

CONTENTS

I. PREAMBLE	3
II. INSTITUTIONAL CAPACITY	4
II.1. INSTITUTIONAL, ADMINISTRATIVE AND MANAGERIAL STRUCTURES	4
II.2. INFRASTRUCTURE.....	18
II.3. TEACHING STAFF.....	28
II.4. INTERNATIONAL RELATIONS	31
III. EDUCATIONAL PERFORMANCE	31
III.1. ADMISSION AND STUDENT PROGRESS	31
III.2. LEARNING OUTCOMES	36
III.3. SCIENTIFIC RESEARCH ACTIVITY	41
III.4. FINANCIAL ACTIVITY	51
IV. QUALITY MANAGEMENT	53
IV.1. STRATEGIES AND PROCEDURES FOR QUALITY ASSURANCE	53
IV.2. PROCEDURES FOR THE INITIATION, MONITORING AND PERIODIC REVIEW OF PROGRAMMES AND ACTIVITIES CARRIED OUT	57
IV.3. OBJECTIVE AND TRANSPARENT PROCEDURES FOR ASSESSING LEARNING OUTCOMES.....	58
IV.4. PROCEDURES FOR PERIODIC ASSESSMENT OF THE QUALITY OF THE TEACHING STAFF.....	59
IV.5. ACCESSIBILITY OF ADEQUATE LEARNING RESOURCES	61
IV.6. INTERNAL QUALITY ASSURANCE DATABASE SYSTEMATICALLY UPDATED	63
IV.7. TRANSPARENCY OF PUBLIC INFORMATION REGARDING UNIVERSITY STUDY PROGRAMS AND, AS APPLICABLE, CERTIFICATES, DIPLOMAS, AND QUALIFICATIONS OFFERED.....	65
IV.8. FUNCTIONALITY OF EDUCATION QUALITY ASSURANCE STRUCTURES IN COMPLIANCE WITH THE LAW	65
IV.9. REGULAR EXTERNAL QUALITY ASSURANCE.....	66
V. SWOT ANALYSIS.....	67
VI. CENTRALISED TABLE OF ANNEXES	69

I. PREAMBLE



The University of Oradea (UO) defines itself as a higher education institution located on the western border of Romania, playing a decisive role in the socio-economic and cultural development of both the geographical area where it operates and on a national and European level. Based on this role, the UO has assumed a broad spectrum of educational and research areas, managing to meet the requirements of sustainable development at national and international level, providing our graduates with interdisciplinary training, social skills, personal development, entrepreneurship.

The continuous development of the university has gone through several stages: the period 1990 - 2007 has been assimilated with the "*horizontal development*" of the university, the period 2007 - 2016 is considered a transitional stage regarding the implementation of European education based on the Bologna Process while, in the period 2016 -2023 the quality of the university's own teaching and research processes, the "*vertical*" development was based on increasing competitiveness at institutional and international level.

In the more than 60 years since its founding, the University of Oradea has undergone a dynamic development, which is synthetically reflected by the following values of the main state and functioning parameters:

- Number of educational entities: **15** faculties with **47** teaching departments, IOSUD with **7** doctoral schools, an ID-IFR department, a DPPD department and a CEC-DRU Centre for postgraduate programmes;
- Number of study programmes: **101** bachelor, **68** master and **20** doctoral programmes;
- **868** full professors, of which: **114** professors, **243** lecturers, **396** heads of studies/lecturers, **115** assistants, on 01.10.2023;
- Financial resources obtained from research activities, projects/programmes financed from external funds and other sources, for the period 2019 - September 2023 are **97.768.484** lei;
- Number of research entities: "National Centre for Geothermal Research" and "Fruit - growing Research - Development Station", **23** research centres institutionally certified within the faculties, of which **1** centre under the aegis of the Romanian Academy;
- **20,687** beneficiaries of educational services, of which: **12,415** undergraduate students, **2,963** master's students, **571** PhD students and **4,738** other students, as of **01.10.2023**;
- University of Oradea Publishing House and **1** own printing house;
- University of Oradea Library with **1** branch at the Faculty of Environmental Protection;

- International relations with **620** institutions in **111** countries;
- Important facilities for students' social and cultural life.

The promotion of excellence in education and research, the ranking of the University of Oradea in national/international rankings and the transfer of innovative technologies of the University of Oradea in projects carried out with the socio-economic environment are the main strategic objectives of the university.

The University of Oradea's mission of advanced education and research is made complete by that of entrepreneurship and innovation for the economic and social development of the regional, national and European community. In this context, the University of Oradea contributes to the development of a knowledge-based society through non-discriminatory access to education and social inclusion for students, with high performance academic training and scientific research being at the core of sustainable development.

The UO is a higher education institution focused on education, scientific research and knowledge transfer within the study programmes it manages, according to the missions set out in the curriculum of each study programme. UO is empowered to confer the degrees provided by law within the constitutional framework of university autonomy and academic freedom, operating under Law 199/2023 and subsequent regulations. Within UO, study programs operate in accordance with the current regulations. ([Annex UO - I.1.1.1. Bachelor](#)), ([Annex UO - I.1.1.2. Master](#)), ([Annex UO - I.1.1.3. DPPD](#)), ([Annex IOSUD - I.1.1](#)).

Currently, the University of Oradea holds the qualification "**HIGH DEGREE OF CONFIDENCE**" in terms of Quality Management (21 March 2019).

The University of Oradea meets international quality standards, confirmed by the university's inclusion in both national and international rankings.

The presence of UO in international rankings with general or specific themes confirms the importance given to the international visibility of University of Oradea. The University of Oradea is present in international rankings ([Annex UO - I.1.1.1.4](#)), the number of international rankings in which our institution is present shows a significant increase in recent years, the University of Oradea (UO) making significant progress in terms of international visibility. Thus, from the presence in 13 international rankings in 2019, we mention no less than 29 nominations in international rankings at the end of 2023.

In the *National Meta ranking*, which includes 97 universities, of which 31 with international visibility, in 2022, the University of Oradea ranks 14th, with a score of 7.1671 points, obtained from the evaluation process ([Annex UO - I.1.1.1.5](#)).

In the *University Meta ranking* for the year 2023, out of the total of 93 Romanian universities, of which 30 with international visibility, the University of Oradea is ranked on the 11th position, with a score of 6 points, and in the year 2022 on the 10th position, with a score of 5 points, out of the 31 Romanian universities with international visibility ([Annex UO - I.1.1.1.6](#)).

II. INSTITUTIONAL CAPACITY

II.1. INSTITUTIONAL, ADMINISTRATIVE AND MANAGERIAL STRUCTURES

II.1.1. Mission, objectives and academic integrity

II.1.1.1. Legal status

Higher education in Oradea has a venerable tradition. In the Enlightenment period of the late 18th century, in 1780, "*a higher institution for philosophical education*" was founded in Oradea, which in 1788 was completed with two more years of legal studies. In 1874 this institution was raised to the level of a *Faculty of Law*, functioning in this form until 1934, when it was transferred to Cluj.

In 1963 the *Pedagogical Institute of Oradea* was founded, which functioned under this name until 1976, when it was transformed into the *Institute of Higher Education of Oradea*, due to the emergence of the specialization of sub-engineers.

In 1983 the Institute of Higher Education was transformed into the *Institute of Sub-Engineers Oradea*.

In May 1990, by a *Romanian Government Decision* ([Annex UO - II.1.1.1](#)), the Technical

University of Oradea was established, and in March 1991 it was renamed **University of Oradea** ([Annex UO - II.1.1.2](#)). University of Oradea is currently a strong focal point of Romanian higher education, with its headquarters in Oradea, University Street, No. 1, Bihor County.

IOSUD- UO is accredited ([Annex IOSUD - I.1.1.1](#)) and authorized to conduct doctoral studies in 20 doctoral fields, organized within 7 doctoral schools, both in full-time and part-time attendance.

Doctoral degree programmes operate in accordance with national legislation and meet the quality criteria required by national regulations.

Details on the organization of doctoral studies can be viewed at <https://doctorat.uoradea.ro/ro/> and the related statistical statements are presented in the Annual Reports of the CSUD Director ([CSUD Director's Annual Reports](#)).

Currently, within the University of Oradea, there are 7 Doctoral Schools operating within the structure of faculties, overseeing the 20 doctoral fields. Details on the organization of doctoral studies are presented in ([Annex IOSUD - I.1.1.2](#)).

II.1.1.2. University Charter and regulations specified in the Charter

The *Charter of University of Oradea* complies with the legal regulations in force and is in line with national and European Higher Education Area (EHEA) policies ([Annex UO - II.1.1.3](#)). The Charter is the fundamental regulation in which are specified the academic principles that mark the entire organization and functioning of the university, the application of university autonomy, the regulatory and executive structures and their competences, principles of election, representativeness and conditions of eligibility for office. All regulations are known to members of the UO community.

With the adoption of Law 199/2023 a timetable for the adaptation of the UO Charter was proposed within the UO, according to Art. 261 (1) ([UO Annex - II.1.1.4](#)). The current Charter contains the Annexes:

- *Code of Ethics and Academic Deontology of the University of Oradea* ([Annex UO - II.1.1.5](#));
- *Methodology for the organization and conduct of elections and competitions for management structures and positions at the University of Oradea* ([Annex UO - II.1.1.6](#)).

In accordance with national regulations and its own Charter, the University of Oradea is structured organizationally into faculties, departments, functional structures for scientific research.

Students' professional activity is regulated by internal regulations ([Annex UO - II.1.1.7](#)).

II.1.1.3. Mission and objectives

University of Oradea is a public, accredited higher education institution, which has assumed the mission to train specialists in various fields of science and culture, to generate new knowledge for the purpose of economic and social progress ([Annex UO - II.1.1.8](#)).

The main mission of University of Oradea, according to the Charter, is education and scientific research, to generate and transfer knowledge to society and business environment.

The institutional strategic objectives and priorities are based on the following specific directions and actions:

- effective, accountable and transparent university management, oriented towards performance and stimulating initiative;
- maintaining the **"HIGH GRADE OF CONFIDENCE"** qualification by improving the quality of educational processes, research and support activities;
- increased visibility in national and international rankings, both at institutional level and by field of study;
- keeping all study programmes attractive to the labor market and developing new study programmes;
- sustainable development of the University of Oradea Campus to enhance learning and "living" conditions on campus;
- increasing the degree of digitization in the processes carried out in the university;
- implementation of institutional policies to transform the UO Campus into a carbon neutral **"Green Campus"** and **"Smart Campus"**;

- quality and excellence in education, by optimally linking teaching with research and innovation and promoting an educational process focused on learning outcomes in line with the needs of society;
- extension and implementation of specific mechanisms to stimulate the **digitization** process, for the development of digital competences and the use of modern teaching methods and techniques linked to technological developments;
- development of an effective system for stimulating and promoting professional and scientific values at department/faculty level;
- strengthening and expanding excellence in existing doctoral schools, accrediting new doctoral fields, attracting outstanding graduates to doctoral studies and careers;
- development of an active partnership with the university's students through their significant involvement in teaching activities, in specialist practice, in research and evaluation activities, a partnership based on ethical and deontological principles;
- developing an **entrepreneurial** management style that highlights the individual and collective efforts of teaching and research staff.

The mission of **education** and **advanced scientific research** in higher education is complemented by that of **entrepreneurship** and **innovation** for the economic and social development of the regional, national and European community. In this way, the UO contributes, in its area, to the knowledge-based society through non-discriminatory student access to education and social inclusion, with high performance academic training and scientific research at the core of sustainable development.

The University of Oradea promotes excellence in education and scientific research and aims to become an institution of advanced education and research.

The results of education and research will generate ideas, solutions, products assimilated by society, which confirms the UO's values and vision.

The most important asset of the University of Oradea is the human resource, through the totality of the physical and intellectual skills that it provides to the university. During the evolution of the University of Oradea, the structure of the tenured teaching staff has continuously evolved to meet the normative requirements and quality standards. To ensure the quality of education, the average ratio between the total number of students (B+M+D) and the total number of tenured teaching staff (**15,949/868**) is **18.37**. The evolution of human resources in the period 2014-2023 is shown in **Table II.1.1.1**.

Table II.1.1.1. Evolution of the number of teaching staff

Year Didactic grade	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Professors + Associate Professors	318	317	328	336	327	320	333	331	346	357
Lecturers	432	420	434	433	438	442	430	418	408	396
Assistants + Teaching Assistants	303	202	160	134	125	113	109	106	109	115
TOTAL	1053	939	922	903	890	875	872	855	863	868

II.1.1.4. Academic integrity

The University of Oradea has a *Code of Ethics and Academic Deontology*, annexed to the University Charter, published on the website <https://www.uoradea.ro>, ([Annex UO - II.1.1.5](#)), which is approved by the Senate. It defends the legal principles governing higher education and regulates ethical conduct in the academic environment. At the same time, the *Code of Ethics and Academic Deontology* comprises the set of general moral standards, responsibilities and rules of mandatory academic practice, which concern the work carried out by members of the academic community regardless of their position in the institutional hierarchy, and aims to make them morally responsible in order to increase the quality

of educational and research services. It will be updated following the publication of the new Framework Code at national level.

The supervision of the application of *the provisions of the Code of Ethics and Academic Deontology* and the sanctioning of their violation are the responsibility of the **UO Ethics and Academic Deontology Commission** (art. 38), which carries out its activity in accordance with the *Regulation for the Organization and Functioning of the University Ethics and Deontology Committee at UO* ([Annex UO - II.1.1.9](#)). The Ethics and Academic Deontology Commission is composed of 9 members, including 6 teaching staff, 1 representative from the administrative staff and 2 students. Information about the work of the Ethics and Academic Deontology Commission is available on the UO website ([Annex UO - II.1.1.10](#)). Annually the Ethics Commission prepares a report on the status of compliance with university ethics, the status of complaints registered in the period 2019-2023 are presented in ([Annex UO - II.1.1.11](#)).

For the PhD theses defended during the period under review, there was no referral or self-referral relevant to doctoral studies regarding violation of ethical rules and issues.

IOSUD University of Oradea pays special attention to the respect of academic integrity and ethical norms in scientific research ([Annex IOSUD - II.1.1.1](#)).

