USPEE commits to the continuous development of all teaching and administrative staff. Each campus must ensure:
- Annual participation in Training and Development Programs, coordinated by the USPEE Quality Assurance Office.
- Access to workshops on digital pedagogy, assessment design, research ethics, and student engagement.
- Encouragement of participation in international academic networks and conferences.

A Professional Development Record must be maintained for each staff member, documenting all training, research, and publication activities.

## 4.5. Ethical Conduct and Academic Integrity

All instructors and staff must adhere to the USPEE Code of Ethics, which embodies integrity, impartiality, and respect for human dignity. The Code requires that:
- Academic staff uphold principles of fairness, equality, and freedom of expression.
- All teaching, supervision, and research practices comply with ethical standards.
- Conflicts of interest are declared and managed transparently.
- Cases of academic misconduct are reported to the Ethics and Integrity Committee for investigation and resolution.

# Instructors & Staff

## 4.6. Administrative and Support Staff

Each campus must employ qualified administrative staff to ensure effective governance and student support. Key positions include:

- Registrar / Academic Records Officer – Responsible for student data management and certification.
- Finance and HR Officer – Manages budgets, payroll, and personnel records.
- IT Systems Administrator – Oversees digital platforms and LMS infrastructure.
- Student Support Counselor – Provides psychological, academic, and career guidance.

All staff members must undergo orientation training to understand USPEE's structure, values, and quality assurance principles.

## 4.7. Performance Evaluation and Accountability

All academic and administrative staff are subject to annual performance reviews conducted by the Campus Director in coordination with the Quality Assurance Office. Evaluation criteria include:

- Teaching effectiveness and student feedback.
- Research and publication record.
- Contribution to institutional development.
- Compliance with ethical and administrative standards.

Performance results are recorded in the staff's annual evaluation report and used for promotion, renewal, or capacity-building decisions.

# Section 5

# Financial & Payment Structure

# Financial & Payment Structure

## 5.1. Financial Sustainability Principles

All USPEE Transnational Campuses must operate under the principle of financial autonomy with institutional accountability. While each campus manages its own operational and local costs, it must maintain full financial transparency toward the USPEE main administration in Chișinău.
The financial structure is designed to:
- Ensure the sustainability of each campus and the integrity of academic operations.
- Support the continuous development of the University's global network.
- Provide equitable distribution of income between local operations and the central institution.

Each campus must operate with an annual approved budget, endorsed by the USPEE Finance Department and monitored by the University's Internal Audit Committee.

## 5.2. Annual Fixed Institutional Fee

Every transnational campus contributes to the central operations of USPEE by paying an Annual Institutional Fee. This fixed fee covers:
- Administrative and academic supervision by the main university.
- Quality assurance audits and academic monitoring.
- Use of USPEE's brand, intellectual property, and accreditation rights.
- Access to shared academic and digital resources (LMS, quality frameworks, templates, policies, etc.).

The amount of the Annual Fee is determined by the USPEE Senate and reviewed every two years according to institutional needs and inflation rates. Payment must be made in full at the beginning of each academic year, unless otherwise authorized by the Chancellor's Office.

## 5.3. Per-Student Contribution Fee

In addition to the Annual Institutional Fee, each transnational campus will pay a Per-Student Contribution Fee to USPEE. This variable fee ensures equitable contribution to the University's shared academic ecosystem and global marketing infrastructure. The fee covers:
- Access to the University's shared digital library and LMS systems.
- Participation in joint programs, double-degree arrangements, and international student mobility.
- Continuous improvement of student support services, IT systems, and faculty development programs.

The per-student contribution rate is calculated annually based on:
- The total number of active, enrolled students (undergraduate + postgraduate).
- The mode of delivery (on-campus, blended, or online).
- The regional economic conditions of the host country.

USPEE reserves the right to adjust contribution rates periodically to ensure balance across the global network.

# Financial & Payment Structure

## 5.4. Local Revenue and Cost Management

Each transnational campus retains the right to generate and manage local income, provided that:
- All tuition and service fees are approved by USPEE and comply with local regulations.
- All financial operations (tuition collection, scholarships, sponsorships) are properly recorded and auditable.
- Local budgets include allocations for staff salaries, infrastructure maintenance, and student support services.

The Campus Director and Finance Officer are jointly responsible for ensuring that all transactions are properly documented and reported to the central administration.
A quarterly Financial Statement must be submitted to the USPEE Finance Department for monitoring and consolidation.

## 5.5. Scholarships and Financial Aid

USPEE encourages inclusivity and social responsibility through financial aid and scholarship programs. Each campus must:
- Allocate a percentage of its annual income to scholarship funds for outstanding and disadvantaged students.
- Implement transparent selection criteria approved by the USPEE Rectorate.
- Report annually on the number and type of scholarships granted.

Scholarships funded by local or international partners must be documented in written agreements approved by USPEE's legal office.

## 5.6. Audit and Financial Transparency

Financial transparency is a core element of institutional integrity.
All transnational campuses are required to:
- Undergo an annual financial audit by an independent certified auditor approved by USPEE.
- Submit detailed financial reports for review by the Internal Audit and Risk Management Committee.
- Maintain complete records of all expenditures, contracts, and payments for a minimum of seven years.

Audit findings will be discussed with the Campus Director and may result in corrective measures or policy adjustments.
Failure to comply with financial transparency standards may lead to suspension or termination of the campus agreement.

# Financial & Payment Structure

**5.7. Revenue Sharing for Joint Programs**

In cases where transnational campuses offer joint or double-degree programs in collaboration with other USPEE entities or partner institutions, revenue will be distributed according to the following principles:

- The host campus retains tuition revenue proportional to its delivery responsibilities.
- The home university (USPEE main campus) receives a share reflecting academic oversight, quality assurance, and diploma issuance.
- A written Memorandum of Understanding (MoU) must define exact percentages and payment schedules prior to program commencement.

