



MINISTERUL EDUCAȚIEI, CERCETĂRII, TINERETULUI ȘI  
SPORTULUI

UNIVERSITATEA AGORA DIN MUNICIPIUL ORADEA

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**Self evaluation report of Agora University of Oradea by the  
Program of Institutional Evaluation of European Universities  
Association according to the Senate Decision from  
- updated version –**

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## **INTRODUCTION**

After the enrolment of Agora University of Oradea in the program of evaluation by EUA-IEP “*Prepare to innovate better prepared to respond to local needs. Quality and diversity of universities in Romania*“ (2013-2014) and after the first visit of the evaluation team, there were made emphases a series of recommendations, based on these recommendations these was prepared the self-report in updated form. This version of the report was done by involving all self evaluation committee members appointed by the Rector of Agora University of Oradea (UAO) and the requirements of the evaluation team.

For the elaboration of self-assessment report updated version the committee appointed by the Rector worked with members of the Administration Council, the University Senate, the Rector, the Faculty Council represented by the Dean, the Department of Social Sciences of the University, the University Secretariat, the Secretariat of the Law and Economics Faculty, the University Financial Department, the Administrative Office, the Human Resources Department of the University, The Department of International Relations, Agora’s Students Association, representatives from business and institutional partners etc. The data and information collected were subsequently analyzed by the self-assessment team and in this manner they could set answers to the requirements of the evaluation committee.

Meetings and consultations were held in various areas and topics of discussion and different levels of management structures of the university, with professors in the department, with specialized committees to analyze the academic management of quality assurance and improvement processes, students and representatives of professors for the teaching-assessment-examination process, representatives of research activities on various projects, the financial and administrative department, the university secretariat etc.

### **I. THE INSTITUTIONAL FRAME**

#### **1.1. *The juridical frame of organization and functioning of Agora University of Oradea***

Agora University of Oradea has been accredited by the Law no. 59 of 29 March 2012, published in Official Gazette of Romania, Part I, no. 222 of 3 April 2012. Thus Agora University is founded as an institution of higher education, private legal entity of public utility, part of the national education system, located in Oradea, Piata Tineretului, No. 8, Bihor (Official Gazette, April 3, 2012).

UAO organizes and carries out teaching and research activities according to Education Law no. 1/2011. All internal regulations and decisions comply with the mentioned legal framework and all activities of the institution complies with the University Charter (Annex 2), developed according to the University's institutional reform measures.

The actions taken in order to accomplish the mission and goals are made according to the UAO Strategic Plan for 2014-2019 (Annex 22 – UAO Strategic Plan 2014-2019). Their development has taken into account the estimates of locally, regionally and nationally socio-economic developments, by the offer of specific educational and training institution, human resources and financial and material basis. In the developing the Strategic Plan of the university we took into account the fact that were approved in April 2014, 4 EU funded projects which has as a central activity human resource development in the North-West region, with the help of these projects the material basis of the University will be improved and developed, creating new partnerships with business, analysis and market researches will be done, all these support the future graduates of UAO.

## ***1.2. The organizational structure of the university and the University's connections with the labour market and business environment in the region***

The organizational structure of the university is in the annex presented together with this report (Annex 24 – The updated version of the Organigram). We note here that the UAO Organigram was redesigned following the suggestions made by the evaluation committee on the first visit.

Agora University of Oradea is formed of one Faculty (Law and Economics Faculty) and one department (Social Sciences Department).

In the Law and Economics Faculty operate function the following study programs: 4 bachelor studies, 2 master studies and 5 accredited postgraduate programs of continuous formation and the strategic plan of UAO issues medium-term development of new programs study. Analyzing the existing curricula, we established that the *Accountability and Management Information Systems*, has a lower degree of inters compared to previous years, the number of students in this program of study is decreasing. On this respect solutions are searched on the level of university management. (E.g. the development of a accountability laboratory as to emphasizes the practical issue of this specialization)

UAO has four research centres (Annex 8), this, we believe it strengthens the University opening to performance since it is a university focused on education. The fact that, in accordance with the law, UAO is concentrated also on a continuous research is considered to be a strength point.

The study programs of the university give students a viable alternative training approach, training and civic education for social and professional integration.