At the University of Oradea there are procedures in place to prevent academic fraud and to deal with situations of breaches of academic ethics, including the prevention and control of major fraud, related to plagiarism and fabrication. Thus, in the [Regulation on the organization and conduct of doctoral studies and postdoctoral programs](#) are stipulated in Chap. V provisions on quality assurance in doctoral studies.

Aspects concerning the protection of intellectual property rights on the doctoral thesis and respectively on the exploitation of copyright and/or industrial property rights on the original product or creation made within the framework of the doctoral programme are stipulated in Chapter IX "*Teaching and research activities of the doctoral student*" of the Doctoral Studies Contract (<https://cloud.uoradea.ro/index.php/s/sSgti7aDgsHgY4A>).

The ways to prevent fraud in scientific research, including plagiarism, are regulated in the *Code of Ethics and Academic Deontology of the University of Oradea* ([Code of Ethics](#)) and the sanctions in case of non-compliance with the standards of quality or professional ethics are set out in Article 77 of the *Regulation on the organization and conduct of doctoral studies and postdoctoral programs* (<https://www.uoradea.ro/display29534>).

IOSUD University of Oradea continuously monitors and evaluates these practices and has a policy based on prevention regarding any possible violation of the code of ethics and academic integrity, the results of which can be seen in the latest report of the Ethics Commission, which shows that in the last six years 2018-2023 there has been no deviation from the rules of ethics and academic deontology.

At the IOSUD-UO level there is also a *METHODOLOGY for the resolution of complaints regarding non-compliance with quality or professional ethics standards, including the existence of plagiarism in a doctoral thesis, at IOSUD - UNIVERSITY OF ORADEA* (<https://www.uoradea.ro/display22225>), respectively the *Strategy for preventing and combating the phenomenon of plagiarism for doctoral studies at the University of Oradea* (<https://www.uoradea.ro/display25982>).

II.1.1.5. Public responsibility and accountability

The University of Oradea carries out its activities in accordance with the legislation in force, national and European policies in the field of higher education, its Charter and internal regulations drawn up based on these rules.

The policies of fairness and academic ethics, set out in the Code of Ethics and Academic Deontology of the University of Oradea, are a fundamental element in ensuring fair and non-discriminatory treatment for all members of the academic community of Oradea. Reports, decisions and regulations on ethics are published on the University of Oradea website, www.uoradea.ro, section Ethics Commission, link: [Ethics Commission Reports](#).

The internal public audit activity of the University of Oradea is carried out through the Internal Public Audit Office, which reports directly to the Rector of the University. The Internal Public Audit Office carries out a functionally independent and objective activity, which evaluates and helps the public entity to achieve its objectives through a systematic and methodical approach, ensuring managerial efficiency and optimal use of resources. Reports and regulations on internal audit activity are published

on the University of Oradea website, www.uoradea.ro/, section Public Internal Audit Office, link [Public Audit Office](#).

The academic audit is conducted by the Central Commission for Quality Assessment and Assurance and the Centre of Excellence in University Quality Management. Annually, a Quality Assurance Report is elaborated within the University of Oradea, approved by the University Senate and published on the University of Oradea website www.uoradea.ro _Quality Management/ Quality Assessment System (QAS) section, link: [Quality Assurance Report/](#).

Decision-making transparency is ensured through the publication on the University of Oradea website www.uoradea.ro/ of all decisions and regulations adopted by the institution's governing structures:

- [Decisions](#) of the Board [of](#) Directors;
- [Decisions](#) of the [Senate](#) of the University of Oradea;
- Internal regulations: [internal regulations of the UO/](#);
- information of public interest: <https://www.uoradea.ro/Informatii+of+public+interest>.

Every year the Rector of the University of Oradea prepares a report on the state of the University of Oradea, which is published on the University's website ([Annual Report on the State of the University of Oradea](#)) and is sent to all interested parties: the Ministry, the University Senate, the representative of the trade union, student organizations.

The Rector prepares an annual report on the system of internal management control, which contains the identified vulnerable areas ([Summary Report SCIM](#)).

The report on the state of implementation of internal management control is submitted annually to the relevant ministry, within the legal deadline, according to the legislation in force, respectively to the Court of Auditors, when external audits are carried out by this institution.

For the PhD theses defended during the period under review, there were no reports of suspected plagiarism.

At IOSUD University of Oradea level, during the period evaluated, there is no PhD thesis with a final decision of the CNATDCU to withdraw the PhD title following plagiarism complaints.

Within IOSUD - UO on the CSUD web page at the address [Public PhD Thesis Submissions](#) all PhD theses defended at the University of Oradea since its foundation - with the first submission in 1993 until now, a total of 1064 PhD theses.

The format of the database has the following structure: name, surname of the candidate (with link to his/her CV), Title of the thesis (with link to the abstract of the thesis), date, time and place of the thesis defense, PhD field, PhD supervisor and composition of the committee, respectively the poster of the public defense. The database can be searched by year, month and PhD field respectively.

PhD theses in electronic format, defended since 2016, can be consulted (where the author's consent exists) on the platform <https://rei.gov.ro/teze-doctorat> .

Also, since 2016 there is a database with the CVs of PhD committee reviewers at the address [CVs of PhD committee reviewers](#), displayed in alphabetical order.

II.1.2. Management and administration

II.1.2.1. Management system

The University of Oradea has a management system defined by the UO Charter ([Annex UO - II.1.1.3](#)) and by the *UO Internal Regulations* ([Annex UO - II.1.2.1](#)) available on the institution's website and which complies with the legal regulations in force.

The Charter of University of Oradea regulates the entire activity of the University of Oradea, being developed in accordance with the provisions of the Constitution of Romania, Law on Higher Education no. 199/2023, and in line with the principles outlined in the Universal Declaration of Human Rights. The Charter specifies the academic principles that guide the entire organization and functioning of the university, the application of university autonomy, regulatory and executive structures, as well as their competencies, principles of election, representation, and eligibility conditions for occupying positions.

According to the Higher Education Law no.199/2023 and the University Charter, the governing structures of the UO are:

- at university level: *University Senate, Board of Administration*;
- at IOSUD-UO level: *Council for Doctoral Studies*;

- at UO faculty level: *Faculty Council*;
- at the level of academic departments: *Department Council*;
- at doctoral school level: *Doctoral School Council*.

The management functions in the UO are:

- at university level: the rector, the vice-rectors, the general administrative director;
- at faculty level: dean and vice - deans;
- at department level: department director;
- at IOSUD-UO level: the CSUD Director;
- at doctoral school level: the director of the doctoral school.

At the level of IOSUD_University of Oradea there are specific regulations for the organization and conduct of doctoral studies, which are developed in accordance with national legislation and are applied both at the level of IOSUD and doctoral schools.

Please note that they are published on the website of the University of Oradea and are visible by clicking on the button Doctoral Studies - Regulations - National Regulations - Internal Regulations (<https://doctorat.uoradea.ro/ro/documente/reglementari>).

The internal regulations underlying the organization and conduct of activities within the doctoral studies are:

a) Regulations on the organization and conduct of doctoral studies and postdoctoral programmes at IOSUD_UO level ([Annex IOSUD - II.1.2.1](#)), available for consultation on the IOSUD website (<https://www.uoradea.ro/display29534>).

The regulations for the organization and conduct of doctoral studies at the level of Doctoral Schools have been adopted by Decisions of the CSD respectively CSUD Decision and are available for consultation on the website of IOSUD - University of Oradea ([IOSUD Regulations](#)).

b) Methodology for the organization of elections and appointment of members for the Council for Doctoral Studies (CSUD - UO) of the I.O.S.U.D. available for consultation on the IOSUD website (<https://www.uoradea.ro/display22410>). The proofs of the elections and appointment of the members of the Council for Doctoral Studies 2020-2024 at I.O.S.U.D. - University of Oradea can be found on the web page [Conducere CSUD](#), respectively in ([Annex IOSUD - II.1.2.2](#)).

The methodology for the organization of elections and appointment of Council members and Doctoral School Director at I.O.S.U.D. - University of Oradea, available for consultation at ([IOSUD Election Methodology](#)) and respectively the proofs of election of Doctoral School Councils and elections/appointment of Doctoral School Directors can be found in ([Annex IOSUD - II.1.2.3](#)).

c) The methodology for the organization and conduct of the competition for admission to doctoral studies at the IOSUD_UO level is available for consultation on the IOSUD website (<https://www.uoradea.ro/display29537>), respectively in ([Annex IOSUD - II.1.2.4](#)).

The admission methodologies of the Doctoral Schools have been adopted by CSUD Decision and are available for consultation on the IOSUD website ([IOSUD UO Doctoral Admission Methodology](#)), respectively in ([Annex IOSUD - II.1.2.5](#)).

The methodology for the admission and tuition of Romanians from abroad to doctoral studies starting from the academic year 2023 - 2024 is available for consultation on the IOSUD website (<https://www.uoradea.ro/display29572>), respectively in ([Annex IOSUD - II.1.2.4](#)).

The methodology for the admission and tuition of foreign nationals from the academic year 2023-2024 is available for consultation on the IOSUD website (<https://www.uoradea.ro/display29573>), respectively in ([Annex IOSUD - II.1.2.4](#)).

d) At IOSUD-University of Oradea level there are:

- Operational procedure for the recognition of a doctoral degree and a doctorate in science or a professional field obtained abroad, in force at the time of the internal evaluation (<https://www.uoradea.ro/display12986>);

- Operational procedure for the automatic recognition by the University of Oradea of the quality of doctoral supervisor obtained in accredited university education institutions abroad ([Annex IOSUD - II.1.2.6](#)) (<https://www.uoradea.ro/display12989>);

e) The working procedure of the Council for Doctoral Studies effective at the time of the internal evaluation ([Annex IOSUD - II.1.2.7](#)) ([CSUD working procedure](#)).

As regards the organization of CSUD meetings, they are held at least once a month, and in the case

of urgent matters, CSUD members are consulted by electronic vote.

CSUD decisions are made public on the IOSUD UO website at [CSUD Decisions](#).

Regarding the organization of meetings at the level of Doctoral Schools within IOSUD-University of Oradea, they are held as often as necessary, but at least three times a year. The supporting documents are presented in ([Annex IOSUD - II.1.2.8](#)).

f) Doctoral Studies Contract - is annex 1 to the ROFSUD ([Study Contract](#)), for example, a model is presented in ([Annex IOSUD - II.1.2.9](#)).

g) The *training programme based on advanced university studies* is a tool for the enrichment of the doctoral student's knowledge and which serves him/her to carry out the scientific research programme in good conditions and to acquire advanced skills specific to the doctoral studies cycle.

The training programme based on advanced undergraduate studies includes activities to ensure the scientific training of the PhD student, namely:

- a) courses offered by doctoral schools;
- b) cross-curricular, complementary courses, recognized by credit transfer, offered by Master's programmes;
- c) seminars;
- d) research activities under supervision;
- e) participation in scientific events;
- f) paper presentations;
- g) conference hearings;
- h) participation in workshops.

Along with the subjects aimed at advanced academic training, the PhD school's study programs also includes the complementary training module based on the independent work of PhD students, materialized through the publication of scientific articles/communications, respectively participation in research projects foreseen in the structure's Internal Research Plan.

Also, at IOSUD level, the University of Oradea has the following internal regulations ([Annex IOSUD - II.1.2.10](#)):

a) Methodology for the exemption from the payment of the habilitation thesis fee and for the settlement of occasional expenses for the habilitation thesis (<https://www.uoradea.ro/display6904/>);

b) Regulation on the organization and conduct of the process of obtaining the habilitation certificate at I.O.S.U.D. - University of Oradea (<https://www.uoradea.ro/display22223>);

c) Regulation on the granting and revoking of membership of IOSUD - UO (<https://www.uoradea.ro/display16171/>).

The Doctoral School(s) Regulations ([Annex IOSUD - II.1.2.1](#)) include mandatory criteria, procedures and standards for the aspects specified in art. 17 para. (5) of the Code of Doctoral Studies, approved by Government Decision no. 681/2011, as amended, as follows:

a) the acceptance of new doctoral supervisor members, as well as regulations on how a doctoral supervisor can be withdrawn from the Doctoral School are regulated in the *Regulation on the granting and revocation of membership of Doctoral Schools*, approved by Senate Resolution 33 of 26.03.2018 Annex 16 (<https://www.uoradea.ro/display16171/>);

b) the mechanisms by which decisions are taken regarding the appropriateness, structure and content of the advanced degree-based training programme are set out in paragraph 3.2.3 (art. 31 and art. 32 respectively) of the *Regulation on the organization and conduct of doctoral studies and postdoctoral programmes* (<https://www.uoradea.ro/display22980>);

c) the procedures for changing the supervisor of a PhD student and the procedures for mediating conflicts are regulated in art. 34 (2), art. 38 and art. 27 respectively of the *Regulation on the organization and conduct of doctoral studies and postdoctoral programmes* (<https://www.uoradea.ro/display22980>);

d) the conditions under which the doctoral programme may be interrupted are regulated in paragraph 3.1.1. *Duration of the doctoral programme*, Article 24 of the *Regulation on the organization and conduct of doctoral studies and postdoctoral programmes* (<https://www.uoradea.ro/display22980>);

e) the ways to prevent fraud in scientific research, including plagiarism, are regulated in the *Code of Ethics and Academic Deontology of the University of Oradea* ([Code of Ethics](#)) and the sanctions in case of non-compliance with the standards of quality or professional ethics are set out in Article 77 of

the *Regulation on the organization and conduct of doctoral studies and postdoctoral programmes* (<https://www.uoradea.ro/display22980>);

f) ensuring access to research resources are regulated in art. 68 of the *Regulation on the organization and conduct of doctoral studies and postdoctoral programmes* and respectively art. 6.1 *Obligations of the UO IOSUD* in the *Doctoral Studies Contract* - Annex 1 to the *Regulation on the organization and conduct of doctoral studies and postdoctoral programmes* (<https://www.uoradea.ro/display22980>);

g) the attendance obligations of doctoral students, according to a methodology developed by the supervising ministry, are established at the level of each Doctoral School and there are specific provisions in this regard in ([Annex IOSUD - II.1.2.1](#)).