All financial agreements related to joint programs are subject to approval by the USPEE Legal and Finance Offices to ensure compliance with both Moldovan and host-country laws.

# Section 6

# Accreditation & Process Design

# Accreditation & Process Design

## 6.1. Quality Assurance Philosophy

USPEE operates under the principle that academic excellence and institutional credibility are sustained through rigorous quality assurance and transparent accreditation processes. As a fully accredited institution under the National Agency for Quality Assurance in Education and Research (ANACEC) — an affiliate of the European Association for Quality Assurance in Higher Education (ENQA) — USPEE applies the same standards of quality, integrity, and accountability across all transnational campuses. Every partner campus, regardless of its geographical location, must uphold the same academic and ethical benchmarks defined by the University's Senate and Quality Council.

## 6.2. Accreditation Framework

The USPEE accreditation framework ensures that each transnational campus operates legally, ethically, and academically in line with:
1. ANACEC national accreditation regulations for higher education institutions in Moldova.
2. European Standards and Guidelines (ESG) for Quality Assurance in the European Higher Education Area (EHEA).
3. Host country legislation governing foreign or joint higher education operations.

Accreditation is a multi-layered process combining internal quality monitoring by USPEE with external review by ANACEC or recognized agencies in the host country.

## 6.3. Accreditation Process for Transnational Campuses

Each new transnational campus must complete the following stages:
### Stage 1: Expression of Interest and Initial Evaluation
- Submission of a formal Expression of Interest (EOI) to the USPEE Chancellor's Office, including institutional profile, location, and intended programs.
- Initial review by the USPEE Global Development and Accreditation Committee (GDAC) to assess eligibility and compliance potential.
### Stage 2: Provisional Approval
- Site visit (virtual or on-site) by USPEE representatives to verify infrastructure, staffing, and compliance with academic standards.
- Conditional approval by the USPEE Senate, authorizing the campus to proceed with local licensing and partnership agreements.
### Stage 3: Quality Assurance and Alignment
- Alignment of academic programs with USPEE's accredited curricula.
- Implementation of internal Quality Assurance (QA) systems, policies, and documentation identical to those used in the main university.
- Appointment of a local Quality Assurance Coordinator reporting to the central QA Office in Chișinău.
### Stage 4: Full Accreditation
- External evaluation by ANACEC or by a mutually recognized quality assurance agency (if required by host country law).
- Final approval and issuance of the "USPEE Transnational Campus Accreditation Certificate", valid for five (5) years, renewable upon satisfactory review.

# Accreditation & Process Design

## 6.4. Internal Quality Assurance System (IQAS)

USPEE's Internal Quality Assurance System (IQAS) applies uniformly to all transnational campuses.
Its main components include:

- Academic Program Review: Annual evaluation of curriculum relevance, learning outcomes, and assessment standards.
- Faculty Evaluation: Performance review of teaching effectiveness, research engagement, and student feedback.
- Student Feedback Mechanism: Regular collection and analysis of student opinions through surveys and focus groups.
- Administrative Audit: Review of operational efficiency, resource use, and compliance with financial policies.
- Institutional Review Cycle: A five-year strategic evaluation covering academic, administrative, and governance areas.

All IQAS data are compiled into an Annual Quality Report, submitted by each campus to the USPEE Quality Council.

## 6.5. Continuous Monitoring and Compliance

To maintain accreditation status and ensure compliance with institutional standards:

- Each transnational campus must submit Quarterly Progress Reports to the USPEE Rectorate.
- The Quality Council conducts annual monitoring visits (either onsite or remote).
- Key Performance Indicators (KPIs) are tracked in the areas of academic performance, student satisfaction, staff development, and financial transparency.
- Any non-conformities identified must be corrected within 90 days, with follow-up validation by the central QA Office.
-

Failure to meet quality or accreditation requirements may result in:

- Temporary suspension of program delivery.
- Withdrawal of accreditation status.
- Termination of the partnership agreement.

## 6.6. Policy Integration and Documentation

Each transnational campus must implement and maintain all institutional policies adopted by USPEE, including but not limited to:

- Assessment Policy
- Appeals and Complaints Policy
- Data Protection Policy
- Equality, Diversity and Inclusion Policy
- Internal Quality Assurance Policy
- Academic Integrity Policy

All policies must be translated (if required) into the local language of the host country but remain identical in structure and content to those approved by the USPEE Senate.
Compliance documentation must be stored in both digital and hard copy formats for at least five (5) years and made available during audits or inspections.

# Accreditation & Process Design

**6.7. External Recognition and International Partnerships**

USPEE promotes mutual recognition of qualifications and international accreditation alignment through:
- Collaboration with agencies affiliated with ENQA, EQAR, and INQAAHE.
- Development of joint accreditation pathways for double-degree programs (e.g., with GAU UK, AUM, or other recognized universities).
- Participation in global benchmarking exercises to ensure parity of standards across borders.

Such initiatives enhance the visibility, credibility, and academic mobility of both students and faculty within the international higher education community.

**6.8. Renewal and Re-Accreditation**

Accreditation for transnational campuses is valid for a period of five (5) years and is subject to renewal following a formal re-evaluation process.
The renewal process includes:
- Submission of an updated Self-Evaluation Report (SER).
- Comprehensive external peer review (onsite or remote).
- Verification of compliance with previous audit recommendations.
- Approval of continued accreditation by the USPEE Senate and ANACEC Council.
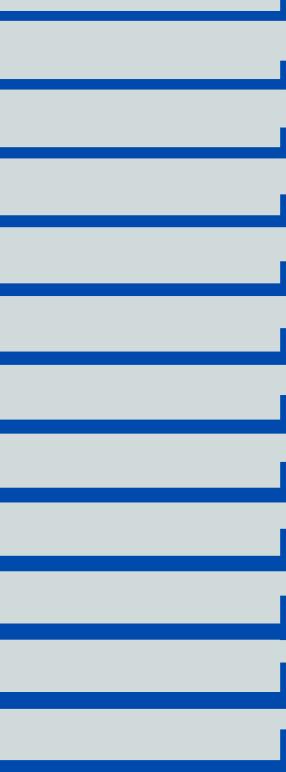
# Section 7

# Student Experience & Satisfaction

# Student Experience & Satisfaction

## 7.1. Student-Centered Learning Philosophy

USPEE's educational philosophy is built upon the conviction that students are active partners in their learning journey, not passive recipients of knowledge. This principle applies equally across all transnational campuses, where academic and administrative structures must encourage participation, inclusion, and self-development.