The Centre of Information, Advice and Professional Guidance that is part of UAO held in the last 2 months a series of meetings of the students with practitioners from business and public and private institutions in the North West region of Romania. With these the University signed agreements and had consultations regarding the curricula adaptation to the market requirements by introducing training modules approved by the partners.

Based on these consultations has been identified as a central point to organize postgraduate courses fit to the needs of institutions in the region (E.g. NATO Centre proposed the organization of courses on security studies, courses where the employees of the institution could improve) and a number of entrepreneurs proposed a master program in Information Management Business, so that the future graduates of these programs can be employed in these centres. UAO tries to answer business and institutional environment in the region, but has some difficulties in terms of human resources that ensure teaching and research support for these training programs. At the strategic level on medium term we want to increase the number of professors, so to be able to meet the market requirements regarding the development of new curricula. However, a risk in developing new study programs is the decreasing number of students on regional level based on the precarious financial situation of the most residents in the region; this situation came because of the financial crisis that is still felt and also because of the low level of economic development of the region.

Agora University of Oradea has its own heritage, after accreditation, as required by the Law. Thus the university has a compact campus that consists of lecture and seminar rooms, laboratories, a library, and a sports club. In Agora also functions the Students Association.

UAO has 29 persons – full time teaching staff; 12 persons – part time teaching staff that comes from public higher education or scientific research institutions, 7 persons - administrative and maintenance staff. Due to the implementation of EU-funded projects, projects that aim training and qualifications courses UAO considers to hire qualified staff for this.

## **II. THE MISSION AND THE OBJECTIVES OF AGORA UNIVERSITY OF ORADEA (WHAT DOES THE INSTITUTION TRY TO DO?)**

### ***2.1. Mission and objectives***

Being a young university, centred on education in the field of social sciences, the Agora University assumes the mission to transmit to its students the spirit of "Agora", based on the values of

democracy and trans-disciplinary humanism, this spirit being forwarded to the society by the students. Starting with the present goods and internal potential, with the opening towards external collaborations, the Agora University wants for the near future to add new values for the human knowledge, promoting and encouraging the research, tending towards a mission of education and research, so as to be well recognized in the Romanian and European academic areas as an efficient model for the access to success in a dynamic society.

We believe that UAO is part of the European academic community, sharing its cultural, moral, scientific and educational values. UAO actively participates in the Bologna Process and it proves its European vocation by the curriculum convergence, by the topics of scientific research and academic openness to collaboration. UAO comply with the principles of the "Universal Declaration of Human Rights" shares "The Magna Charta of European Universities" (1988), "The Lima Declaration on Academic Freedom and Autonomy of Institution of Higher Education" (1988).

UAO shows an attitude of public responsibility on the quality of education provided and on the performance of scientific research and community services provided. So we emphasizes on how to respond to labour market requirements, thereby contributing to social cohesion by improving the employability (the capacity of insertion) of graduates as to work in a highly dynamic market and the economic and financial crisis still being felt.

In order to fulfil its mission, the Agora University established the following objectives:

- (1) Being a student education centred university, Agora aims:
  - a. engaging teaching methods and modern learning, based on the implementation of the e-learning technology in teaching, to all university programs and, also, post graduate programs, of professional continuous formation, and development and to all its forms of education;
  - b. the exact identification of the objectives of the university programs and post graduate programs, as well as the correct evaluation of costs and benefits;
  - c. the creation of an "Agora" academic culture, based on democracy, interdisciplinary, opening for new and for exterior, that should contribute to the community efforts to high up the level of culture and civilization of Romanian people;
  - d. Providing the community specialists with highly professional, moral and civic background, locally and regionally recognition of educational services that are offered.
- (2) The optimization of activity for research-development-innovation through:
  - a. The establishment of a strategy for basic and applied scientific research in the economic, juridical and social carried out in collaboration with other Romanian and foreign universities and research institutes, aimed for supporting economic, social and cultural development.
  - b. The dissemination of research results through publications, exploratory workshops, conferences and research networks with internal and external participants;
- (3) Strengthening and expanding relations with the external environment, scientific, economic and social one:
  - a. consolidation and development of a responsible institutional and managerial culture in order to value the strengths, to exploit opportunities and to always ensure the effective management of risks;
  - b. The creation of a culture of quality with trend towards excellence in education and research and development efficiency, quality assessment and computerized monitoring and taking timely measures that will lead to optimizing it.