Details of the structures and rules of management and administration are given in the *Internal Regulations of the University of Oradea* approved by H.S. no. 35/25.11.2013. updated in 2017, in 2018 and respectively by HS 43/30.03.2023 ([Annex UO - II.1.2.2](#)).

The structural and functional characteristics of the administrative entities of the University of Oradea, the competences of the executive functions at all levels, the operating program, the methods of management of financial and material assets, the legal and administrative responsibility are established in the *Regulation of Organization and Functioning of the University of Oradea* approved by HS no. 37/27.01.2014, ([Annex UO - II.1.2.3](#)).

The University Senate is the regulatory - deliberative governing structure that operates based on its own regulations detailing the principles enshrined in the University Charter. The University Senate represents the academic community and is the highest decision-making and deliberating body at the University <https://www.uoradea.ro/Senatul+University> level.

The University Senate is assisted in its work by the following standing and specialist committees:

a) The Budget - Finance Committee monitors the financial balance of the University, analyzes and issues resolutions on financial issues, monitors the application of legal provisions and procedures approved by the Senate on the allocation of resources within the Budget. The rules of organization and operation of the Committee are presented in ([Annex UO - II.1.2.4](#));

b) Scientific Research and International Relations Committee, whose role is to monitor and control the implementation of internal research decisions. The rules of organization and operation of the committee are presented in ([Annex UO - II.1.2.5](#));

c) The Committee for Quality Assessment and Assurance has the role to analyze and monitor the implementation and maintenance of the Quality Assessment and Assurance System (QAS) within the University of Oradea and its continuous adaptation to the requirements of national and international higher education, to analyze and issue resolutions on quality management issues. The rules of organization and functioning of the Commission are presented in ([Annex UO - II.1.2.6](#));

d) Education Committee, with the role of monitoring and controlling the educational process, human resources for education and educational services for students. The rules of organization and functioning of the commission are presented in ([Annex UO - II.1.2.7](#));

e) The Regulatory and Communication Committee, whose mission is to carry out the tasks submitted by the hierarchical leadership of the Senate, to propose for resolution, amendment, internal regulation. The rules of organization and functioning of the Committee are presented in ([Annex UO - II.1.2.8](#));

f) The Student and Social Affairs Committee has the role of monitoring and analyzing social issues and those related to student activities, considering the legal rights and obligations of students. The rules of organization and functioning of the committee are presented in ([Annex UO - II.1.2.9](#));

g) The Committee for Asset Management, with the following missions: monitoring and control of the functioning of the services serving teaching and research activities, activities in the dormitories, canteen and library, activities of the services of the General Administrative Directorate, activities of the university's asset management. The rules of organization and functioning of the commission are presented in ([Annex UO - II.1.2.10](#)).

Students are represented in the Senate and in all committees. The nominal list of committees is posted on the University of Oradea website ([Senate Structure](#)). The nominal composition of the committees is presented in ([Annex UO - II.1.2.11](#)).

The Board of Administration (BoA) of the University of Oradea is the structure that ensures the operational management of the UO and implements the strategic decisions of the University Senate, in accordance with the National Education Law no. 1/2011 / Higher Education Law no. 199/2023, the Charter of University of Oradea and the Regulation on the organisation and functioning of the Board of Administration ([Annex UO - II.1.2.12](#)).

The Rector is the legal representative of UO, the budget officer of UO, and ensures the operational leadership of the institution. The Vice-Rectors are appointed by the Rector from among the full members of the academic community of UO, based on consultation with the university senate. Currently, there are 5 Vice-Rectors at UO, each managing multiple areas of activity.

The Director of *the Council for Doctoral Studies* provides the management and leadership of IOSUD. The function of the Director of the CSUD is assimilated to that of Vice-Rector. The CSUD Director is appointed by the Rector, following a public competition organised by the UO.

The General Administrative Director leads the administrative structure and is responsible for the economic and financial management of the university. The post of General Administrative Director is filled by means of a competition organized by the Board of Administration, the results of which are validated by the University Senate. The Rector appoints the Director-General for Administration.

To carry out its tasks, the Board of Administration has permanent specialist councils and temporary working committees.

The permanent councils of the Board of Administration ([Councils of Specialists CA](#)) are:

a) The Academic Board deals with the educational process, monitors the quality of educational services for students and continuing education programmes, debates issues concerning the human resources involved;

b) The Research - Development - Innovation Council analyses and elaborates the research strategy at the university level, directs the research, development and innovation activity in accordance with the university's potential, taking into account national and international RDI programmes;

c) The Student and Social Services Council proposes the criteria for tuition reduction/ waiver, the staggering of tuition payment, is responsible for assessing student needs, monitors the implementation of prevention and intervention programs, proposes the organization of cultural, artistic and sports activities for students, supports and encourages student research activity;

d) The Quality Council has the mission to develop, implement and maintain the Quality Assessment and Quality Assurance System (QASQ) in the University of Oradea as well as its continuous adaptation to the requirements of Romanian and European higher education;

e) The Council for International Relations has the role to steer in a statutory and structured way the internationalization strategy of the University of Oradea and also to monitor the university's policies in the field of international relations;

f) The Material and Financial Resources Council carries out activities and takes decisions on all the rights and obligations with economic value, as well as the material goods to which these rights refer, belonging to the University of Oradea and over which the institution has the right of administration and management;

g) The Advisory Council on Legal Legislation analyses, resolves and proposes for approval the CA issues falling within its competence, develops and initiates regulations, working procedures in the field.

Each specialist council operates based on rules of procedure, documents approved by the Board of Directors.

Collaboration between the two governing structures of the UO, the Senate and the Board of Trustees, is based on a protocol, both of which are directly responsible for institutional progress.

All UO management structures are elected or appointed based on the legislation in force and the regulations adopted at UO level.

Within the structure of the University of Oradea there are 15 faculties, the *Department for the Training of Teaching Staff (DPPD)*, the *Department for Distance Learning and Part-Time Education (DIDIFR)* and a CEC-DRU centre for postgraduate programmes.

Students are represented in the following UO structures:

- *UO Senate* (25% of total members);
- *Councils of all faculties* (minimum 25% of total membership);

- *Board of Administration* (one student representative);
- *UO Ethics and Professional Conduct Committee* (2 student representatives);
- *Central Commission for Evaluation and Quality Assurance* (1 student representative);
- *Faculty Quality Management Committees* (at least one student representative).
- *Council for Doctoral Studies* (minimum 25% of total CSUD members);
- *Councils of doctoral schools* (minimum 20% of total membership);
- *The UO faculty committees for accommodation, scholarships, camp place allocation.*

Students are elected at faculty or university level, in accordance with the provisions of *the Methodology for the organization and conduct of elections and competitions for the UO's governing structures and functions* (Chapter V.) ([Annex UO - II.1.1.6](#)), the election process being organized by the students.

On the UO main web page there is the [Academic Elections](#) button. The UO transparently presents the *Methodology for the organization and conduct of the academic elections, the Calendar, the List of voters, the dates of debates*, etc.

The UO Rector has been confirmed by the Ministry of Education according to Order 4632/26.06.2020 ([Annex UO - II.1.2.13](#)).

Within IOSUD UO the election of the doctoral students' representative in the CSUD is done according to the Methodology for the organization of elections and appointment of the members of the Council for Doctoral Studies (CSUD-UO) of IOSUD University of Oradea ([Annex IOSUD - II.1.2.2](#)). Out of the five members of the CSUD election organizing committee two members are PhD students, who oversee organizing the elections at PhD student level.

According to art.3 of the Methodology for the organization of elections and appointment of members of the Council for Doctoral Studies (CSUD-UO) of IOSUD University of Oradea, the doctoral student is elected by universal, direct, secret and equal vote of doctoral students in the doctoral schools of the University of Oradea. All doctoral students have the right to elect or be elected. The minutes of the elections at CSUD level can be consulted in ([Annex IOSUD - II.1.2.2](#)).

The doctoral students' representative in the CSUD is informed/convened about/at the meetings of the Council for Doctoral Studies, receives their convocation, has the right to vote in them, participates in the meetings, has interventions, proposals, amendments to the materials presented during the meetings.

At the IOSUD_UO level there was and there is a methodology effective at the date for the conduct of elections at the CSD level (Methodology for Elections of Councils and Directors of Doctoral Schools ([Annex IOSUD - II.1.2.3](#))) which specifies the conduct of elections among doctoral students for positions in the councils of doctoral schools, through a universal, direct and secret ballot, with all doctoral students having the right to elect and be elected.

The elections are organized by student representatives, with logistical support from the teaching staff, are publicly promoted and made known to doctoral students.

During the period evaluated there was at least one round of elections for student member positions in the Doctoral School Councils, and in those Doctoral Schools where some of the student representatives had completed their doctoral studies there were partial elections to fill the CSD ([Annex IOSUD - II.1.2.3](#)).

At the level of all doctoral schools in IOSUD - UO, doctoral students are represented in a proportion of at least 20% as shown in **Table II.1.1.1**.

Table II.1.1.1. Representation of doctoral students at SSC level

Crt. no.	Doctoral School	No. of SSC members	No. PhD students	Percentage representation
1.	Doctoral School of Humanities and Arts - https://doctorat.uoradea.ro/ro/despre1-7/conducere-csd/ ;	4	2	50%
2.	Doctoral School of Geography - https://doctorat.uoradea.ro/ro/despre1-6/conducere-csd/ ;	3	1	33%
3.	Doctoral School of History - https://doctorat.uoradea.ro/ro/despre1-5/conducere-csd/ ;	3	1	33%
4.	Doctoral School of Sociology - https://doctorat.uoradea.ro/ro/despre1-4/conducere-csd/ ;	3	1	33%
5.	Doctoral School of Biomedical Sciences - https://doctorat.uoradea.ro/ro/despre1-3/conducere-csd/ ;	7	2	28,5%
6.	Doctoral School of Economics - https://doctorat.uoradea.ro/ro/despre1-2/conducere-csd/ ;	4	2	50%
7.	Doctoral School of Engineering Sciences - https://doctorat.uoradea.ro/ro/despre1/conducere-csd/	9	4	44,4%

Doctoral students are informed about the meetings of the Councils of Doctoral Schools, receive their convocation, have the right to vote in them, sign the minutes of the meetings, participate in the meetings, have interventions, proposals, amendments in the meetings.

All regulations concerning the organization and management of the University of Oradea are published on the University of Oradea website www.uoradea.ro. For the transmission of information and messages regarding the leadership at the UO level (discussed subjects, decisions, meeting invitations, etc.), the website www.uoradea.ro and the institutional email are used. On the University of Oradea's website, both public interest and information relevant to members of the academic community are presented (<https://www.uoradea.ro/Informatii+de+interes+public>).

All the information regarding the doctoral program, from admission to the doctoral degree, is provided to the doctoral students both through the IOSUD secretariat and by posting it on the website, the corresponding forms can be found at (<https://doctorat.uoradea.ro/ro/documente/formulare-utile>).

The Doctoral Schools, through IOSUD, publish on the website of the organizing institution information about, in compliance with general data protection regulations:

(a) Regulations on the organization and conduct of doctoral studies and postdoctoral programmes as well as regulations of doctoral schools ([IOSUD Internal Regulations](#));

(b) Methodology for the organization and conduct of the admission competition for doctoral studies and postdoctoral programmes, September 2023 session, respectively Methodologies for admission by doctoral fields - September 2023 session (<https://doctorat.uoradea.ro/ro/admitere/metodologie-admitere-doctorat-iosud-uo>);

(c) the doctoral studies contract ([Model Doctoral Studies Contract](#));

(d) the regulations for the completion of studies including the procedure for the public defense of the thesis - Procedure for the evaluation of doctoral students (<https://www.uoradea.ro/display17187>);

(e) the content of the study programmes is presented in ([Annex IOSUD - II.1.2.11](#));

(f) the scientific profile and research areas/topics of the PhD supervisors in the school, as well as their institutional contact details (e.g. [Biomedical Sciences/Pharmacy PhD supervisors](#));

(g) list of PhD students in the school with basic information (year of registration, supervisor <https://doctorat.uoradea.ro/ro/organizare/doctozanzi>)

(h) Information on the standards for the elaboration of the doctoral thesis is presented in ([Annex IOSUD - II.1.2.12](#));

(i) information on opportunities for doctoral students to participate in conferences ([Doctoral School Conferences](#)), publish articles, award scholarships ([Doctoral Fellowships](#)), etc.

(j) links to abstracts of doctoral theses to be publicly defended, as well as the date, time and place where they will be defended, at least 20 days before the defense ([PhD thesis defense](#)).

The University of Oradea and the entities of its structure are organized based on *its own Organization Chart* (H.S. no. 109/29.09.2008, with additions made by HS. no. 118 / 23.02.2009, art.4, HS 157/17.01.2011, HS no. 9/28.05.2012), ([Annex UO - II.1.2.14](#)).

Each structure has its own functional and staff organization chart, drawn up based on principles approved at university level. Staff rules are established by H.S. no. 109/29.09.2008, revised by HS no.

22/28.01.2013. At UO level there are internal regulations concerning auxiliary and non-teaching staff ([Annex UO - II.1.2.15](#)).

Each academic year, the UO approves the Staff Regulations (SF) for teaching staff, and the SF for auxiliary, research and administrative staff is drawn up in accordance with the regulations in effect. They are updated according to indicators in line with the UO's operational activity.

The library is managed by staff with higher degrees in library science or philology. The staff of the University of Oradea Library consists of librarians and administrative staff. The librarians have completed undergraduate studies in library science / postgraduate studies in library and information science / specialization courses in library science ([Annex UO - II.1.2.16](#)).

II.1.2.2. Strategic management

University of Oradea operates on the basis of the *Strategic Institutional Development Plan 2021-2025* ([Annex UO-II.1.2.17](#)).

The Strategic Institutional Development Plan is the most important document concerning the management policy and strategic objectives of the University of Oradea. It contains, in a synthetic form, the following:

- presentation of the state of the University of Oradea at the time of drafting;
- institutional strategic priorities;
- strategic objectives in the fields of activity: teaching-educational, quality assurance; scientific research, international relations, social, student and alumni services, partnerships and cooperation with the socio-economic environment, visibility, communication and institutional marketing.