Each campus must cultivate an environment that promotes:
- Academic curiosity and creative thinking.
- Mutual respect, equality, and intercultural understanding.
- Constructive dialogue between students, faculty, and administration.

This approach embodies USPEE's core mission — to educate responsible citizens who contribute ethically and meaningfully to their communities.

## 7.2. Student Engagement and Participation

Each transnational campus must implement mechanisms to ensure students' active involvement in institutional life. This includes:
- Student Councils and Clubs: elected bodies representing the voice of students in academic and social matters.
- Student Representation in academic boards, quality assurance committees, and campus councils.
- Organization of cultural events, community service projects, and student-led initiatives that encourage leadership and civic engagement.

All student participation structures must be recognized within the campus charter and operate transparently with faculty and administrative supervision.

## 7.3. Student Feedback and Quality Enhancement

Student feedback is a cornerstone of continuous improvement within USPEE's Quality Assurance system. Each transnational campus must establish a structured Student Feedback Mechanism, ensuring:
- Periodic online and in-person surveys at the end of every semester.
- Focus group discussions on learning quality, teaching effectiveness, and campus services.
- Transparent publication of outcomes and actions taken ("You Said – We Did" format).

Feedback data must be systematically reviewed by the Quality Assurance Officer and reported to the Campus Director and USPEE Quality Council. Annual Student Experience Reports must be submitted to the Rectorate for institutional benchmarking.

## 7.4. Student Support Services

USPEE requires that every transnational campus provides a holistic support system to meet students' academic, emotional, and social needs. Core support services include:
- Academic Advising and Tutoring for students needing learning assistance.
- Psychological Counseling and Well-being Services, delivered by qualified professionals.
- Career Development Office offering guidance on internships, employability, and entrepreneurship.
- Language and Integration Support for international students adjusting to new environments.

All services must be confidential, inclusive, and free of discrimination.

# Student Experience & Satisfaction

## 7.5. Learning Environment and Facilities

The physical and digital learning environments of each transnational campus must ensure that students can study in safe, modern, and inspiring spaces. Each campus should provide:
- Well-equipped libraries and study zones with access to digital resources and online databases.
- Smart classrooms that support blended and interactive learning.
- Spaces for recreation, creativity, and intercultural exchange.
- Inclusive facilities accessible to all students, including those with disabilities.

The Campus Director is responsible for periodic evaluation of facility quality and student satisfaction levels related to infrastructure.

## 7.6. Student Rights and Responsibilities

Every student enrolled in a USPEE transnational campus is entitled to the same rights and responsibilities defined in the USPEE Student Charter. These include:
- The right to equal treatment and academic fairness.
- The right to access all learning and support resources.
- The responsibility to maintain academic integrity and respect institutional regulations.
- The obligation to contribute positively to the university community and uphold its ethical standards.

A copy of the USPEE Student Charter must be provided to all students at the time of enrollment and displayed prominently in both digital and printed formats.

## 7.7. Student Surveys and Continuous Improvement

Each campus is required to conduct an annual Comprehensive Student Experience Survey evaluating:
- Course quality and teaching performance.
- Effectiveness of academic support and counseling services.
- Campus life, safety, and inclusion.
- Overall satisfaction with the student journey.

Survey findings must be analyzed by the local QA Office and compared with institutional benchmarks across all USPEE campuses. Corrective actions and enhancement plans must be included in the Annual Campus Quality Report.

## 7.8. Recognition and Student Achievements

USPEE encourages the celebration of student excellence at all levels. Each transnational campus should:
- Recognize outstanding academic, research, and community contributions.
- Establish annual Student Excellence Awards or Leadership Certificates.
- Highlight student achievements through the official website, publications, and media channels.

Such recognition programs reinforce motivation, strengthen institutional loyalty, and embody the university's values of merit, inclusivity, and inspiration.

# COMPLAINTS

# Section 8

# Complaint & Appeal Procedures
## (for Students & Staff)

# Complaint & Appeal Procedures

## 8.1. Principles and Philosophy

USPEE upholds the belief that effective conflict resolution is essential to maintaining a healthy academic and organizational environment. All students and staff members have the right to express concerns, lodge complaints, or appeal decisions in a manner that is fair, transparent, confidential, and free from retaliation. The Complaint and Appeal system across all transnational campuses is guided by the following principles:

- Fairness and impartiality: Every concern must be heard objectively.
- Confidentiality: All parties involved are protected throughout the process.
- Accessibility: Complaint procedures must be simple, well-communicated, and available to all members of the campus community.
- Accountability: Every case must be formally recorded, monitored, and resolved within a defined timeframe.

## 8.2. Scope of Application

The procedures outlined in this section apply to:
- Students — for academic, administrative, or behavioral issues.
- Faculty and Staff — for workplace, management, or interpersonal concerns.
- External Stakeholders — where relevant to partnership or operational matters at transnational campuses.

All USPEE campuses must ensure that these procedures are locally adapted (where necessary) to comply with host country employment and education laws, without compromising the University's core standards of justice and ethics.