The UAO objectives in order to achieve its mission are:

- *Focus on results*, so that the university has set tangible objectives on short, medium and long term and realistic strategies based on appropriate resources. UAO looks for systematic assessment of the objectives, based on indicators. Results orientation of UAO correlates the scientific research with the needs and interests of society;

- *Accent on quality* - the improvement of education and research activities;

- *Flexible structure* - UAO has one faculty and this leads to a functional optimization;
- *Diversity, initiative and responsibility* - all the procedures and regulations of the university are approved in a democratic manner, the involvement of the beneficiaries in consultation and decision structures, stimulating the initiative concerning fundraising through involvement in research, institutional openness through partnerships and research projects;
- the approach to the local community - partnerships with local authorities, partnerships with representatives of the socio-economic area, all these having as effect the improving employability of graduates on the labour market;
- *Visibility and image* - strengthening Agora brand and also increasing the international visibility through: participation of teaching staff and students in European academic programs in education, maintaining and expanding membership in international bodies and promoting the intercultural dialogue;
- The cultivation of moral values and enhancing the competition spirit - the development of projects to develop citizenship and ethical sense and thus stimulate volunteering;
- Creating an "AGORA" academic culture.

## **2.2. Administration, leadership and management**

Business management at the University Agora aims to:

- Educational strategy, scientific research strategy, financial strategy, human resources strategy, material resources strategy, image strategy: Agora University = Access to Success! and management strategy, these issues are developed in the initial version of the self-evaluation report.

Autonomy of government - UAO framework decisions are taken by the Administration Council, and the implementation of decisions is made at university - faculty level (UAO has one faculty).

The Academic autonomy is governed by the University Charter and legal norms. Regarding the promotion of study programs, the initiative belongs to the department and the faculty, the approval is done by the Senate of the University.

The administrative management is ensured by the president of the Administration Council who subordinates the administrative director. The decisions about management, assets, and investments are made by the Administration Council at the initiative of the university.

Regarding financial autonomy, the president of the Administration Council takes any decisions about financial transactions; the president is also the credits officer.

Regarding the autonomy relating to human resources, the competition for teaching positions are proposed by the department, approved by The Council of Faculty and the Administration Council and approved by the Senate of the University.

The Strategic Plan and annual operational plans are developed by groups formed on the university Senate level. These include general strategic lines of development of the university and its integration as an institution and program of study each part in the European Higher Education Area and are announced to all members of the academic community, aiming their application using the mechanisms and procedures established by the university charter and other internal regulations approved by the Senate.

The plan is linked to the role of Romanian higher education with the needs of our society and the mission UAO, based on the results obtained so far, being structured on own strategic objectives. (Annex 22 - The strategic plan of the university 2014 to 2019).

## **2.3. Personnel policy on UAO**

Personnel policy is one of the strategic tools for achieving UAO objectives. Agora University's own standards for recruitment of teaching staff is in accordance with legal regulations and the methodology approved by the Senate. University teaching staff is employed with contracts in accordance with labour laws in Romania.

The University has policies on human resource development aimed for preparing/training and promotion of teaching staff, evaluation of teaching and research skills, relationship with students, involvement in research programs and in the academic events on national and international level.

According to its own funding the university cannot afford constant mobility support for teaching staff in developing human resources but UAO is looking for solutions to ensure funding to increase the number of qualified and efficient teaching staff.

#### **2.4. University's quality assurance policy**

Quality assurance and improvement is based on monitoring, internal and external evaluations. Based on the feedback obtained the Quality Assurance Department proposes to the management of UAO plans to achieve its goals and to improve the quality of education.

UAO adapted its policy to the ARACIS quality assurance standards and aims to match the quality management system with ESG (Annex no. 23).

#### **2.5. Education, research and service offered to the society**

Teaching staff in the UAO are devoted about 80% to actual teaching, 10% to research and 10% to the preparation of the activities for education, including services to society. The evolution towards an optimal situation, which in our point of view should aim for a balance between the three priorities described above, involves an increased concern regarding the research component. There is quite diminished interest of teaching staff to research area. Although UAO has had ongoing projects, not all the professors are willing to engage in research.