The strategic objectives for a 5-year period, the main activities that will be carried out to achieve the objectives, how resources will be allocated, expected results are presented. Human, financial and material resources are considered, with a highlighting of IT resources.

The managerial program of the UO Rector for the period 2020-2024 is published on the UO website and prioritizes the transformation of the university into a knowledge community, with a broad opening of the academic environment to the regional social context ([Annex UO - II.1.2.18](#)). The UO Rector also concludes a management contract with the University Senate for each term, which contains performance criteria and indicators ([Annex UO - II.1.2.19](#)).

At UO faculty level, deans draw up both strategic development plans for their term, in line with the Rector's Management Programme, and annual operational plans with concrete actions and objectives.

A special place in the design of annual management policies and activities for University of Oradea has the *Operational Plan* ([Annex UO - II.1.2.20](#)), which contains indicators on management: institutional, quality, educational process, research process, resources and technical-economic activities, partnerships (student, socio-economic environment), image and communication. For the realization of the objectives of the OP, the structures with the role of implementation are established. At the same time, depending on the hierarchical level and the attributions of the different structures, the monitoring and evaluation of the planned indicators is done at least annually.

The quality assurance policy is an integral part of strategic management (chapter 3.2) of the *Strategic Institutional Development Plan 2021-2025* ([Annex UO-II.1.2.17](#)).

The UO Strategic Plan includes a chapter for each area (teaching-educational, quality assurance, scientific research, human resources, financial, material and heritage resources, social, student and alumni services, international relations, partnerships and cooperation with the socio-economic environment, visibility, communication and institutional marketing), with medium-term objectives (5 years) that are found as activities in the annual Operational Plans.

The strategic institutional objectives and priorities set out in the *Strategic Development Plan for the period 2021 ÷ 2025* ([Annex UO-II.1.2.17](#)) are based on the following specific directions and actions:

- Accountable and transparent university management, oriented towards performance and stimulating initiative;
- Maintain the "**HIGH GRADE OF CONFIDENCE**" qualification by improving the quality of educational, research and support processes;
- Increased visibility in national and international rankings, both at institutional level and by field of study;
- Keep all degree programmes attractive to the labor market and develop new study programmes

ii;

- Sustainable development of the University of Oradea Campus to enhance learning and "living" conditions on campus;
- Increase the degree of digitization in the processes carried out in the university;
- Implementation of institutional policies to make the UO Campus carbon neutral "**Green Campus**" and "**Smart Campus**";
- Quality and excellence in education, by optimally linking teaching with research and innovation and promoting an educational process focused on learning outcomes in line with the needs of society;
- Extending and implementing specific mechanisms to stimulate the **digitization** process, to develop digital competences and to use modern teaching methods and techniques linked to technological developments;
- Develop an effective system for stimulating and promoting professional and scientific values at department/faculty level;
- Strengthening and expanding excellence in existing doctoral schools, accrediting new doctoral fields, attracting outstanding graduates to doctoral studies and academic careers;
- To achieve an active partnership with the students at the university through their significant involvement in teaching activities, in the specialized practice, in research and evaluation activities, a partnership based on ethical and deontological principles;
- Develop an **entrepreneurial** management style that highlights the individual and collective efforts of teaching and research staff.

To this end, we act on the three levels that condition the quality of educational services: **institutional capacity, educational effectiveness and quality management.**

Involvement of economic and social partners takes the form of student internships, research activities, activities to exploit the results of research through technology transfer, joint activities to reduce the drop-out rate, the integration of graduates into the labor market or internationalisation through cross-border partnerships or at EU and non-EU level [Operational Plan](#) .

The Operational Plan ([Annex UO - II.1.2.20](#)) is the document that presents in detail and concretely, during each year, the ways to implement the strategic objectives set by the strategic plan. All aspects with an impact on the university's performance are dealt with the teaching process, scientific research, resources, international cooperation, digitization and communication, management and quality strategies.

To achieve the objectives of the OP, structures are established which have the role of implementation. At the same time, depending on the hierarchical level and the tasks of the different structures, the monitoring and evaluation of the planned indicators is done at least annually.

The *Operational Procedure for the Internal Evaluation and Monitoring of Doctoral Schools/Doctoral Domains within IOSUD_UO* ([Annex IOSUD - II.1.2.13](#)) states that:

- doctoral students will complete the PhD Programme Satisfaction Questionnaire ([Annex IOSUD - II.1.2.14](#)) each academic year, usually in the first term of the academic year;
- In the next period, the Doctoral Schools, for each PhD field, will process the data collected from these questionnaires, so that the CSD can present to the CSUD the conclusions ([PhD student satisfaction questionnaire](#)) and, where appropriate, the package of measures proposed to improve the doctoral program as a whole, in order to continuously improve the academic and administrative services offered.

At IOSUD-UO level there is a four-year [Strategic Plan](#) ([Strategic Plans](#)) and annual Operational Plans ([Operational Plans IOSUD](#)). At the end of each calendar year, a report on the Operational Plan and a report on the activities within the CSUD is prepared ([Annex IOSUD - II.1.2.15](#)). With reference to the existing procedural activities and procedures, a material on the Management Internal Control System on the DEFINITION OF OBJECTIVES AND ACTIVITIES contributing to their achievement is prepared annually ([Annex IOSUD - II.1.2.16](#)).

Thus, at IOSUD UO level, following the completion of the internal evaluation reports, an action plan ([Annex IOSUD - II.1.2.17](#)) was drawn up with concrete deadlines and responsible parties in order to remedy the deficiencies in the ARACIS indicators and to stimulate performance, both at IOSUD level and at the level of each individual doctoral school, as well as a mechanism for monitoring the implementation of the action plan.

II.1.2.3. Effective administration

University of Oradea has an administrative structure whose activity is based on the legal regulations in effect, aiming to maintain high standards of efficiency and quality in all services offered.

The administrative structure is headed by an Administrative Director General. The economic structure is headed by an Economic Director. Within these directorates there are services and offices with well-defined roles necessary for the administrative functioning of the university.

Support staff have clear duties set out in the job description in accordance with the mission of the structure in which they work.

The effective functioning of this structure is ensured by the departments and services with specific tasks and by its harmonious integration into the decision-making flow and the organizational chart of the UO ([Annex UO - II.1.2.14](#)).

For staff working in administrative structures within the UO, annual evaluations are carried out to assess the degree of fulfilment and effectiveness of work activities.

Within the UO, participation in training and continuous development programmes (digital skills, communication skills, etc.) is ensured for administrative staff.

Institutional communication respects the decision-making flow and all information of interest to the UO community is updated in real time on the university website. To make internal communication more efficient, all teaching staff and students are provided with a free institutional e-mail address with the format @uoradea.ro, allocated on a permanent basis.

On www.uoradea.ro each faculty or administrative structure has its own web page with transparent information for information and communication for students, staff or interested third parties. Details of the IT system (internet, portals, e-mails) is given in & IV.6.1.

To obtain efficient results and to ensure transparency in the management of financial, material and human resources, ERP-type IT applications have been implemented and are in use in the Economic Directorate.

The IT applications allow the quantification of income and related costs for each activity carried out within the institution, which allows management to be informed and timely reporting of data required by various institutions, ensuring financial balance and setting directions for action in real time.

To ensure compliance with the legislation in force, the activity of the Financial Accounting Department is permanently subject to internal control in accordance with the legal provisions and the *Methodology on the assignment of internal control within the Financial Accounting Department* ([Annex UO - II.1.2.21](#)).

Doctoral students enrolled at IOSUD_UO in the tuition-free form of education are funded from the budget for the maximum duration of a cycle of doctoral studies (3-4 years), and the university has mechanisms to verify this condition ([UNIWEB Platform](#)). The results obtained by the doctoral student during study are recorded in the individual training programme ([Annex IOSUD - II.1.2.18](#)) and in the Register of Students.

At the level of the University and IOSUD UO there is also implemented (the interface for students is available at <https://studinfo.uoradea.ro/>), the Uniweb platform (<https://uniweb.uoradea.ro/>) which provides the management, monitoring and computerization module for students, including PhD students.

The data from the admission candidates' files are entered into this program and following the selection process, successful candidates are enrolled at IOSUD UO. This program has a module where statistical reports of PhD students can be generated, a fees module where the fees situation of PhD students is highlighted.

The UniWeb application is the integrated application for managing the activity carried out in the doctoral studies offering all the information through the web interface independent of the operating system. The security of the platform has as key element the access by user and password, the password has a limited validity period. At the same time, an element of security is the organization of the platform by levels of users created on the platform, so that each user has access only to the resources he needs, thus being implemented and editing limitations, reducing the possibility of corruption of databases.

IOSUD University of Oradea uses under contract the anti-plagiarism system provided by SC SISTEM ANTIPLAGIAT VIA INTERNET SRL through the online platform

<https://www.sistemantiplagiat.ro> . The similarity detection system made available to the doctoral schools of IOSUD University of Oradea is included in the MENCS Order no. 3485/2016 - list of programs recognized by CNATDCU and used at the level of higher education institutions organizing doctoral studies and the Romanian Academy, to determine the degree of similarity.

From a procedural point of view at IOSUD level there is a designated person with the role of system administrator, who monitors access to the platform, i.e. the allocation of user accounts for each doctoral school. Based on an internal form, each doctoral school is assigned an account (user and password), which allows the verification of doctoral theses.

Theses are checked before being submitted to the committee. Based on the recommendations of the tutorship committee regarding changes to the thesis and at the request of the tutor, the thesis may be rechecked before the public defense.

According to the provisions of *the Operational Procedure for the evaluation of doctoral students* (<https://www.uoradea.ro/display17187>), art.8.2.3.18., each doctoral thesis to be publicly defended will be accompanied by both the Anti-Plagiarism Report generated by Sistemantiplagiat.ro software and the Resolution of the PhD supervisor on the similarity report (Annex 13 of the OP), the Opinion of the doctoral school on the anti-plagiarism check (Annex 12 of the OP) and the Declaration of authenticity of the doctoral thesis (Annex 18 of the OP), assumed by the doctoral student and the scientific coordinator. Details on the acquisition of the Anti-Plagiarism Software, i.e. the forms used in IOSUD_UO are presented in ([Annex IOSUD - II.1.2.19](#)).

II.2. INFRASTRUCTURE

II.2.1. Patrimony, equipment, allocated financial resources, support for students

II.2.1.1. Spaces for education, research and other activities

The infrastructure of the UO corresponds to the specifics and is at standards that ensure a quality teaching and research process. The capacity of the teaching premises (lecture halls, teaching rooms, seminar rooms and laboratories) used in the UO is in accordance with the ARACIS regulations and standards in force. The teaching rooms, laboratories, research centers, dormitories and sports facilities operate in accordance with the technical safety and hygiene standards in force.

The UO offers spaces for teaching and research activities ([Annex UO - II.2.1.1](#)), for sports activities (Campus Sports Centre), accommodation spaces (student dormitories), social spaces (Students' Club, "Gaudeamus" Stâna de Vale teaching, research and sports centre, "Gurahonț Dendrological Park" teaching centre) and cultural spaces (performance halls, music, art exhibitions). In addition to the existing premises, UO has development plans and realistic investment plans depending on the expected revenues, both from the state budget (new dormitories) and from project revenues (premises for technical laboratories, technology transfer centre, etc.).

For the access of people with disabilities, the UO provides facilities at the UO Library, student dormitories or other spaces used by them.

The UO is considering a development and modernisation plan to implement SMART CAMPUS functions. At the same time it has developed a MASTER PLAN that integrates, modernizes and develops all the functions of the university (<https://www.uoradea.ro/Directia%20General-Administrativa>). In collaboration with the National Investment Company, UO is building a Student Dormitory with a capacity of 821 places.

IOSUD - University of Oradea owns, at the level of each Doctoral School, spaces for research activities specific to doctoral programs (laboratories, experimental fields, research stations, etc.).

The spaces and material equipment allocated to the Doctoral Schools result from the combination of the spaces and material equipment related to each doctoral field managed and allow for research activities to be carried out in the field evaluated, in accordance with the mission and objectives assumed.

The list of existing research laboratories at IOSUD University of Oradea posted on the EERTIS platform is presented in ([Annex IOSUD - II.2.1.1](#)).

At IOSUD University of Oradea level there are 23 nationally or internally accredited research centres ([Research Centres](#)). The members of these centres are the PhD coordinators, the teaching staff members of the supervision committees and the PhD students. Details on the establishment of the last Activity Report are presented in ([Annex IOSUD - II.2.1.1](#)). Further information can also be viewed by

accessing the following link: [Research Centres](#).

At IOSUD University of Oradea level respectively at the level of the Doctoral Schools there are collaboration agreements concluded with higher education institutions, research institutes, research networks for the exploitation in partnership of various research infrastructures. Details are given in ([Annex IOSUD - II.2.1.2](#)).

IOSUD is concerned with the continuous renewal of the research infrastructure by providing PhD students with access to current research resources, by applying to various research infrastructure funding competitions and by purchasing research infrastructure from IOSUD's own revenues. The detailed situation is presented in ([Annex IOSUD - II.2.1.3](#)).

a) Educational spaces in buildings structured as follows ([Annex UO – II.2.1.2](#)):

The activity of the University of Oradea takes place in its own university space, consisting of 43 buildings, with a heritage that meets high standards and ensures a quality education process, in accordance with the study programs and the number of students. The University of Oradea owns or has the right to manage the premises where specific activities are carried out, according to governmental and county and local council decisions, and has two rented premises: a dormitory for student accommodation and a space for teaching activities in Beiuș.

In terms of location, the University of Oradea has, in addition to the main location (University Street - Central Campus A and B), 5 other locations used by:

- Faculty of Medicine and Pharmacy (2 locations);
- Faculty of Construction, Cadastre and Architecture (1 location);
- Faculty of Legal Sciences and Faculty of Environmental Protection (1 location);
- Faculty of Environmental Protection – Fruit - growing Research and Development Station Oradea.