## 8.3. Complaint Procedure (Stage 1)

### Step 1: Informal Resolution
Wherever possible, issues should first be resolved informally and directly between the individuals concerned, supported by a Student Advisor, HR Officer, or Academic Coordinator.
Informal mediation encourages dialogue, reduces escalation, and promotes mutual understanding.

### Step 2: Formal Complaint Submission
If informal efforts fail, a Formal Complaint Form must be completed and submitted to the Campus Director's Office.
The complaint must clearly outline:
- The nature of the issue.
- Dates, persons involved, and any supporting evidence.
- Desired outcome or resolution sought.

### Step 3: Acknowledgment and Investigation
- The Campus Director (or delegated officer) must acknowledge receipt of the complaint within five (5) working days.
- An investigation will commence within ten (10) working days, involving interviews or documentation review.
- Findings will be recorded in a Complaint Investigation Report.

### Step 4: Resolution and Notification
- A formal written decision must be communicated to the complainant within fifteen (15) working days of submission.
- The decision must include reasoning, outcome, and next steps.
- If the complainant is dissatisfied, they have the right to proceed to the Appeal Stage.

# Complaint & Appeal Procedures

## 8.4. Appeal Procedure (Stage 2)

The Appeal Process provides an independent and final review of decisions made during the complaint process. It ensures fairness, impartiality, and protection of individual rights.

**Step 1: Appeal Submission**
- Appeals must be submitted in writing within ten (10) working days after receiving the initial decision.
- The appeal should clearly state the grounds for reconsideration (e.g., procedural error, new evidence, or disproportionate outcome).

**Step 2: Review by Independent Committee**
- The appeal will be reviewed by the USPEE Appeals Committee, which operates independently from those involved in the initial investigation.
- The Committee will consist of at least three members: one academic representative, one administrative officer, and one external or student representative (depending on the case).

**Step 3: Decision and Outcome**
- The Committee will deliver a written decision within twenty (20) working days.
- Decisions of the Appeals Committee are final and binding within the institution.
- Summary outcomes are reported (without personal data) to the USPEE Quality Council for systemic improvement.
-

## 8.5. Ombudsman / Mediation Center

Each transnational campus must establish or designate an Ombudsman Office (Mediation Center) to act as a neutral intermediary for resolving disputes that cannot be addressed through standard complaint channels. The Ombudsman shall:
- Facilitate mediation and conflict resolution in an impartial and confidential manner.
- Provide advice and informal guidance to students and staff.
- Maintain an independent record of recurring issues to identify systemic improvements.
- Submit an Annual Mediation Report (summary only, without personal identifiers) to the Chancellor and Quality Council.

The Ombudsman must have no direct administrative or disciplinary authority, ensuring complete neutrality and trust.

## 8.6. Confidentiality and Data Protection

All complaints, appeals, and mediation records must be handled in compliance with:
- EU General Data Protection Regulation (GDPR) standards.
- USPEE Data Protection and Privacy Policy.
- Host country data protection legislation.

Personal information shall only be shared with authorized individuals involved in the resolution process. All records are securely stored for a minimum of five (5) years and accessible only to the designated compliance officers.
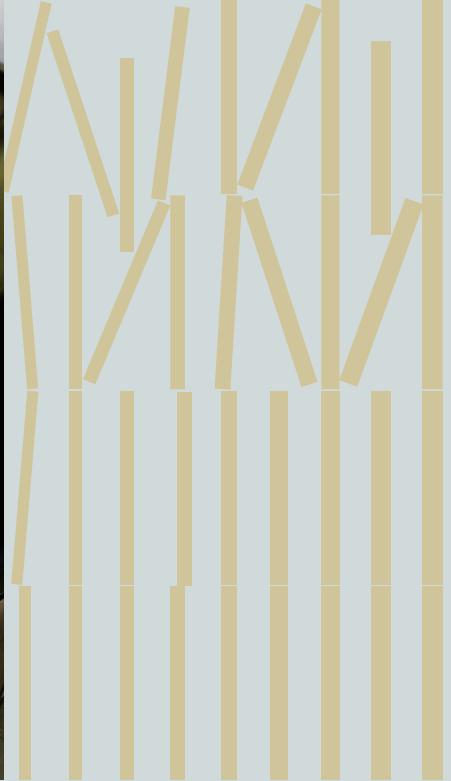
# Complaint & Appeal Procedures

**8.7. Non-Retaliation and Protection Policy**

USPEE enforces a strict Non-Retaliation Policy to ensure that any student or staff member raising a concern in good faith is protected from discrimination, intimidation, or adverse action. Acts of retaliation will be treated as serious misconduct and subject to disciplinary action by the University.

**8.8. Monitoring and Continuous Improvement**

Each transnational campus must:
- Maintain a Complaint and Appeal Register documenting cases, resolutions, and timeframes.
- Conduct annual audits of the system's effectiveness as part of the Internal Quality Assurance cycle.
- Use statistical and qualitative analysis to improve institutional policies and prevent recurrence of issues.