UAO main services that the company offers are:

- Organizing training programs, masters or postgraduate courses;
- Counselling people looking for a job;
- Developing joint projects for the community (conferences, workshops, etc.)

#### **2.6. Academic and research priorities. Objectives in relation with the society**

The main priorities of UAO academic, strategic and research point of view:

- Developing mobility of teachers and students through the Erasmus program, starting this year UAO received Erasmus Charter ( Annex 25)
- Attracting foreign students.
- Participation of professors in national and international scientific activities. Because the financial aspect, a lot of professors do not participate in the international scientific manifestations.
- Modernization/correlation of study programs with current requirements of the labour market on regional, national and even European level with the help and involvement of the employers. UAO has already initiated consultations with the economic environment.
- Attracting grants and other financial support for students. At this point UAO has students as scholarships financed by businesses agents, students performing internships at the economic operators and at the end of the studies they will be employed.
- Creation of research teams involving as many professors as possible.
- Establishing a Doctoral School. A teacher of UAO is PhD received the title of coordinator this year.
- Stimulating academic community for attracting fundraising.
- Development of infrastructure for research.
- Implementation of student-cantered education by creating facilities for students and evaluation of satisfaction of students and graduates. It is certain that graduates of bachelor programs are turning to Masters Programs provided by UAO starting last year, but there is a demand from graduates in developing other master programs that will meet better their interests. In terms of social issues, UAO aims to identifying solutions to provide one meal for students in the campus. Students also express their desire for the professors to emphasis on the practical aspect in the lectures. UAO assures with the help of the 3 POSRDU projects approved starting this year, the introduction of internships for each year of study.

- Maintain and develop international relations and partnerships.

UAO's objectives in relation with the society are: to promote volunteering, stimulation of the dialogue in the community, promoting UAO image. In this respect the economic environment is an important partner for organizing activities, primarily for developing partnerships to attract investment funds. Thus UAO has partnerships in POSDRU projects (grants and strategic) with institutions and foundations in the North West Region, but also from other regions.

### **2.7. The Strategy of University - motivation**

UAO strategy is based on:

- On the academic plan the development of curricula in order to face the economic environment and institutional requirements, and also to the request of bachelor graduates in the UAO;

- In the field of research - research development of professors and students for the development of a university centered on education at a university focused on education and research as to improve performance

- Services for Students - to improve social conditions in order to attract students, counselling students for better integration in the labour market and involvement of students in research as to be hired in UAO.

- Administrative plan - Development of infrastructure to improve conditions and attracting students

- Internationalization - mobility of students and professors for their personal and professional development for the benefit of the institution and for the prestige and attraction of foreign students.

## **III. UAO'S MANAGEMENT AND ITS ACTIVITIES (HOW DOES THE UNIVERSITY TAKE ACTIONS?)**

### **3.1. UAO's management**

The Curriculum for each program of study is proposed by the head of department, approved in the Council of Faculty and approved by the Senate. Professors have autonomy in teaching, being obliged to settle all the themes established discipline sheet for each course. The Director of department can verify its compliance. Professors have autonomy on how they teach and how they assess the students' knowledge.

University research strategy is adopted in the Senate and is part of multiannual and annual operational plans proposed by the Council of the Faculty. UAO supports individual and collective initiatives by promoting research projects that are in accordance with the institution's research strategy.

Funding is done on university level and the president of the Council of Administration is the only credits officer of the institution. The legality of outcomes is checked by the Financial-Accounting Department.

The recruitment and promotion of teachers is proposed on department level, is approved by the Faculty Council and approved by the Senate. The recruitment and the promotion of administrative staff are done by contest/exam.

Selecting students for all study programs for the fee enrolment places is based on averages on Baccalaureate Diploma. UAO offers scholarships and the selection of students for this is based on an entrance examination, the way of performing this examination is approved by the Senate.

The University by its rector sets the organization of some services to society. The Students Association students can organize various activities approved by the Faculty Council.

*Students participate effectively in process of decision-making.* Student's representatives are members in the Faculty Council and also in the Senate. Starting this academic year, other partners are invited as members of the Council of Administration and in a certain committees (e.g. in the Strategy and Reform Commission are representatives of business in our region)

UAO Management is concerned on trained and permanent improvement of the teaching staff.