Faculty of Medicine and Pharmacy - Head Office

The University of Oradea has a solid material base, accumulated over time, consisting of:

a) **Educational spaces** in buildings structured as follows:

- Aula Magna with 288 seats, with a surface of 328,41 sqm;
- 2 halls with 200 seats, with an area of 152,24 sq.m and 263,38 sq.m respectively;
- 108 auditoriums and lecture halls, with a surface area of 7852,52 sq.m;
- 110 seminar rooms, with a surface area of 4144,02 sqm;
- 305 laboratories, with a surface area of 13956,84 sqm;
- 16 workshops, with a surface area of 578,99 sqm.

• The Library of the University of Oradea - the main building, has a total area of 7,800 square meters on the 5 levels of the building:

- 5 reading rooms, with a surface area of 2,389.80 sq.m;
- 5 warehouses, with an area of 994.21 sqm;

- 12 individual study rooms for students and teachers - 3rd and 4th floor;
- a conference room with 100 seats - ground floor;
- University of Oradea Library Branch at the Faculty of Environmental Protection:
 - 1 reading room, with an area of 35 sqm;
 - 1 warehouse, with an area of 50 sqm;

b) **The sports base** composed of:

- 7 sports halls: multi-purpose hall, fitness hall, athletics hall, gymnastics hall I and II, motor gym, shooting range, with a total area of 5,009.03 sqm;
- 10 sports fields: 1 football field with grass and athletics track, 1 volleyball field, 3 tennis courts, 1 basketball court, 1 handball court, 2 sports fields (football) with synthetic surface, with a total area of 15.988,00 sqm;

c) Land for teaching and research activities, with a total area of 14,444.67 ha:

- Pietroasa Game Reserve, covering 14,414.00 ha,
- Gurahonț woodland park, with an area of 4.22 ha,
- Agricultural land Carei, with an area of 16.00 ha,
- The Fruit - growing Research and Development Station, with an area of 10.45 ha.

d) **Teaching and research bases** tailored to fields of study:

- National Geothermal Research Centre, located in the Central Campus;
- The "Gaudeamus" Didactic Research and Sports Base, located in Stâna de Vale Resort, Bihor County;
- The Fruit - growing Research and Development Station, located in Oradea;
- Gurahonț dendrological park.

e) Access to 4 **University Clinics** where students of the Faculty of Medicine and Pharmacy work:

- Emergency Clinical County Hospital Oradea;
- Pelican Clinical Hospital Oradea;
- Baile Felix Clinical Hospital for Medical Recovery
- Railway Clinical Hospital Oradea.

f) **Accommodation** in four student dormitories (C1 - boys' dormitory, C2 - girls' dormitory, C3 - mixed dormitory, C4 - mixed dormitory) with **1,435** places. Three of the dormitories (C1, C2 and C4) are located in Campus I and one in the city, the latter being owned by the City of Oradea and rented by the University of Oradea;



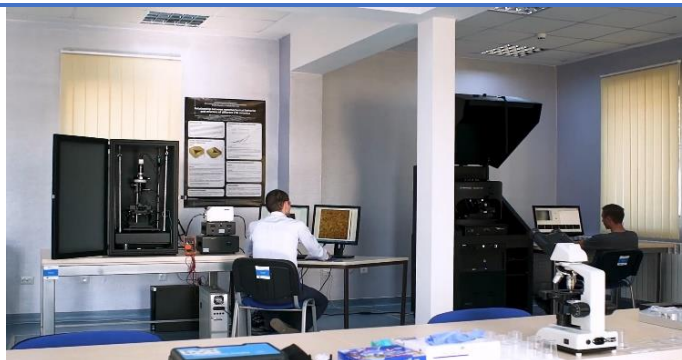
Student dormitory, Campus A

g). **The university campus** (Central Campus A and B), with a total area of 181,582 sqm, is among the most adequate in Romania, in line with European practices. Students benefit from grouped functionalities: medical office, dental office, canteen, accommodation spaces, library, sports base and outdoor recreational space, which provides a pleasant environment. In the future it is intended to develop the university campus park with outdoor study areas equipped with appropriate furniture.



Central Campus A and B

- h). **Student canteen**, located in Central Campus A;
- i). **Equipment and fittings** for laboratories and teaching rooms, with an inventory value of over 72,643 thousand lei;
- j). **Computer technology and licenses** with an inventory value of over 9,798 thousand lei.



Specialist laboratories

Table II.2.1.1. shows the summary situation of the premises used for educational processes.

Table II.2.1.1. Summary situation of premises for educational processes

Crt. no.	Educational spaces	Classrooms				[%] own from necessary
		Need		Own		
		No.	Area (m²)	No.	Area (m²)	
1.	Total for institution	90	5.945	111	8.596,55	123%

Crt. no.	Educational spaces	Laboratories				[%] own from necessary
		Need		Own		
		No.	Area (m ²)	No.	Area (m ²)	
1.	Total for institution	208	12.500	305	13.956,84	147%

Crt. no.	Educational spaces	Seminar rooms				[%] own from necessary
		Need		Own		
		No.	Area (m ²)	No.	Area (m ²)	
1.	Total for institution	62	1892	110	4.144,02	177%

The teaching spaces available at the University of Oradea exceed the normative requirements set by ARACIS for all bachelor, master and doctoral programs.

II.2.1.2. Equipment of the infrastructure

The equipment of lecture/seminar halls and didactic and research laboratories corresponds to the current stage of scientific knowledge development and is comparable to that of universities in Europe and in line with international best practices ([Annex UO - II.2.1.1](#)). Each faculty is equipped with appropriately arranged rooms furnished with video projection equipment, flipcharts, facilities that are used in teaching activities with students, as well as in scientific sessions or seminars.

The Aula Magna is used by all faculties according to a predefined schedule. The other two auditoriums, amphitheatres, lecture and seminar rooms, laboratories are assigned to faculties ([Annex UO - II.2.1.1](#)), with the possibility of annual reassignment and scheduling. The laboratories are managed by the faculties.

The evolution of tangible and intangible fixed assets over the years [2018÷2022] is shown in **Tables II.2.1.2 and II.2.1.3.**

**Table II.2.1.2. Changes in assets and liabilities
tangible and intangible fixed assets [2018÷2022]**

Account symbol	Account name	Situation at 31.12.2018	Situation at 31.12.2019	Situation at 31.12.2020	Situation at 31.12.2021	Situation at 31.12.2022
		992	1,136	1,136	1,136	1,136
203	Development expenditure	0	0	0	0	0
205	Concessions, patents, licences, rights and similar assets	9,049	9,183	9,425	9,785	9,798
2081	Intangible fixed assets	210	210	210	210	210
2082	Other intangible fixed assets	71,318	73,383	71,927	178,645	179,945
211	Land and land improvements	133,735	133,736	135,425	176,346	182,288
212	Construction	51,040	53,724	56,621	61,376	64,644
213	Technical installations, means of transport, livestock and plantations	6,038	6,261	6,315	6,365	7,999
214	Furniture, office equipment, equipment	272.382	277.633	281.059	433.863	446.020
Total		272.382	277.633	281.059	433.863	446.020

Table II.2.1.3. Evolution of software endowments [2018÷2022]

Indicator name	<i>thousand lei</i>				
	Situation at 31.12.2018	Situation at 31.12.2019	Situation at 31.12.2020	Situation at 31.12.2021	Situation at 31.12.2022
Software facilities	9,049	9,183	9,425	9,785	9,798

All doctoral students at IOSUD_University of Oradea have access to scientific research laboratories or other facilities according to the specific field/s within the doctoral school, according to internal rules. Specific details of each Doctoral School are presented in ([Annex IOSUD - II.2.1.4](#)).

The didactic and research laboratories of the University of Oradea are equipped according to the disciplines of study served, with high performance specialized equipment, computers, software, with license of use, according to the disciplines of the curricula, verification and control equipment, microscopes, etc.

The UO has laboratories equipped with computer technology, corresponding to the study subjects in the curricula that have been provided by the subject sheet applied activities. The laboratories are equipped with specialized software, appropriate to the study subjects in the curriculum of the bachelor's, master's or doctoral specializations. All computers are connected to the Internet and have installed software corresponding to the subjects in the curricula ([Annex UO - II.2.1.3](#)).

To prevent and control plagiarism-related fraud at IOSUD - UO level, all doctoral and habilitation theses are checked by an anti-plagiarism software, which is in the list of programs recognized by CNATDCU and used at the level of higher education institutions organizing doctoral studies and the Romanian Academy, in order to determine the degree of similarity for scientific works, according to MENCS Order no.3485/24.03.2016. According to the provisions of *the Operational Procedure on the evaluation of doctoral students* (<https://www.uoradea.ro/display17187>), art.8.2.3.18., each doctoral thesis to be publicly defended will be accompanied both by the Anti-Plagiarism Report generated by Sistemantiplagiat.ro software and by the [Resolution of the PhD supervisor on the similarity report](#) (Annex 13 of the OP), the [Opinion of the Doctoral School on the anti-plagiarism check](#) (Annex 12 of the OP) and the [Declaration of authenticity of the doctoral thesis](#) (Annex 18 of the OP), assumed by the PhD student and the scientific coordinator. Details on the acquisition of the Anti-Plagiarism Software, i.e. the forms used in IOSUD_UO are presented in ([Annex IOSUD - II.2.1.5](#)).

Each doctoral student has access, upon request and with the agreement of the supervisor, to an electronic system for checking the degree of similarity with other existing scientific or artistic creations.

At IOSUD level there is a designated person with the role of system administrator, who monitors access to the platform, i.e. the allocation of user accounts for each doctoral school. Based on an internal form, each doctoral school is assigned an account (user and password), which allows the verification of doctoral theses.

Theses are checked in front of the supervisor and the supervising committee prior to the thesis. Based on the recommendations of the members of the supervising committee regarding changes to the

thesis and at the request of the doctoral supervisor, the thesis may be rechecked before the public defense.

The UO provides through the infrastructure of the Moodle e-learning platform access to students from all study programmes and for each discipline. The "*e.uoradea.ro*" platform is accessible both on classic format and on mobile terminals and provides access to learning resources (teaching materials for courses or applied activities) for all students enrolled in the university's study programmes on the basis of an institutional account.

The supporting teaching materials are made available to students by the course leaders both on the "*e.uoradea.ro*" platform and in printed or e-book form at the UO library.

The "*e.uoradea.ro*" platform allows the management of the entire educational process (teaching, learning, assessment) in an off-line system. For the teaching, learning and assessment activity in the online system, UO provides the *Office 365* and *Teams* platform. These facilities have enabled all teaching activities to be carried out in compliance with quality standards even during the pandemic.

The university has a modern library, equipped with bibliographic material and the necessary infrastructure to provide optimal access to documentation resources.



University Library of Oradea

Briefly, the documentation resources available are as follows:

- a collection of publications of more than 382,918 bibliographic units - as of 31.10.2023: books, journals, doctoral theses, STAS, patents, CDs, DVDs, phonograph records, posters, which have been fully computerized and entered the library's database through the Softlink Liberty library software⁵. This program allows for quick and efficient documentation for users and the OPAC online catalogue search system identifies these publications in the library database. The evolution of the library's printed book holdings is presented in ([Annex UO - IV.5.1.1](#)).

- the library branch (Faculty of Environmental Protection) has a collection of 15,745 bibliographic units - on 31.10.2023, in the specific fields and an OPAC item with the possibility of retrieving the entire library collection in a computerized system.

Access to multidisciplinary databases/platforms and bibliographic/bibliographic databases, such as:

- during 2017-2022, to specialized databases subscribed through the Anelis Plus project: "National electronic access to scientific literature to support the research and education system in Romania": ScienceDirect Journals; SpringerLink Journals; ProQuest Central; Scopus; Clarivate Analytics (Web of Science, Journal Citation Reports, Derwent Innovation Index).

- between 2023-2025, the UO has a subscription to specialised databases through the Anelis Plus project: "Access to scientific literature and open access publishing": ScienceDirect Journals; SpringerLink Journals; ProQuest Central; Cambridge Journals; Scopus; Clarivate Analytics (Web of Science, Journal Citation Reports, Derwent Innovation Index).

How to access:

- from the library website www.uoradea.ro - *Research - Library - Access to subscribed online publications*: <https://www.uoradea.ro/Resurse+electronic?structure=Library>;

- based on institutional IP - from any University of Oradea PC unit;
- mobile access - outside the institution, via account and password login. Click [here](#) for details.

IOSUD -UO has and has had throughout the period evaluated access to the services offered through the ANELIS Plus programme ([Annex IOSUD - II.2.1.6](#)) in order to provide doctoral students with free access to a platform with academic databases relevant to the fields of doctoral studies organized.

Thus, at IOSUD - UO level, all PhD students have access to this platform permanently, by account and password, from anywhere, free of charge, based on their email account (nome.doctorand@uoradea.ro).

Students can access the following databases: PROQUEST Central, Science Direct Freedom Collection, Scopus, Elsevier, Springer Link Journals, Springer, Web of Science - Core Collection, InCites Journal Citation Reports, Derwent Innovations Index, Clarivate Analytics.

The University of Oradea has 305 laboratories, with a total area of 13956,84 square meters, equipped with specialized equipment corresponding to the subjects of study in the curricula and have provided by the subject sheet applied activities.

Additionally, starting September 2022, until the end of 2025, the UO implements the project entitled "*Implementation of digital technologies in University of Oradea (DigitalUO)*", a project co-financed by the National Recovery and Resilience Plan (NRRP) - Grants for digitization of universities, (project code 94138451; Contract no. 14.068/16.09.2022), the total value of the funding contract being 30.275.536,76 lei (<https://www.uoradea.ro/display28086>).

The University of Oradea has defined as a priority objective the digitalization of the education and training process. In this context, the University Senate approved the "*Digitization Strategy of the University of Oradea for the period 2022-2027*" which aims at digitizing processes, integrated measures for the digitization of the UO for teaching and research purposes, aimed at improving the digital infrastructure and developing the digital competences of students and teaching, auxiliary teaching and university research staff (<https://www.uoradea.ro/display29066/>).

II.2.1.3 Adequate financial resources for learning and teaching activities, adequate and easily accessible support services for students

UO has financial resources derived from its own funding sources (generated from tuition fees, admissions, licenses, sponsorships, and rentals), budgetary allocations, and external sources (received from the Ministry of Education as core funding, allocations from the state budget, and other extrabudgetary funding sources). These resources enable the funding of educational activities, as well as research, ensuring the proper fulfillment of the assumed mission and proposed objectives, both in the short term and in the long term.