Results of complaint and appeal monitoring are included in the Annual Campus Quality Report submitted to the USPEE Rectorate.
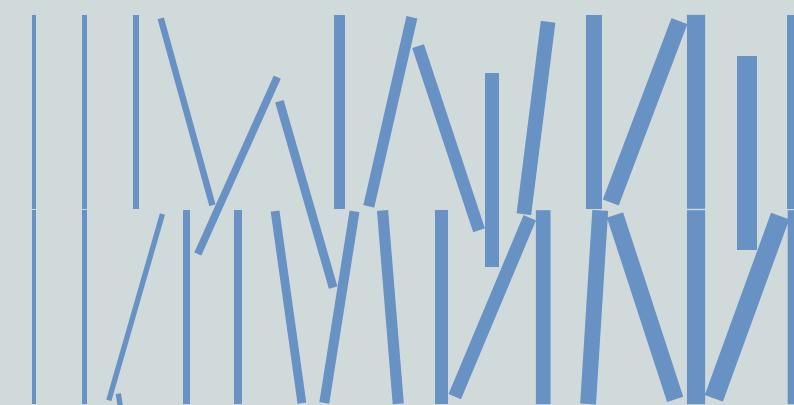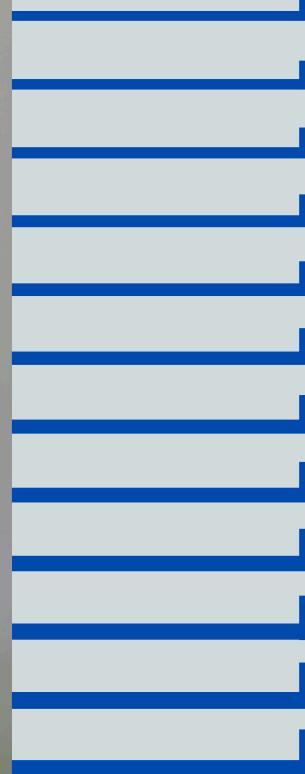
# Section 9

# Transparency & Accountability

# Transparency & Accountability

## 9.1. Institutional Philosophy

Transparency and accountability are central to USPEE's institutional identity. Every transnational campus must operate under principles of integrity, openness, and public responsibility, ensuring that students, staff, and stakeholders have access to accurate and timely information about the university's activities. These principles reinforce the University's credibility and align with its mission to serve society through ethical governance, evidence-based decision-making, and academic honesty.

## 9.2. Dimensions of Transparency

Transparency at USPEE operates across four interconnected dimensions:
1. Academic Transparency – openness in teaching, assessment, and degree outcomes.
2. Administrative Transparency – clarity in procedures, decision-making, and institutional responsibilities.
3. Financial Transparency – accuracy and public accountability in the management of funds.
4. Public Communication Transparency – regular disclosure of information about achievements, governance, and community impact.

Each transnational campus must demonstrate compliance with these four dimensions through structured reporting and visible publication of key data.

## 9.3. Financial Transparency

Every transnational campus is required to maintain clear, auditable, and ethical financial practices. Specifically, each campus must:
- Maintain separate, traceable accounts for all income and expenditure related to academic and administrative activities.
- Prepare annual financial statements in accordance with both Moldovan law and the host country's fiscal regulations.
- Submit quarterly financial summaries to the USPEE Finance Department for consolidation.
- Disclose the use of funds related to scholarships, donations, or development projects.
- Undergo independent financial audits every year, with reports reviewed by the Internal Audit and Risk Committee.

Public summaries of financial performance must be included in the campus's Annual Institutional Report.

## 9.4. Academic Transparency

Academic transparency ensures that all students and faculty clearly understand academic structures, course requirements, and evaluation processes. Each transnational campus must:
- Publish all program handbooks, syllabi, and assessment criteria on accessible digital platforms.
- Communicate grading scales, progression requirements, and appeal rights at the start of each academic term.
- Disclose the qualifications and positions of teaching staff.
- Provide students with digital transcripts and diploma supplements in accordance with the European Credit Transfer and Accumulation System (ECTS) framework.
- Ensure that all research and thesis supervision processes follow the principles of academic integrity and authorship transparency.

# Transparency & Accountability

## 9.5. Governance Transparency

Each transnational campus must demonstrate that institutional decisions are made through clear structures, collective deliberation, and documented accountability. This includes:

- Maintaining an Organizational Chart identifying all decision-making authorities.
- Publishing the composition and minutes of the Campus Council, including academic board decisions.
- Ensuring that all key policies (e.g., Assessment, Complaints, QA, Equality, Finance) are publicly available to students and staff.
- Disclosing the responsibilities and contact information of major administrative units.

Decisions related to academic programs, partnerships, and finance must be recorded in official resolutions and archived both locally and centrally.

## 9.6. Public Information and Annual Reports

Transparency also requires proactive engagement with the public. Each transnational campus must produce and publish an Annual Report by the end of each calendar year, summarizing:

- Academic achievements and program developments.
- Accreditation and quality assurance outcomes.
- Financial performance and audited statements.
- Research, innovation, and community activities.
- Student feedback results and improvement actions.

These reports should be published on both the local campus website and the USPEE central portal, in English and the host country's official language.

## 9.7. Data Integrity and Record Management

All campuses must implement strong systems for managing and protecting institutional data, ensuring accuracy, confidentiality, and accessibility. Requirements include:

- Maintenance of a secure digital database for student records, staff files, and financial documentation.
- Compliance with EU GDPR and national data protection laws.
- Regular data verification and backup protocols.
- Appointment of a Data Protection Officer (DPO) responsible for ensuring data governance compliance.

All institutional data must be retained for a minimum of seven (7) years, unless otherwise specified by legal or accreditation authorities.

# Transparency & Accountability

**9.8. Accountability Mechanisms**

Accountability is exercised through internal and external systems designed to evaluate institutional performance and ethics. Each transnational campus must:

- Submit annual Performance and Compliance Reports to the USPEE Rectorate.
- Participate in periodic internal audits conducted by the Quality Assurance and Audit Units.
- Respond constructively to findings and implement corrective actions within agreed timelines.
- Maintain open communication with ANACEC and relevant host-country regulators regarding all compliance matters.

Accountability extends to all university members — leadership, staff, faculty, and students — each bearing responsibility for upholding institutional trust.

**9.9. Ethical and Public Responsibility**

Transparency and accountability are not limited to procedures but are part of USPEE's ethical identity. All members of the university community are expected to:

- Act with integrity in representing USPEE to external partners and society.
- Avoid conflicts of interest or misuse of institutional resources.
- Report unethical behavior through secure and confidential channels.

USPEE's Ethics and Integrity Committee oversees these matters and ensures that ethical conduct remains a visible pillar of institutional culture.