UAO External relations have crossed the borders of Europe, having collaborations in the development of scientific projects with South-eastern University in Lakeland, Florida, USA, School of Business of the University as co-organizer of conferences organized by Agora University. The international dimension of the institution is confirmed by the appreciation and recognition enjoyed by numerous foreign scientific personalities who have visited us and that have held conferences, invited us to participate in events in their origin countries, or agreed to be part of the scientific Committees journals published by us. <http://univagora.ro/ro/parteneri/relatii-internationale/>

The internationalization process of the university consists of: developing institutional arrangements for external collaboration to emphasize European visibility of the university through a coherent strategy; strengthening and expansion of academic agreements with institutions in America, Asia, Africa and South America; participation in European and Euro-Atlantic cooperation; development of friendship agreements with other universities, organizing international conferences with the participation of the partner universities, multiplying the number of ERASMUS agreements and dynamic mobility; organization of exchange of best practices with national and international universities.

Thus, our institution contributes to the development of mobility and cohesion in Europe (according to the guidelines of the Bologna process and the Lisbon strategy) to promote intercultural dialogue and valuing Romanian culture and civilization in the context of globalized society and unity in diversity.

Statistically, in the last two years, there has been an intensification of international relations which show the continuous efforts and actions that have been made. Thus, the number of institutional arrangements has increased, UAO having now agreements with universities from China, India, USA.

UAO develops and implements a coherent external collaboration aimed for the integration into the European higher education and scientific research area, as well as the increase the university's academic performance through constant openness to educational, scientific, cultural and moral values. For this purpose, the participation in international programs framework - Jean Monnet, Erasmus, Leonardo da Vinci is a priority.

International recognition of the prestige of the Agora university professors and of institutional brand has resulted in the fact that UAO has two professors Jean Monnet and a number of Agora professors were invited to partner universities as Visiting Professor. UAO also has PhD professors that had their doctoral school graduated abroad.

### ***3.2. The analysis of educational approaches and research and the analysis of the design of educational and research***

Learning approaches is characterized by:

- proactive positioning: anticipate trends and inquiring the economic environment;
- development of curricula inter/multi and trans-disciplinary;
- stimulation in order to use of e-learning platform (Moodle) for all study programs;
- student-cantered education: shifting the emphasis on learning, empowering students (how to learn), personalized courses (optional courses).

The approaches in the research field:

- initiating transversal research projects: multi and inter-disciplinary research based on internal research;
- proactive positioning: monitoring national and European research competitions;
- innovative formulas for collaboration and partnership with the business: flexible association structure/economic interest groups;
- stimulating entrepreneurship start-ups, spin-offs and joint ventures (indirectly).

Regarding the analysis of how the educational and research programs are made the design of curriculum answered, in most cases, the pre-existing requirements and restrictions of ARACIS constraints/rules.

### **3.3. Activities related to academics. Support activities for students**

Training programs are another important component of the AUO.

Program documents establish as a development strategy of AUO attention to students, transforming them into active actors of teaching / learning / research, creating a pre-professional environment within the university, as a first step towards a socio-professional insertion matching the labor market.

AUO offers 20 scholarships for each program of study, and from this academic year in the AUO students receive scholarships by socio-economic partners. There is a social fund for scholarships for students with limited financial possibilities. Scholarships are awarded in accordance with the Regulation on scholarships.

- *Transport:* students receive discounts to public transportation with funds from the Ministry of Education (Order 3666/2012 - Student Code).
- *Cultural and sport events:* students benefit from rate reductions of cultural and sports events organized by public institutions (Order 3666/2012 - Student Code).
- *Practice:* AUO in partnership with representatives of the socio-economic environment, offer the possibility of conducting some additional internship through HRD projects for students. (Eg STAPROS Project ID 60152) stages after which students received grants.
- *Exchanges of experience and mobility:* it encourages student participation in exchanges through projects undertaken nationally and internationally. This year Erasmus student mobility project will be implemented.
- *Advice and guidance:* AUO through CICOC offers students free counseling, career guidance and facilitation and monitoring of labor market insertion.

*Services offered by students to students*

- *Democratic representation:* according to the law, the student representatives elected by universal, direct, equal and secret, represent 25% of the members of the University Senate, that of the members of the Faculty Council. Students are represented in all decision-making and consultative structures are taken into question matters that affect them directly.
- *Through Student Association* a series of scientific, artistic and cultural activities were held.