The funding of the University of Oradea includes:

1. *State budget funding*, which is based on a contract between the Ministry of Education and the University of Oradea, as follows:

- institutional contract for core funding, for the scholarship and student welfare fund, for the institutional development fund, the university scientific research fund as well as for the funding of investment objectives;
- supplementary contract to finance capital repairs, equipment and other investment expenditure, as well as grants for accommodation and meals.

The University of Oradea is obliged to justify the amounts received and used from the MoE in the quarterly and annual balance sheets.

2. *Own income* from fees and activities carried out by higher education institutions, income from tuition fees collected on the basis of tuition contracts and other education fees; donations and sponsorships, etc.;

3. *Income from micro-production*, from the activity of experimental teaching stations;

4. *The dormitories' own income* from student accommodation;

5. *Income from research activity* funded from the state budget based on the respective contract with the socio-economic environment, as follows:

- RDI activities carried out through national programmes coordinated by the supervising ministry through the funding authorities;

- activities and services performed for third parties using specific DTA means: studies, evaluations, expertise. Environmental impact assessment studies are also included;
- contracts financed from the state budget represent funding attracted and used for research, according to *GD 583/2015 for the approval of the National Plan for Research, Development and Innovation for the period 2015-2020 (PNCDI III)*.

6. Income from projects financed by non-reimbursable external funds.

In the context of the considerable decrease in budget allocations, attracting extra-budgetary funds has been a priority for the University of Oradea.

For the year 2022, the funding foreseen and allocated by the institutional contract concluded between the MoE and the OU amounted to 138,168 thousand lei and was based on the MoE Order no. 5824/2021 on the approval of the Methodology for the allocation of budgetary funds for the basic and additional funding of state higher education institutions in Romania for the year 2022.

The amount attracted by the OU in 2018-2022 for research from the budget, socio-economic environment and other income from studies, etc. was 6,343 thousand lei. The amount attracted by the OU in 2018-2022 for external programmes was 85,206 thousand lei.

In accordance with the provisions of Law 500/2002 on public finances, the UO prepares each year an income and expenditure budget approved by the main authorizing officer (Ministry of Education), which includes all the necessary expenses to ensure the smooth running of the educational process and the research activities carried out by the teaching staff, researchers and students of the university (Income and expenditure budget and annual financial statements 2018-2023) ([Annex UO - II.2.1.4](#)). The budget execution based on receipts and payments related to the core activity is presented in **Table II.2.1.4**.

Table II.2.1.4. Budgetary implementation on a cash basis for core activity

Specification	2018	2019	2020	2021	2022
Revenues (lei)	123.448.987	185.531.737	190.687.628	175.761.327	171.245.585
Payments (lei)	124.354.715	171.703.922	169.032.772	157.806.132	172.859.072
Surplus / Deficit (lei)	-905.728	13.827.815	21.654.856	17.955.195	-1.613.487

In addition, the university also prepares a draft budget for a period of 4 years and submits it to the main authorizing officer (Ministry of Education) to highlight and ensure the short and medium-term financial sustainability of the activities carried out in the university. The estimated 4 year budget forms the basis for the annual own revenue budget which is approved by the Principal Authorizing Officer.

The annual budget execution records are kept at university level, with a breakdown at faculty level, without a breakdown at the level of study programmes, with the university assuming overall financial support for all bachelor, master and doctoral study programs running during the academic year in question. According to the public information contained annually in the Rector's Reports approved by the Senate and available on the university's website, in the period 2018-2022, the revenues related to the core activity (comprising the teaching activity of the bachelor's, master's and doctoral degree courses, postgraduate study programmes and other related activities) exceeded the payments for this activity every year, resulting in an annual surplus, which attests to the financial sustainability of the study programmes carried out during this period and to the fact that the University of Oradea can also ensure financial balance over a period of several years.

Students are informed at Board of Administration and Senate meetings and on the institution's website about resources for social or extracurricular activities (dormitory budget, student camps, extracurricular activities, entrepreneurship, scholarships, etc.).

In addition to the cash flow generated by its current activities, the university has substantial financial reserves to support teaching activities in the best possible conditions and to make investments, accumulated from previous financial surpluses achieved through the application of efficient financial policies.

The balance of cash in the Treasury and Commercial Banks at the end of the year is shown in **Table II.2.1.5.**

Table II.2.1.5. Cash balances with Treasuries and Commercial Banks at year-end

Specification	2018	2019	2020	2021	2022
Balance at 31.12 (lei)	26.584.121	42.694.893	57.717.169	77.768.390	89.211.588

II.2.1.4. The system for awarding scholarships and other forms of material support to students

The University of Oradea grants annually a scholarship fund for students based on the *Regulation for granting scholarships for students of the University of Oradea, daytime and non-full-time courses (undergraduate studies, master studies, doctorate)* ([Annex UO - II.2.1.5](#)). This regulation provides the criteria for awarding eleven types of scholarships: special, performance, sports support, doctoral (state budget and own income), state scholars remain, foreign doctoral students, residents, social aid, as well as occasional performance and occasional social. The evolution of scholarship payments over the last 5 years is shown in **Table II.2.1.6.**

Table II.2.1.6. Evolution of grant payments 2018-2022, in RON

Financial year	Own income	Budget allocations	Total scholarships paid (own income and budget allocations)	Percentage of scholarships paid from own income
2018	2.596.873	17.669.104	20.265.977	12,81%
2019	2.524.198	15.592.135	18.116.333	13,93%
2020	1.121.166	19.720.479	20.932.645	5,79%
2021	2.699.177	18.226.661	20.925.838	12,90%
2022	1.400.000	21.393.928	22.793.928	6,14%
Total	10.432.414	92.602.307	103.034.721	10,13%

In addition to the scholarships paid from own income and allocations from the state budget, scholarships and grants were paid through projects financed by non-reimbursable external funds, projects carried out at the University of Oradea.

The University of Oradea stimulates students with high learning performance. In the last academic year, 41 occasional performance scholarships were awarded for scientific, artistic and sports performance, 18 sports support scholarships, 67 doctoral scholarships and 10 credits for volunteer work. The latter are regulated by the *Procedure for the award of transferable credits for voluntary activity* (<https://www.uoradea.ro/Reglementari+interne+ale+UO?structure=2>).

To stimulate students, the faculties also propose to stimulate and promote the activity of student circles, to involve students in research activities and projects, to organize student scientific events, to encourage students to participate with papers in various conferences, symposia and competitions, to publish scientific articles under the coordination of teaching staff. Thus, in the last academic year, at the UO, a number of 19 projects on extracurricular student activities were approved and financially supported by the M.E.

II.2.1.5. Administrative staff for student support services

The **UO library** has qualified library staff and has a working schedule with students adapted to their needs, with daily opening hours Monday - Friday from 8⁰⁰ ÷ 20⁰⁰ and Saturday from 9⁰⁰ ÷ 13⁰⁰. During the session, the library extends its opening hours: 8⁰⁰ ÷ 22⁰⁰, and during the holiday period the opening hours are: 8⁰⁰ ÷ 16⁰⁰. The schedule is posted on the library's website and on the OPAC home page.

The Career Counseling and Service Center (CCSC) is a specialized department of the UO. The CCSC provides career counselling and guidance services for UO students and alumni, as well as specific workshops to increase employability and handles the relationship between the university and alumni.

The University of Oradea has staff with specific skills in psychological and career counselling for students. The CCSC team is composed of 2 members: a psychologist, a sociologist as well as volunteers (selected annually) in the counselling area of the Faculty of Psychology.

Students also interact with representatives of other university structures to deal with various administrative issues.

The Department of International Relations (DRI) of the UO [International Relations](#) promotes student mobility and creates opportunities for students to develop their skills in the framework of the ERASMUS+ programme through participation in international weeks and study and internship mobility at universities and other partner institutions. Provides counselling to students before, during and on return from international mobilities. At the end of each Erasmus+ mobility undertaken, students are surveyed on their satisfaction with the support provided by administrative staff at both the home and host institutions. The DRI staff's working hours with students and contact details are posted on the UO website, ([DRI Staff](#)).

The UO Social Service, which has qualified staff for support activities to meet students' needs, provides information on accommodation services and a questionnaire containing student evaluations of Social Service staff can be found on the UO website, section Student [Info Accommodation in student dormitories](#).

All administrative staff in Student Services are recruited through a public competition posted on the UO website. All support structures have posted their student work programme on the institution's website. For mature students, the support structures offer extended hours after 4⁰⁰ p.m. (DIDIFR, Faculty Secretariat, Library, etc.).

Within the UO, students are periodically questioned about their satisfaction with the supporting activities through an online questionnaire (<https://ccsc.uoradea.ro/ro/studii/chestionare>). Following the completion of this questionnaire by students, reports are drawn up and sent to the administrative structures of the UO to adopt action plans for the improvement/improvement of activities.

- **The Quality Assurance Department** ensures communication with students by sending information about various administrative issues or opportunities on the e-mail address: calitate@uoradea.ro.

- **Admissions Office 365**, a structure within the UO, coordinates the admissions process at the University of Oradea in close collaboration with the Central Admissions Commission and the Admissions Commissions at each faculty (<https://admitere.uoradea.ro/ro/noutati>).

II.3. TEACHING STAFF

II.3.1. Conditions for filling teaching posts by competition

The University of Oradea, in accordance with the current legislation, organizes competitions for filling vacant teaching or research positions for an indefinite period, as well as competitions for filling teaching assistant positions for a specified period. The vacant teaching and research positions proposed for competition are positions provided in the staffing plans of the departments, defined by position, teaching function, disciplines from the curriculum, and teaching activities related to the respective position. UO organizes competitions for filling permanent teaching and research positions only after the publication of the positions proposed for competition by the relevant ministry in the Official Gazette of Romania, in accordance with "Own competition methodology for filling of vacant teaching and research posts" ([Annex UO - II.3.1.1](#)). The competition for the filling of fixed-term teaching assistants is organized in accordance with the "Regulations for the filling of fixed-term teaching assistantships" ([Annex UO - II.3.1.2](#)).

Each academic year, the institution determines the number of teaching staff needed to carry out the teaching process, by drawing up the departments' function statements - *Function statements for teaching staff valid in the academic year 2023-2024* ([Annex UO - II.3.1.3](#)) and proposes, at the beginning of each semester, to put some teaching posts out to tender.

All the teaching posts put out to tender are listed in the function lists of the specialist departments

and are made public on the main page [Teaching posts competitions](#), so that candidates who comply with the regulations in force can take part in the competition without discrimination.

Functional statements shall be drawn up in accordance with the "*Operational procedure for the preparation and approval of functional statements*" ([Annex UO - II.3.1.4](#)).

The quantitative and qualitative determination of annual staffing needs is necessary to maintain a balance between the categories of staff and the objectives, mission and strategy of the UO, taking into account the current and future needs of the institution.

At faculty and department level, the staff policy is based on the correlation between curricula and staffing plans, to ensure optimal teaching staffing needs. It also seeks to ensure a strict correlation of staff training with the teaching grade, the specific curriculum and the research plans of the departments.

To fill a teaching vacancy, candidates must provide evidence of specialization attested by academic qualifications, as well as a scientific contribution in accordance with the subjects in the curriculum provided for the post in question, in compliance with the minimum standards required and obligatory for the award of teaching titles in higher education, established by the relevant ministry.

Reserved, vacant or temporarily vacant teaching positions are filled with priority with the UO's teaching staff or associated teaching staff, by hourly payment, according to the Higher Education Law no. 199/2023.

In the academic year **2023-2024**, a total of **1546** teaching positions are specified in the departments' lists of teaching staff, of which **868** posts are occupied by tenured teaching staff.

The UO management has sought to ensure that the ARACIS norms concerning the structure of teaching staff and the ratio of teaching staff to the number of students are met. Thus, in the first semester of the academic year 2022-2023, 44 teaching staff were tenured by competition for an indefinite period, while in the second semester 21 teaching staff were tenured and 14 candidates took up the position of university assistant for a fixed period.

At IOSUD-University of Oradea level, the proportion of PhD supervisors who simultaneously supervise more than 8 PhD students, but not more than 12, during their PhD studies¹, does not exceed 20%. The consolidated situation, for each PhD field, is presented in the ([Annex IOSUD - II.2.1.7](#)).

As shown in the departmental staff structure ([Annex UO - II.3.1.3](#)), tenured teaching staff cover a maximum of three teaching posts in the academic year 2023-2024, both at the UO and at other higher education institutions ([Annex UO - II.3.1.5](#)).

The UO currently has 1,144 teaching staff, including 868 full professors, 217 associate professors (including 74 PhD students) and 59 fixed-term teaching assistants.

II.3.2. Occupation of teaching positions

Teachers tenured in higher education according to the law, retired at the age limit or for other reasons, and who carry out teaching activities as associate teachers, cover at most one teaching period in the UO. Teachers who have reached retirement age and apply for tenure are assessed for tenure in higher education in accordance with the "*Methodology for tenure in higher education after retirement age*" ([Annex UO - II.3.2.1](#)).

An analysis of the departments' staff structure shows that, for each degree programme providing a distinct university qualification, more than 70% of the total posts, established in accordance with legal regulations, are filled by full-time or reserved teaching staff with tenure in higher education, in accordance with legal regulations, and of these at least 25% are professors and university lecturers. ([Annex UO - II.3.1.3](#) - *Statements of positions for teaching staff valid in the academic year 2023-2024*; [Annex UO - II.3.2.2](#) - *Situation regarding the coverage of teaching positions with tenured professors and the percentage of professors and lecturers by study programmes*).

At the level of the academic year 2023/2024, according to *the Teaching Staff Structure* ([Annex IOSUD - II.3.1.1](#)), the activity of the doctoral studies is supported by teaching staff who meet the legal conditions, have the minimum teaching title of lecturer doctor and are specialists in the field of the doctoral topic being supervised (in the case of members of the supervising committees), and have the status of doctoral supervisor obtained by Ministerial Order (in the case of doctoral supervisors).