# Section 10

# Student Communication & Support

# Student Communication & Support

## 10.1. Communication Philosophy

USPEE believes that effective communication between students, faculty, and administration is the foundation of a thriving academic community. All transnational campuses must maintain open, accessible, and responsive communication channels to ensure students receive timely and accurate information concerning their studies, rights, and responsibilities.

Transparent communication is not only administrative but pedagogical — it enables students to engage actively in decision-making, enhances trust, and strengthens belonging within the USPEE global community.

## 10.2. Communication Channels

Each transnational campus must establish multiple, clearly defined communication platforms, including:

- Official Campus Email System for academic and administrative correspondence.
- Online Student Portal (LMS) providing access to course materials, announcements, grades, and feedback.
- Information Desks and Help Centers for in-person assistance.
- Social Media Platforms (managed officially by the campus communication office) for general updates and community engagement.

Communication systems must be multilingual, at minimum providing information in English and the local language of the host country.

## 10.3. Student Advisory and Guidance System

Every transnational campus must implement a Student Advisory System, ensuring that each student has access to personalized academic and personal support throughout their studies.

Core elements of the system include:

- Academic Advisors – assigned to each department to guide students on course selection, academic performance, and progression.
- Personal Tutors / Mentors – offering individualized mentoring on learning strategies, well-being, and career direction.
- Orientation Programs – delivered at the start of each semester to familiarize new students with campus life, policies, and academic expectations.

Records of advisory sessions must be securely maintained by the campus Student Affairs Office for quality monitoring and follow-up.

## 10.4. Psychological and Wellness Support

USPEE recognizes that student well-being is integral to academic success. Each campus must provide access to psychological counseling and mental health support delivered by certified professionals.

Services must include:

- Confidential individual or group counseling sessions.
- Crisis intervention and stress management workshops.
- Awareness campaigns on emotional well-being, self-care, and resilience.
- Referral mechanisms to external health or emergency services when necessary.

All wellness activities should be inclusive, non-discriminatory, and culturally sensitive to the diverse student body.

# Student Communication & Support

**10.5. Career and Employability Services**

To support students' transition from education to employment, each transnational campus must establish a Career Development Office (CDO). The CDO is responsible for:
- Providing career guidance and job search workshops.
- Organizing career fairs, employer networking events, and internship placements.
- Supporting entrepreneurship initiatives and start-up mentoring.
- Maintaining a Career Alumni Network to connect graduates with current students for professional mentoring.

Each CDO must collaborate with the USPEE central administration to integrate employability indicators into the institutional quality system.

**10.6. International Student Support**

For campuses hosting international or exchange students, dedicated support services must be established to ensure smooth integration and cultural adaptation. These services must provide:
- Pre-arrival information packages on visa procedures, housing, and living costs.
- Welcome and Integration Weeks with language support and intercultural activities.
- Assistance with local registration, healthcare access, and residence documentation.
- Continuous guidance through an International Student Office, maintaining coordination with the central USPEE International Relations Office (IRO) in Chișinău.

International student satisfaction data must be collected annually and included in the campus's Quality and Student Experience Report.

**10.7. Accessibility and Inclusion Support**

USPEE is committed to equal access for all learners. Each transnational campus must:
- Provide reasonable accommodations for students with disabilities or special educational needs.
- Offer assistive technologies such as screen readers, captioning, and adaptive equipment.
- Maintain an Accessibility Support Plan reviewed annually by the QA Office and Student Affairs.
- Ensure all public events and facilities are inclusive and barrier-free.

Staff must receive periodic training on inclusion, diversity, and equality awareness.

# Student Communication & Support

## 10.8. Information Transparency for Students

To ensure students have clear and consistent information, campuses must publicly provide the following:
- Admission requirements and application procedures.
- Tuition fees, scholarships, and financial aid options.
- Program structures, course outlines, and academic calendars.
- Assessment criteria, grading policies, and appeal rights.
- Contact information for academic and support services.

Information must be published both in digital (website/portal) and printed formats, updated at least once per semester.

## 10.9. Student Communications Policy

All transnational campuses must adopt and implement the USPEE Student Communications Policy, which outlines standards for:
- Timeliness of responses to student inquiries (maximum 3 working days).
- Use of respectful, professional, and inclusive language.
- Confidentiality of student correspondence and records.
- Centralized management of communication to avoid misinformation.

The campus Communications Officer is responsible for monitoring compliance and ensuring consistency with the University's global communications standards.

## 10.10. Monitoring and Continuous Improvement

Each campus must conduct annual evaluations of student communication and support systems, assessing:
- Responsiveness and accessibility of communication channels.
- Satisfaction with advisory and wellness services.
- Effectiveness of integration and employability programs.

Findings and improvement plans must be documented in the Annual Student Support Evaluation Report, submitted to the USPEE Quality Council for institutional benchmarking.

# Section 11

# Global & Local Compliance

# Global & Local Compliance

## 11.1. Principle of Dual Compliance

All USPEE transnational campuses must operate in full compliance with:
1. The national legal and accreditation framework of the host country, and
2. The institutional, academic, and ethical standards of USPEE as defined by the Senate, Rectorate, and Quality Council.

This principle of dual compliance ensures that each campus functions both as a legally recognized local institution and as an integral member of the USPEE Global Education Network. Every agreement, program, and activity must therefore meet the requirements of both jurisdictions, maintaining harmony between local legitimacy and global consistency.

## 11.2. Legal Registration and Licensing

Before commencing operations, every transnational campus must:
- Obtain all necessary licenses and authorizations from the host country's Ministry of Education or equivalent body.
- Register as a legal educational entity or representative branch in accordance with local commercial and education law.
- Provide verified copies of registration and licensing documents to the USPEE Legal Office in Chișinău.
- Renew such documentation periodically and notify USPEE immediately of any changes in legal status.

All documentation must be securely archived both at the local campus and the central administration for a minimum of ten (10) years.