### **3.4. Financial activity**

Economic and financial activity of Agora University of Oradea is based on its income and expenditure budget approved by the university administration through its Chairman.

Agora University of Oradea, as a private higher education institution, is composed of revenue and project expenditures, in terms of revenues, with the following categories :

- revenues from core business here entering tuition revenue;
- income from donations and sponsorships;
- revenues from projects funded by external grants;
- income from activities aimed scientific research , design and consultancy and expertise;
- other income (rental income, interest income etc).

As expenditure in the income and expenditure of Agora University of Oradea are the following categories of expenditure :

- expenditure on core business here entering the wage, social security charges, travel expenses of staff and students, third party services expenses, supplies expense, expenses for scholarships (The university provides for each study program a scholarship called "Agora scholarship");
- expenditure for scientific research, design, consultancy and expertise;
- maintenance and development of the material base etc.

The management of Agora University of Oradea has made investments in the university, expanding spaces and seminar classrooms and currently are investment funds for the renovation and modernization of the university library and sports facilities in the university premises.

For the fiscal year 2013, according to the income and expenditure (Annex No. 19), the largest share of income have income from tuition fees and expenses which relate to the level of 2013, the largest share have expenditure on salaries and scholarships.

In the accounting department were drawn the income and expenses considering financial projections up to the year 2016 (Annex no. 20). The budgets of income and expenditure are provided considering revenue forecast projects funded by external grant , submitting Agora University in 2013 a total of 7 projects, as applicant, in partnership with other universities and institutions, some of these moving the first stage of evaluation.

#### **IV. POLICIES AND PRACTICES FOR SERVICE QUALITY (HENCE THE INSTITUTION KNOW IT WORKS)**

Quality assurance involves not only internal conditioning, but also external constraints related to the regulatory, financial context and in the first place, the expectations of direct and indirect beneficiaries, of society in general.

Taking into account the requirements deriving from the vision and mission and based on the quality policy, AGORA University of Oradea develops and improves its own quality assurance system of educational services and scientific research.

The quality of educational services is centered on learning outcomes, expressed in terms of knowledge, skills, values and attitudes, obtained by completing a level of education (BA, MA) and a program of study.

In the structure of the university was established an Internal Quality Audit Committee of the university and the Quality Assurance Department of the college, which works on strategy and rules developed and approved by the senate.

The Director of Quality and Ethics Committee and its members maintain quality assurance permanent exchanges with officials of similar commissions in the country and the partner universities abroad and participate in all seminars organized by ARACIS information.

AUO develops the quality assurance policy of ARACIS standards and aims to compatibilize the quality management system with ESG (Annex no. 23).

##### *Quality assurance of study programs*

The University study programs are achieved through :

- Curriculum covering all disciplines that contribute to academic qualifications, spread successive years of study and weights expressed in ECTS study credits;
- Curricula and disciplines sheets.

Quality of study programs is ensured:

- with the accreditation: by project (the tasks of the study program), Faculty Council endorsement organize and EECC and it proposes to the Senate UCv and accreditation by ARACIS;
- by monitoring: conducted by the responsible and the Quality Council;
- by internal assessment: performed by EECC;
- evaluation by beneficiaries: students;
- reaccreditation: by ARACIS.

##### *Quality assurance in scientific research*

Evaluation and quality assurance in research activity is achieved by:

- data collection, suggestions and opinions from research groups;
- organizing regular meetings with research program managers and representatives of the socio - economic partners;

There isn't still an integrated monitoring and management of the research system.

### *Quality Assurance of Human Resources*

Teaching positions are open for competition under the Regulation on teaching positions. Classification is based on an employment contract which stipulates the rights and obligations of the employee and the employer. University gives attention to limitations of didactic loads to a maximum of two teaching loads, to ensure the quality of teaching work. Also it is implemented a teacher evaluation system consisting of: evaluation by students, self-evaluation, peer and hierarchical evaluation.

Administrative Staffing is incubated according to the needs of teaching itself and the financial situation of the university. Administrative staff is evaluated annually according to the requirements specified in the job .