The work of doctoral studies is supported by teachers who meet the legal requirements, respectively:

- have the status of doctoral supervisor obtained by Ministerial Order (in the case of doctoral supervisors);

- professors and lecturers, exceptionally lecturers (supervisors), PhDs, with competence in the field of the supervised PhD topic, (members of the supervising committees).

Information about the members of the IOSUD-University of Oradea steering committees for the year 2023-2024 is presented in ([Annex IOSUD - II.3.1.2](#)).

The filling of teaching posts with associate teaching staff who are not tenured in higher education is made in compliance with the legal provisions, according to the *Methodology for filling vacant teaching posts in the staff lists with visiting associate teaching staff* (Annex 9) of the *Operational Procedure for the preparation and approval of staff lists* ([Annex UO - II.3.1.4](#)).

The UO Senate approves the employment of specialists of recognized scientific and professional value in the field, from the country or abroad, as visiting associate professors (<https://www.uoradea.ro/Hotarari+Senate>).

In order to carry out teaching activities at UO, associate professors, who are tenured in another higher education institution, have the consent of the University Senate of that institution, as well as the opinion of the Administrative Council (<https://www.uoradea.ro/Hotarari+C.A.?structure=5>) and the approval of the UO Senate (<https://www.uoradea.ro/Hotarari+Senate>). At the level of each department there is a record of the number of hours worked at the UO by associate professors tenured at other universities ([Annex UO - II.3.2.3](#)).

II.3.3. Qualification of teaching staff

All subject holders have initial training and competences in the field of the subjects taught, have doctoral thesis topic, scientific publications or conduct PhDs in the respective field ([Annex UO - II.3.3.1](#)).

Teachers occupying teaching assistantships have certified pedagogical training ([Annex UO - II.3.3.2](#)).

The subject holders, to cover the issues related to the subject taught, have developed and made available to students lectures and other works necessary for the teaching process, published in recognized publishing houses, including the University of Oradea Publishing House, and/or lecture notes and other teaching materials. The teaching staff who co-ordinate the applied activities have developed and provided the students with the necessary teaching materials for these activities. These teaching materials are uploaded on the UO e-learning platform (<https://e.uoradea.ro/login/index.php>) and made available to students at the UO Library (<http://biblioteca.uoradea.ro/liberty/libraryHome.do>).

From the analysis of the curricula of the study programmes operating in the UO structure ([Annex UO - II.3.3.3](#)) and the function statements ([Annex UO - II.3.1.3](#)), it appears that the UO has the necessary teaching staff to cover, for at least one cycle, the activities foreseen in the subjects of the university curriculum.

The ratio between the number of students and the number of UO teaching staff is $15,949 / 868 = 18.37$, which shows that the current size of the teaching staff is correct and covers at least for one cycle of studies the activities foreseen in the subjects of the curriculum with competent teaching staff.

Staff reports are drawn up in accordance with the '*Operational procedure for the preparation and approval of staff reports*' ([Annex UO - II.3.1.4](#)), which regulates the aspects relating to the method of establishing the teaching standard.

The number of teaching staff and their qualifications are also determined by the UO's strategy for recruiting new teaching staff, regulated by the "*Methodology for competitive examinations to fill teaching and research vacancies at the University of Oradea*" ([Annex UO - II.3.1.1](#)) and by the "*Criteria for competitive examinations to fill teaching vacancies for an indefinite period*" ([Annex UO - II.3.3.4](#)).

Every week, each teacher meets with students during consultation hours. The schedule of these meetings is posted on the webpage of each faculty ([Facultati program consultatii](#)). During these meetings, students are also advised in the elaboration and implementation of their own projects (research/personal development projects, etc.). In addition, students can also contact the teachers through communication groups set up on different social media channels.

Students are advised and supported by the programme coordinator and the year tutor in dealing with all aspects of student life.

II.4. INTERNATIONAL RELATIONS

The international relations of the University of Oradea are one of the main pillars of the institutional strategy, together with digitization and sustainability. Thus, compared to 2018, when there were cooperation relations with 397 institutions from 52 countries, our university currently has collaborations with 620 institutions from 111 countries. A significant increase has been recorded especially in relations with countries in the Balkan area, Asia and Africa. Most of the agreements concluded concerned student and staff mobility through the Erasmus+ programme.

In the period 2018 - 2023, in addition to the mobilities with programme and non programme countries, the University of Oradea was also involved in other projects within the Erasmus+ programme, as follows: Jean Monnet Action (six modules and one centre of excellence), Sport (one project), Strategic Partnerships (six projects), Capacity Building in Higher Education (one project), Cooperation between organizations and institutions (one project), Cooperation Partnerships in Higher Education (one project) and Small Scale Partnerships (one project).

Our institution is also a member of seven CEEPUS networks, being the coordinator of one of them.

Details on the international relations of the University of Oradea are available in the Report on International Relations of the University of Oradea 2018 - 2023 ([Annex UO - II.4.1](#)).

III. EDUCATIONAL PERFORMANCE

III.1. ADMISSION AND STUDENT PROGRESS

III.1.1. Admission of students

III.1.1.1. Principles of the admission policy for the study programmes offered by the institution

In accordance with the legal provisions and the principle of university autonomy, the University of Oradea has a transparent student recruitment and admissions policy, approved by the University Senate, which is made public on the University of Oradea website, Admissions section.

The UO Regulations on the organization and conduct of the admission process for undergraduate degree programmes ([Annex UO - III.1.1.1](#)) and for master degree programmes ([Annex UO - III.1.1.2](#)) respectively respect the principle of equal opportunities for all candidates and ensure transparency and rigor in the admission process.

Every year, at least 6 months before the actual start of the admission process, they are made available to candidates by posting them on the university's website (<https://admitere.uoradea.ro/ro/>) information, continuously updated, about the admission criteria for Bachelor and Master studies, information about the documents and fees required for the admission exam, data required for registration, according to the category of the candidates (Romanian citizens, candidates from European Union countries, foreign citizens, Romanians from abroad, diaspora, Roma citizens, rural citizens, citizens from disadvantaged social-economic backgrounds, from social protection systems or disabled people). Figures representing the maximum enrolment capacity for each study programme are also posted, with the number of budgeted places being posted, following decisions by the Ministry of Education.

To ensure the smooth running of the activity, a *Central Admissions Committee* is set up at university level and *Admissions Committees at the level of each faculty*. These, in close collaboration with the *Admissions Office 365*, coordinate the admissions process at the University of Oradea.

Admissions Office 365 - is a structure within the UO that acts as an interface for potential national and international candidates wishing to apply for a place to study for a Bachelor/Master/PhD degree. The actions and activities carried out within this compartment are presented in ([Annex UO - III.1.1.3](#)).

The transparency of the admissions process at the University of Oradea is achieved through daily updates on the UO website; publication of the admissions calendar on the UO website; organization of press conferences and sending press releases to the media about the results of the July and September admissions process.

The *Admission Guide* ([Annex UO - III.1.1.4](#)) stipulates the admission criteria for bachelor's and master's degree programmes at the University of Oradea.

In order to facilitate the access of candidates to undergraduate, master or doctoral studies, the

University of Oradea has made available to them a digital admissions platform (<https://studinfo.uoradea.ro/admitere/>) that offers the possibility of an application process conducted exclusively online, thus facilitating the enrolment in university studies.

The promotion of the educational offer is carried out both by the faculties and by the *Admissions Office 365*, which is involved in the promotion of the educational offer abroad and manages the admission process of students from third EU countries to the UO.

The University of Oradea organizes promotional activities and dissemination of information materials, including:

- general presentation materials - posters, audio-visual materials, flyers, banners, spider wall, rollups;
- materials to promote admission - leaflets, posters, flyers, T-shirts.
- fairs and actions to publicize the educational offer;
- the brochure promoting the UO admission process ([Annex UO - III.1.1.4](#)).

The University of Oradea has responded to the actions to promote the educational offer organized by the Ministry of Education, the Romanian National Research Council, the embassies of various countries in Romania, NGOs, etc., thus increasing the ratio between the number of foreign students (with a nationality other than Romanian) enrolled in bachelor and master programs and the total number of students enrolled in all study cycles at the University of Oradea.

During the entire admission process, for candidates who want more information, each faculty has an "*Admission Info*" stand available on campus, where student volunteers provide university candidates with specific information about admission, the educational offer, the documents needed to apply, the admission process calendar, student life, etc.

To promote the educational offer, under the slogan "Orădene Faculties Fair: your future is here!" The University of Oradea, the Students' Union of Oradea and the Bihor County Students' Council, organize annually, "The University of Oradea Faculties Fair" ([Annex UO - III.1.1.5](#) and [Annex UO - III.1.1.6](#)) the central objective of this activity being to attract high potential students.

Every year, the University of Oradea organizes a series of summer schools through which high school students simulate student life, participating in dedicated courses held by university professors, learning more about the university environment, living in the university dormitories, discovering Oradea and the beauty of student life, with many participants becoming UO students in the following years (e.g. *UO Polis Summer School* - <https://polis.uoradea.ro/>).

The admission process at the University of Oradea is carried out in two sessions for the undergraduate and most of the master's degree programmes (in July, and in September for any remaining unfilled places) and in one session (in September) for some of the master's degree programmes (e.g. the master's degree programmes at the Faculty of Medicine and Pharmacy) and for the doctoral degree programme.

For undergraduate university studies, only *persons who have passed the baccalaureate examination* (or another equivalent examination recognized by national regulations) may apply, for master's university studies, only *persons who have passed the bachelor's degree completion examination* (or equivalent) may apply. Graduates of Master's (or equivalent) degree programmes may apply for the doctoral degree programme, who provide proof of completion of their studies by means of official academic documents, in accordance with the admission regulations and methodologies approved annually.

Registration for the entrance exam is done in person, based on the identity card/passport and the other documents provided for in the Admission Regulations. If you opt for the online facilities (<https://studinfo.uoradea.ro/admitere/>) for registration, you will be required to fill in your personal identification details as indicated on your identity card/passport.

Online registration is done by candidates uploading documents and taking responsibility for the authenticity and correspondence between the digital/scanned documents and the originals requested. For this option, the application form is available on the admission platform.

The online application process is finalized once the admission committee has validated the file, after checking its completeness and correctness, after the application fee has been paid or after the admission fee waiver has been validated by the faculty admission committee, based on the supporting documents uploaded on the admission platform (<https://studinfo.uoradea.ro/admitere/>).

III.1.2.2. Admission practices

Admission to *undergraduate* and *master's degree* studies, regardless of the form of education in which they are organized, is by competitive examination, based on the tests established by each faculty, according to its own methodologies for the organization and conduct of the admission process, with a view to testing the knowledge and cognitive, artistic or sporting abilities of the candidates ([Annex UO - III.1.1.7](#)).

Admission to the PhD is done, according to *the Methodology for Admission to Doctoral Studies*, by admission interview, after obtaining the certificate of linguistic competence in a foreign language ([Annex UO - III.1.1.8](#)).

For the undergraduate cycle of studies in vocational fields (arts, architecture, music, physical education and sports) there are organized examinations to test artistic or sports skills. Thus, for the testing of linguistic, artistic or sports skills, where appropriate, the entrance examination for the undergraduate cycle will contain a compulsory practical eliminatory test, taken before the other tests.

The admission conditions and the method of calculating the admission average are established by the methodologies developed by each faculty, in compliance with the General Admission Regulations ([Annex UO - III.1.1.1](#), and [Annex UO - III.1.1.2](#)).

When calculating the average generated for admission to undergraduate university studies, based on university autonomy, may be considered averages of subjects from high school years of study, grades from the baccalaureate exams, the average of the baccalaureate or other specific criteria according to the methodologies of the faculties. The minimum pass mark for the entrance exam to undergraduate degree programmes is 5.00.

For the master's degree cycle, the entrance exam may consist of written and/or oral tests of knowledge and cognitive abilities.

The admission conditions and the method of calculating the admission average are established by the methodologies developed by each faculty, in compliance with the UO methodology. Faculties may stipulate in their own methodologies whether the grades and averages obtained in the undergraduate/diploma examination, respectively the averages of the undergraduate years, will be considered in the calculation of the final admission average. The minimum average for admission to Bachelor's and Master's degree programmes is in accordance with the legislation in force.

In accordance with the Methodologies and Regulations on the organization and conduct of the admission process, additional support adapted to the needs of candidates with disabilities and specific learning difficulties is provided, where appropriate, on the basis of the diagnosis certificate issued by the competent bodies.

The *Admission Rules* stipulate budgeted places and separate admission criteria for the following categories:

- a) Candidates who have graduated from a secondary school in a rural area ([Annex UO - III.1.1.1](#), page 11);
- b) Roma candidate ([Annex UO - III.1.1.1](#), page 12);
- c) candidate from the social protection system ([Annex UO - III.1.1.1](#), p. 14);
- d) candidate with special educational needs, disabilities ([Annex UO - III.1.1.1](#), page 4).

To ensure equal opportunities and effective integration into social life, faculties allocate budgeted places for people with special educational needs, disabilities, by their own regulations, taking into account the number of students in these categories enrolled in previous years, as well as their requests. Within their own regulations, faculties establish, in accordance with the law, measures on equal opportunities for people with disabilities, providing, where necessary, additional support adapted to the needs of adults with disabilities, supporting their access to higher education institutions.

In accordance with the Methodologies for the organization and conduct of the competition for admission to doctoral studies at the Doctoral Schools of IOSUD-University of Oradea ([Doctoral Admission Methodology](#)), admission to doctoral programs is based on selection criteria that include the following:

- Past professional performance of the candidates (articles, studies mentioned in the CV);
- The level of the proposed doctoral research project (PCD), assessed in relation to: the scientific context and motivation of the chosen topic, definition of scientific research objectives; research

methodology, expected results;

-The way the project is presented and the candidate's answers to the questions asked by the committee.

Following the admission interview, each member of the committee gives each candidate a mark (a whole number between 10 and 1) for each assessment criterion. The average awarded by each member of the committee is obtained as the weighted arithmetic average or arithmetic mean (as appropriate) of the marks awarded for each assessment criterion. The candidate's admission average is the arithmetic average of the averages obtained from the marks awarded by each member of the selection board.