## 11.3. Compliance with Academic and Quality Standards

Every transnational campus must adhere to the academic and quality standards defined in the USPEE Quality Assurance Framework, which are fully aligned with ANACEC and ENQA principles. This includes:
- Curriculum design and approval protocols.
- Assessment and grading standards.
- Student support and welfare regulations.
- Complaint, appeal, and academic integrity policies.
- Annual and five-year quality review cycles.

The USPEE Quality Council reserves the right to conduct audits or verification visits at any time to ensure compliance and consistency.

## 11.4. Compliance with Host Country Regulations

Each campus must operate in accordance with:
- The education, labor, tax, and immigration laws of the host country.
- Local regulations governing employment contracts, staff rights, and workplace safety.
- Applicable laws regarding data protection, equality, and health standards.

All employment contracts, tuition fees, and financial operations must be reviewed by local legal counsel and validated by the USPEE Legal and Compliance Department.
Campuses are also expected to maintain good relationships with national education authorities and participate in relevant regulatory consultations.

# Global & Local Compliance

## 11.5. Cultural Adaptation and Diversity

USPEE recognizes that education transcends borders but must respect local cultures and values. Each transnational campus should:

- Incorporate local cultural and social dimensions into student life, curriculum design, and community projects.
- Celebrate national holidays, traditions, and events that foster intercultural understanding.
- Ensure all campus communications, signage, and materials are available in the local language alongside English.
- Provide cultural orientation sessions for international faculty and students to enhance mutual respect and cooperation.

This approach strengthens the identity of USPEE as a globally connected yet locally rooted institution.

## 11.6. Ethical and Governance Compliance

USPEE expects all transnational campuses to operate under strict ethical governance standards. Campuses must:
- Apply the USPEE Code of Ethics and Conduct, covering academic integrity, professional behavior, and anti-corruption measures.
- Ensure all procurement and partnership processes are transparent and conflict-free.
- Implement an Ethics and Integrity Committee responsible for promoting ethical awareness and addressing misconduct.
- Enforce anti-bribery, anti-discrimination, and harassment prevention policies consistent with both Moldovan and local laws.

Ethical compliance is reviewed annually as part of the internal audit and accreditation process.

## 11.7. Data Protection and Information Security

Each campus must implement robust systems to protect institutional and personal data. Compliance requirements include:
- Adherence to EU General Data Protection Regulation (GDPR) principles.
- Local data protection registration with the relevant authority, where applicable.
- Use of secure cloud storage and encrypted communication systems.
- Immediate reporting of any data breaches to the USPEE Data Protection Officer (DPO) and relevant local regulators.

All campuses must maintain updated Data Protection Policies and staff training records.

## 11.8. Environmental and Social Responsibility Compliance

In alignment with the UN's Sustainable Development Goals (SDGs), USPEE promotes environmental and social responsibility in all its transnational operations. Each campus must:
- Adopt green campus policies on waste management, energy efficiency, and sustainable transport.
- Comply with local environmental protection regulations.
- Engage students and staff in sustainability and community service initiatives.
- Submit an Annual Sustainability and Social Responsibility Report to the USPEE Rectorate.

USPEE views environmental and social compliance as a moral obligation and an educational practice.

# Global & Local Compliance

**11.9. Risk Management and Reporting Obligations**

Each transnational campus must have a Risk Management Plan identifying potential legal, financial, operational, and reputational risks. This plan must:
- Include preventive measures and contingency procedures.
- Be reviewed annually by the Campus Director and USPEE Risk Committee.
- Ensure immediate reporting to the USPEE Chancellor's Office of any incidents, legal disputes, or non-compliance findings.

Failure to report such issues within ten (10) working days may lead to corrective measures or temporary suspension of operations.

**11.10. Verification and Sanctions**

The USPEE Compliance Office is responsible for verifying adherence to all institutional, legal, and ethical standards. Where non-compliance is detected:
- A written notice specifying corrective actions and deadlines will be issued.
- Follow-up audits will be conducted within 60 days.
- Persistent or serious violations may result in the suspension of program delivery, withdrawal of accreditation, or termination of the campus agreement.

All findings and resolutions must be formally recorded in the USPEE Compliance Register and reported to the USPEE Senate.
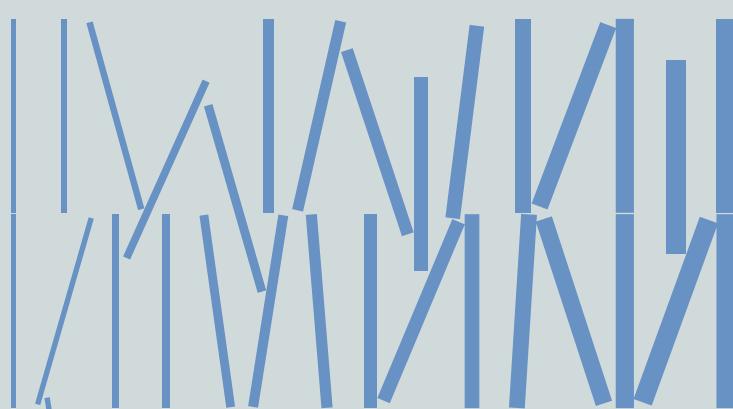
# Section 12

# Continuous Improvement of Education Quality

# Continuous Improvement of Education Quality

## 12.1. Philosophy of Continuous Improvement

USPEE is committed to a culture of continuous improvement that ensures excellence in teaching, learning, research, and governance across all campuses. This philosophy reflects the conviction that quality is not a fixed state but an evolving process—one that requires reflection, measurement, feedback, and innovation. Continuous improvement is an institutional responsibility shared by all members of the USPEE community — leadership, faculty, staff, and students — and forms a vital component of the University's global academic identity.