### *Ensuring students quality of life*

Since the admission process, continuing educational activities in different cycles (bachelor, master) and the transmission of expertise throughout their lives, the University developed a working partnership with the student. Students are joint venture partners in the formation of competitive specialists. The students' opinion, expressed by individual or their representatives authorized by the democratic process.

### *ESG implementation (Annex 23)*

AUO policy on quality is consistent with ESG requirements.

Of the guidelines in the "Policy and procedures for quality assurance" of ESG, AUO targeted mainly to define its functional responsibilities, relative positioning between education and research, and greater involvement of students in quality assurance. AUO assign students as domestic customers, an important role in developing and implementing decisions to maintain that role after graduation as external customers through alumni associations and with other socio- economic actor .

In terms of faculty quality (ESG) AUO is subject to specific regulations for higher education and national legislation.

## **V. STRATEGIC MANAGEMENT AND CAPACITY FOR CHANGE (WHAT CHANGES FACE INSTITUTION TO IMPROVE)**

*The ability to change* is a key feature of the strategic management of any institution, including AUO. The institution responds to requests from beneficiaries with priority areas of competence and interest. Applications are evaluated with pragmatic realism in terms of objectives and resource needs. AUO monitors and reacts to those *threats considered vital to achieve its objectives*: decreasing the number of potential students, position in the gerarchy of universities in Romania and abroad, understaffed situation, grants issues, impaired AUO image, etc.

AUO predicts stakeholders' expectations in training to calibration programs of study, training and research.

*The involving external environment on strategic management of AUO* is immediate and direct: the socio-economic environment has a representative on the Strategy and Reform Commission and may intervene in strategic management.

Financial autonomy allowed finance investments and formulating strategic priorities for seeking resources. In finance education, financial autonomy is a priority quality of education with direct effects on the student.

Academic autonomy facilitated suspend study programs that revelealed as economically inefficient or poorly performing.

Autonomy initiative allowed involvement in the development of partnerships and participation in competitions in education and research according to their own priorities.

Taking a *proactive role in education, training and research* is done by monitoring labor market trends and develop responses to at least one course of study prior to their materialization. The education and training, in addition to the formative function, innovative and transmission of scientific

and cultural values, aims and development of occupational mobility function. In this respect, we promote education and training programs flexible that generate skills and abilities in line with the National Qualifications Framework, the European Qualifications Framework and quality standards in force.

AUO aim to provide *innovative services for the beneficiaries* in terms of:

- *Education* programs customized to the requirements of economic and in collaboration with them and individualized pathways for harnessing strengths beneficiaries in accordance with the principle of student-centered education;
- *Research* through the development of research programs; research projects that use the infrastructure partner companies; brokering partnerships between businesses and participation.

Taking an active role in educating beneficiaries materialize by cultivating moral values, civic and ethical spirit; instilling and volunteer development; developing the spirit of competition, globalization specific requirement; developing democratic spirit (debates, adopting democratic decision etc).

Adopting an attitude / active position in multicultural cooperation and internationalization is achieved by promoting training initiatives and collaboration with national and European addressability.

### CONCLUSIONS

The whole AUO strategy is fundamental through an objective assessment of the current state in which are objectively identified skills and organization abilities, knowledge and actions that support the existence of the university and unfavorable aspects, weaknesses, failures, weaknesses that prevent change and institutional development.

In the current national context marked by the financial crisis, social instability and declining labor market results give us confidence and motivate us to continue our efforts to continuously improve. To this end, we evaluate realistic weaknesses and try to find solutions to solve them. At the same time we seek to highlight our strengths to reinforce and exploit them by turning them into a competitive advantage.

AUO weaknesses, strengths and actions to take, can be summarized as follows:

STRENGTHS	CONSOLIDATION
Research development within the university through research centers that AUO has; research within two Jean Monnet modules. This is a strong point for the university with the fact that AUO is a university-centered education	Maintaining and developing research and involve more teachers in research and business environment - Research Partnerships
Research results are valued thorough publishing in AUO reviews (ISI quoted -, <i>International Journal of Computers, Communication and Control</i> ” and BDI quoted)	Keeping this post to a high performance through quality of scientific communications and contribution of prestigious national and international personalities. Rating ISI the journals that are currently BDI listed.
Organization of international conferences with the participation of elite personalities in the field of education and research (eg International Conference on Computers, Communications and Control, ICCCC).	Achieving these annual conferences and attract as many participants from abroad.
The University is accredited by ARACIS since 20.12.2010, accreditation enacted by Law. 59/2012, as a higher education institution, legal	Compliance with legislation and regulations throughout the monitoring ARACIS after accreditation