## 12.2. The USPEE Quality Cycle (PDCA Model)

All transnational campuses must apply the Plan–Do–Check–Act (PDCA) model as the operational mechanism of institutional improvement:
1. Plan – Establish goals, standards, and measurable performance indicators aligned with USPEE's strategic priorities.
2. Do – Implement programs, policies, and teaching activities consistent with approved plans.
3. Check – Evaluate progress through audits, feedback systems, and performance data.
4. Act – Implement corrective and enhancement measures, updating policies and curricula accordingly.

This cyclical approach ensures that improvement is systematic, evidence-based, and sustainable.

## 12.3. Quality Assurance and Enhancement Responsibilities

Each transnational campus must designate a Quality Assurance (QA) Officer who reports directly to the Campus Director and the USPEE Quality Council in Chișinău. Their responsibilities include:
- Coordinating the implementation of all QA policies and procedures.
- Collecting and analyzing institutional data on teaching, learning, and administration.
- Overseeing student and staff feedback systems.
- Preparing Annual Quality Reports (AQRs) and ensuring follow-up on action plans.

The USPEE Quality Council reviews these reports annually to identify trends, share best practices, and recommend improvements across all campuses.

## 12.4. Academic Program Review and Development

Each campus must conduct periodic Program Reviews to ensure academic relevance, innovation, and compliance with USPEE and ANACEC standards. This process includes:
- Reviewing learning outcomes and course content for alignment with labor market and societal needs.
- Consulting with external stakeholders (employers, alumni, and accreditation experts).
- Integrating findings from student evaluations and faculty assessments.
- Documenting changes in a formal Program Review Report approved by the Academic Senate.

Major program revisions must be submitted to the USPEE Rectorate for approval prior to implementation.

# Continuous Improvement of Education Quality

## 12.5. Faculty Development and Innovation

USPEE promotes continuous professional development for all teaching and administrative staff as a key driver of quality enhancement. Each transnational campus must:
- Organize at least two professional development workshops per academic year focusing on pedagogy, digital learning, research ethics, and student engagement.
- Encourage faculty to participate in international conferences, exchange programs, and scholarly publishing.
- Collaborate with the central Centre for Academic Development (CAD) for ongoing training.
- Record all professional development activities in the Staff Development Register for audit and accreditation purposes.

Faculty innovation in teaching methods should be recognized through internal awards or promotion criteria.

## 12.6. Student Feedback Integration

Student feedback plays a direct role in quality improvement. Each transnational campus must ensure that:
- Feedback data collected from surveys, focus groups, and course evaluations are analyzed each semester.
- Key findings are shared with faculty and administration.
- Improvement actions ("You Said – We Did") are communicated back to students to close the feedback loop.

This approach ensures that students are active contributors to institutional growth, not passive observers.

## 12.7. Research and Knowledge Transfer

Quality improvement also extends to USPEE's research mission. Each campus should:
- Promote applied and interdisciplinary research that contributes to local and global challenges.
- Encourage faculty–student research collaborations and publication in indexed journals.
- Establish Research Ethics Committees ensuring integrity, transparency, and originality.
- Develop partnerships with industries, NGOs, and governmental institutions to enhance knowledge transfer and employability.

All research outcomes should feed back into teaching innovation and policy development.
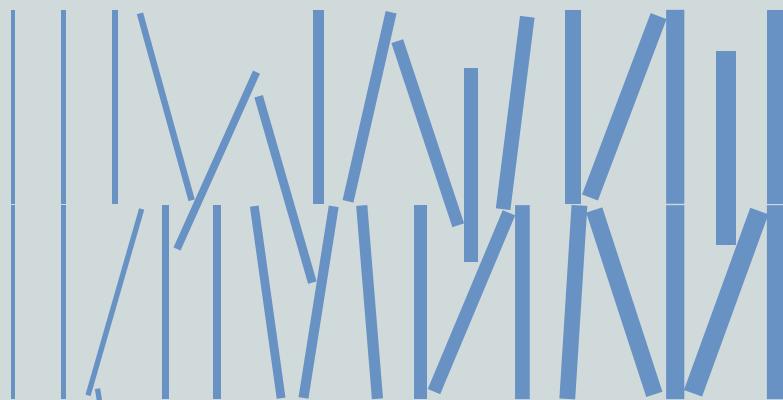
# Continuous Improvement of Education Quality

## 12.8. Benchmarking and External Evaluation

Continuous improvement is strengthened through benchmarking and external validation. Each campus must:

- Compare its performance indicators with other USPEE campuses and peer institutions.
- Participate in international accreditation reviews, quality rankings, and peer-learning networks.
- Host periodic External Quality Audits involving independent experts from academia and industry.
- Respond constructively to recommendations, documenting all corrective actions taken.

Benchmarking data will be consolidated annually by the USPEE Quality Council to guide system-wide enhancement strategies.

## 12.9. Innovation, Digitalization, and Future Readiness

USPEE's quality enhancement strategy integrates digital transformation and innovation to ensure future readiness. All transnational campuses must:

- Use Learning Management Systems (LMS) and digital analytics to track student progress and engagement.
- Encourage faculty adoption of innovative teaching tools (AI-assisted learning, simulations, virtual classrooms).
- Explore micro-credentials, stackable qualifications, and lifelong learning pathways.
- Support initiatives that bridge technology, sustainability, and social innovation.

Each campus should include "Innovation and Digital Readiness Indicators" in its annual performance review.

## 12.10. Institutional Learning and Strategic Renewal

Continuous improvement is also institutional learning — a collective process through which the university evolves. USPEE encourages all transnational campuses to:

- Document lessons learned from successes and challenges.
- Share best practices through annual USPEE Global Quality Forums.
- Align campus-level improvement plans with the University's Strategic Development Plan (2025–2030).

This shared learning culture transforms improvement from a requirement into a living value, ensuring that USPEE remains a forward-looking, adaptive, and globally trusted university.

# USPEE
## Constantin Stere

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