person of private law and public utility part of the national system of higher education.	
AUO has approved, as of this year, five European funded projects, HRD projects with which it seeks to strengthen and diversify research through additional payroll and technical facilities. Total funded amount being 9,151,228.06 RON.	The involvement of human resources in the university in the development and implementation of these projects as long periods
AUO has relationships with universities / academic institutions abroad: Italy, Hungary, Greece, Spain, France, Serbia, Malta, Montenegro, Tunisia, USA, India and China.	Maintain, strengthen and diversify relations and partnerships with institutions and universities abroad
The existence and current use of e-learning platform functional <a href="http://moddle.univagora.ro">http://moddle.univagora.ro</a>	Using the platform by as many teachers, aspect which supports the teaching and strengthens the relationship teacher - student and student-teacher. Aims to strengthen the implementation of a project aimed at practices using e-learning platforms
Collaborating with local, regional and national socio-economic and cultural environment Bilateral international cooperation. Erasmus Charter	Maintaining and diversifying the socio-economic cooperation and bilateral international development. Initiation and development of teacher mobility and Erasmus student mobility
MBA in collaboration with an american university <a href="http://univagora.ro/en/partners/mba/">http://univagora.ro/en/partners/mba/</a>	The development of this partnership by attracting interested students
<b>WEAKNESSES</b>	<b>MEASURES</b>
Lack of own accommodation, but accommodation agreement with a home town and a hotel in Felix Resort; lack of student canteens or other alternative in this regard	Project discussed at the Senate on a proposal of the students. We intend to conclude a contract for catering to solve the problem of lack of a canteen.
Students and teacher mobility	Personnel policy based on strengthening skills in order to increase visibility at national and international level Language development for students and teachers through language courses
Multiple human resource responsibilities	Staffing based on the needs of the university and finding funding sources
Retaining the assumption of informal responsibilities	Stimulation of internal projects and disseminating results Stimulating collaboration in projects and competitions The involvement of human resources in the university working in mixed teams (eg organization of internal events)

The economic crisis of recent years has confronted us with known vulnerabilities. The duration, extent and contribution are exogenous factors that have boosted non-quantifiable surprise for us. Therefore, we became more cautious and determined to take a proactive stance by increasing attention to better respond to both threats and opportunities.

Correlating threats, mainly financial and social type, and opportunities with the way the AUO intends to treat and condensing optimistic result in a sequence, we obtained:

THREATS	ACTIONS
In the first three years after accreditation, 2012-2015, the university will be monitored by ARACIS and MEN.	Objectives as required by law and the development of education and research line
The number of potential students is declining for various reasons (failure in the baccalaureate, college graduates leaving abroad, declining birth rates, the large number of universities in the country and proximity). Unfair competition by the presence of expansive branches of universities from Romania in Bihor county: Oradea, Marghita, Beiuș and Salonta.	University marketing revised promotion policy throughout the region. Facilities of educational, social, physical, cultural nature for university students in the region to counter competition Alternative methods of teaching, use of e-learning platform
Oradea existence of a state large university, receiving locations without charge, from the state budget at the majors identical Agora University.	Promotion of Agora scholarship; partnerships with businesses to provide scholarships to students; realistic and effective internships for students integration into the labor market easier
OPPORTUNITIES	VALORISATION
The emergence ability to request authorization for study programs ARACIS form ID specializations accredited form IF: Law, Management, Accounting.	Submission documentation for the accreditation of study programs in the form of ID (it is envisaged the Management study program)
Opportunity to request authorization for ARACIS master study programs in the field of Accounting.	Submission documentation for the accreditation program of study accounting audit in consultation with CECAR, which serves the needs of graduates from the Accounting program
The possibility of opening the Doctoral School	Currently a professor in the university is pursuing the doctoral supervisor and other teachers develop in this direction
Recovery initiative and creativity of students and graduates	Student participation in the Olympics and student mobility; employment of graduates in the university; advising graduates to develop entrepreneurship

Rector  
PhD. Professor. Ioan Dzițac

Oradea, 28 april 2014