For all doctoral fields, admission also involves an interview with the candidate. Details are given in ([Annex IOSUD - II.3.1.3](#)).

At the university level, the UO Senate annually approves the regulations on the organization and conduct of the admission process for undergraduate degree programs ([Annex UO - III.1.1.1](#)), for graduate degree programs ([Annex UO - III.1.1.2](#)) and the *Methodology for Admission to Doctoral Studies* ([Annex UO - III.1.1.8](#)).

At faculty level, the Faculty Councils approve their own methodologies for the organization and conduct of the admission process for undergraduate and master's degree programmes ([Annex UO - III.1.1.7](#)).

Admission to the PhD is done, according to the *Methodology for Admission to Doctoral Studies*, by admission interview, after obtaining the certificate of linguistic competence in a foreign language ([Annex UO - III.1.1.8](#)).

Candidates can find information about the admission criteria as well as the documents and fees required for registration on the [IOSUD PhD Admission](#) page.

The admission of Romanians from abroad, as well as citizens from third countries of the European Union is carried out based on special regulations elaborated by the Ministry of Education, on the basis of which the University of Oradea elaborates separate admission regulations for this category of candidates ([Annex UO - III.1.1.9](#) and [Annex UO - III.1.1.10](#)).

Candidates declared admitted to the bachelor, master and doctoral cycle of university studies can be enrolled only based on their baccalaureate, bachelor and master diplomas, respectively, recognized in accordance with the methodologies developed by the specialized directorates of the Ministry of Education.

Admissions Office 365 reinforces its commitment to the student community by also organizing a range of events and activities designed to provide opportunities for learning, networking and cultural exploration.

1. **Personalized Orientation Sessions:** the University offers personalized orientation sessions for international students, helping them to integrate quickly into the academic and social environment.
2. **Conference and Workshop Series:** The University hosts regular series of conferences and workshops, addressing topics of global interest and facilitating the exchange of ideas among students.
3. **Cultural and Social Activities:** Cultural events, such as art exhibitions, themed evenings and festivals, are integrated to provide international students with a rich and diverse experience.
4. **Community Volunteer Programs:** the University encourages the involvement of international students in community volunteer projects, thereby fostering meaningful connections with the local community.
5. **International Student Clubs and Organizations:** International students are encouraged to get involved in international student clubs and organizations, offering them opportunities for networking and friendship.

At each admission, IOSUD-UO asks the Ministry for budgeted places for future doctoral students of Roma ethnicity.

Within IOSUD - UO there are methodologies, procedures or regulations that have been implemented at IOSUD level and that provide for measures of social integration or support for PhD students from disadvantaged social backgrounds, such as:

- the tuition fee for the entire academic year may be waived for students coming from foster homes, family-type homes and orphans of both parents, up to 28 years of age, from doctoral study programmes;

(paragraph 8.2.6.1. Exemptions from the payment of tuition fees in the System Procedure for the justification, collection and accounting of tuition fees ([Annex IOSUD - II.3.1.4](#)).

- the tuition fee reduction of 50% is available for students considered as social cases up to 28 years of age (inclusive), as of October 1st of the current year, from doctoral study programs (paragraph 8.2.6.2.1.c. Reductions of tuition fees in the System Procedure on the Basis, Collection and Recording of Tuition Fees <https://www.uoradea.ro/display31118>);

- students with serious medical diagnoses can benefit from a tuition fee reduction of up to 50%: students with TB, who are on medical records, those suffering from diabetes, malignant diseases, severe malabsorption syndromes, chronic renal failure, bronchial asthma, epilepsy, congenital heart disease, chronic hepatitis, glaucoma, severe myopia, immunological diseases, rare diseases, autism spectrum disorders, hematological diseases (hemophilia, thalassemia, etc.), deafness, cystic fibrosis, those infected with HIV or AIDS, those with locomotor disability, ankylosing spondylitis or rheumatoid arthritis and other chronic diseases that can be taken into account according to the regulations in force (paragraph 8.2.6.2.1.d. Reductions of fees related to the educational process in the System procedure on the substantiation, collection and recording of fees related to the educational process (<https://www.uoradea.ro/display31118>).

Regarding dropout, it may occur as a result of mismatches between the expectations of the doctoral student and the actual realities of the university system at the level of cycle VIII of studies, which may also lead to demotivation that generates deadlock and dropping out of doctoral studies. This is why it is very important, from the admission procedure stage, to identify scientific risk factors and possibly alternative solutions to avoid deadlock.

Measures that are implemented at IOSUD University of Oradea:

I. Development of an effective system for the follow-up and stimulation of doctoral students in the doctoral fields

Ongoing mentoring is envisaged, through the PhD supervisor, the PhD supervisor and senior PhD students with aptitude and dedication to the role. Thus, informal meetings, such as internal workshops or even lunches, can be organized with the primary objective of developing and stimulating a state of trust and a certain cohesion, in short, a 'cohort' spirit. Discussions can be geared towards the specific issues of each doctoral year and related issues of adaptation and keeping motivation at an appropriate level. In special situations, 'mentoring' may also be activated for crisis situations, when a broader action is needed, and which may involve decision-makers at faculty and/or University level.

II. Development of a system for monitoring the progress of the doctoral programme and effective intervention to prevent drop-out.

Doctoral students who have exceeded 12 months for one of the following forms of extension of the duration of their doctoral studies - extension, grace period or postponement of the public defense of the doctoral thesis - are automatically considered to be at risk of abandoning their doctoral studies and registered as such in the records of the doctoral school.

These doctoral students will have to present a progress report every six months to their supervisor and the mentoring committee, who will analyse the situation and propose concrete support measures for the completion and submission of the doctoral thesis. These proposed measures will be submitted to the Doctoral School Council, which may decide whether to approve them under its powers or to endorse them and forward them for approval to the Faculty or University management, as appropriate.

Any subsequent request for extension, grace period and postponement of the public hearing must be accompanied by a report from the doctoral supervisor containing the results of the review and the proposed measures and progress reports referred to in the previous paragraph.

III. Organisation of doctoral good practice workshops. The aim of this initiative is to ensure the transfer of good practice to and between PhD students.

(1) The workshops will include the presentation of methodologies for the elaboration and writing of thesis/scientific papers or oral presentations by doctoral supervisors on the one hand, and discussions related to the management of time dedicated to study and research, as well as an exchange of experience on the doctoral programme among doctoral students on the other hand;

(2) Conducting these workshops in an informal manner and in a small setting is desirable.

IV. Integration of doctoral students in the presentation and promotion of Master's and PhD programmes in their fields, as well as in tutoring activities for interested candidates.

V. *Organise social events and consider volunteering to support PhD students in difficult situations.*

It is envisaged to form an open volunteer group, whose composition may fluctuate according to the availability of students, to get involved at times when doctoral students need specific help.

Social meetings can be organized between the PhD students at the respective school to discuss research progress or other topics of interest or collateral in order to get to know each other and build friendships between the PhD students.

Also, every year doctoral students are awarded scholarships from the University of Oradea's own income ([Doctoral Scholarships](#)) ([Annex IOSUD - II.3.1.5](#)).

III.1.1.3. Student transfers between universities

The permanent mobility of students to/from other higher education institutions, faculties or study programmes is carried out in compliance with the legal provisions in force and is regulated by the "*Regulation on students' professional activity under the European Credit Transfer System (ECTS)*" ([Annex UO - III.1.1.11](#)) and by the "*Operational procedure on the monitoring of students' academic mobility*" ([Annex UO - III.1.1.12](#)).

The continuation of studies for Romanian, EU or third country citizens who have completed partial studies abroad is carried out according to the *Regulation on the equivalence and recognition of periods of study abroad* ([Regulation on the recognition of periods of study abroad](#)), developed by the Information and Documentation Resource Centre of the University of Oradea, CRID-UO.

At the level of IOSUD UO, respectively of the Faculties managing the Doctoral Schools, there are framework agreements for the study-placement mobility of doctoral students ([Annex IOSUD - II.3.1.6](#)).

Also in ([Annex IOSUD - II.3.1.6](#)) are presented, broken down by each Doctoral School of IOSUD UO, these *Erasmus+ Mobility Agreements valid in the academic year 2023-2024* with the number of mobilities and the period of each mobility.

Out of the total of **217** PhD students who completed their PhD thesis at IOSUD UO in the period 1 Oct 2018 - 30 Sep 2023, PhD students who participated in international scientific conferences are listed in ([Annex IOSUD - II.3.1.6](#)).

III.1.1.4. Student progress

Within the UO, students' professional activity may be interrupted and/or resumed in justified cases, at their request, and is done in compliance with the legal provisions in force and is regulated by the "*Regulation on students' professional activity under the European Credit Transfer System (ECTS)*" ([Annex UO - III.1.1.11](#)).

Previously enrolled students, who for various reasons were not able to complete their studies, regardless of the higher education institution they came from, can be enrolled following a process of equivalence and recognition of subjects taken prior to the interruption of studies and the passing of difference exams.

III.2. LEARNING OUTCOMES

III.2.1. Exploiting the academic qualifications obtained

III.2.1.1. Completion of studies

The curricula of the study programmes are drawn up in accordance with the "*Operational procedure for the development and approval of curricula*" ([Annex UO - III.2.1.1](#)) and with the ARACIS standards in force regarding the structure by type of study subjects (fundamental, field, specialist, complementary), the teaching form, the number of hours of teaching activity/semester, the ratio between the number of hours of course and the number of applied hours, the duration of studies, the number of weeks/semester, the total number of compulsory transferable credits and their distribution per semester, the equivalence in hours of one ECTS credit, the number of weeks for the examination sessions per semester and for the sessions of overdue exams.

At the end of each cycle of studies, at least **51%** of UO graduates passed the final exam, so that in the last 5 academic years, UO has recorded an average pass rate of **67.49%** ([Annex UO - III.2.1.2](#)).

To harmonize the educational qualifications with the labor market requirements, their correspondence with the qualification levels of the NCC and the design of a university curriculum based on the professional competences required on the labor market, the UO has submitted all the study programmes to the ANC for validation and registration in the RNCIS.

The UO study programmes are periodically reviewed to correspond to the dynamics of the market for academic and professional qualifications based on the "*System procedure for the initiation, approval, monitoring and periodic evaluation of study programmes*" ([Annex UO - III.2.1.3](#)).

The results obtained by the students during their studies are certified by the transcript of records, and upon completion of their studies, all graduates are issued with a Diploma Supplement, according to the "*Regulation on the regime of study documents and university documents*" ([Annex UO - III.2.1.4](#)).

The UO has in its structure the *Diplomas Office*, which ensures the completion of diplomas and certificates of studies of UO graduates and graduates of other higher education institutions, who have passed the UO graduation exam, the issuance of study documents to holders or their proxies, as well as the record keeping, selection, storage and use of the documents it manages.

The Diplomas Office follows the procedures for awarding diplomas or graduation certificates in accordance with the conditions established by law by applying the "*Regulation on the regime of study documents and university documents*" ([Annex UO - III.2.1.4](#)).

III.2.1.2. Leveraging learning through employability in the labor market

The University of Oradea aims to maintain a permanent link with its alumni, who are invited to become members of the Alumni community - University of Oradea Alumni Association (<https://www.alumni.uoradea.ro/index.php>). The platform is managed at the University of Oradea level by the President of the Alumni Association, in close cooperation with the student associations ([Alumni and Student Associations](#)) and the Career Counselling and Services Centre (<https://ccsc.uoradea.ro/ro/>).

The University of Oradea is a founding member of its alumni association. Together with the university professional associations Association for Integrated Engineering and Industrial Management, Marketex Marketing Association, Association for Psychological Counselling in Romania and Association for Education and Training "Top Formalis". The aims and objectives of the Alumni Association are to support the professional and social affirmation of its members, to highlight the skills of graduates and to contribute to the promotion of the University of Oradea. This clearly shows the Association's commitment to supporting the University and its members.

The component faculties of the University of Oradea are directly involved in keeping in touch with the alumni, each of them having a contact person for alumni relations, but also through projects and activities ([Annex UO - III.2.1.5](#)).

In the period since the 2018 assessment, the University of Oradea has intensified internal concerns dedicated to the analysis of learning outcomes in line with national and European standards. Thus, the *Procedure for monitoring the career path of graduates* was established ([Annex UO - III.2.1.6](#)) and the database dedicated to the professional development of graduates was set up. The implementation of the procedure and the operationalization of the database on the graduates' career development is done through the collaboration of the faculties with the *Career Counselling and Services Centre (CCSC)*.

The procedure for monitoring the career path of graduates aims to collect data by means of a questionnaire to record the employment status of graduates. The information collected tracks the employment rate and the proportion of graduates finding a job in the field or related to the study programme followed. All the information obtained by completing the questionnaire is entered into a database included in UNIWEB. Reports on students' career paths are taken, annually or when necessary, from this database.

Another, complementary, method of collecting data on the employment situation of graduates consists of filling in online a *form for tracking the career path of graduates of the University of Oradea* ([Form for tracking the career path of graduates](#)). The completion of this form is done, with the support of the Diploma Service, when graduates collect their diplomas. The form can be accessed from the UO website (<https://www.uoradea.ro/Birou+release+diplomas>) and completed online.

Based on the data collected so far at the University of Oradea, with reference to the career path of graduates, a statistical summary report has been prepared on the number of graduates working in the field of bachelor or master degree graduated or in related fields .

Details on the employability rate and the percentage of employed graduates can be found at: [Student employability rate details](#).

The report for monitoring the career pathway of graduates is based on the use of a questionnaire whose main purpose is to collect essential information on the integration of graduates into the labor market. This questionnaire, applied to track graduates' professional placement, closely follows their employment rate and distribution in the fields relevant to their study programme. The information obtained is systematically retrieved and stored in the UNIWEB platform database, thus providing a centralised environment for analyzing and reporting on students' career paths. The procedure for monitoring the career path of graduates <https://www.uoradea.ro/display128>, regulates at UO level the way of data collection. Regular or requested reports are extracted and elaborated from this database, providing a comprehensive overview of the evolution of the graduate career pathway. The University of Oradea produces an annual summary statistical report based on the data collected, focusing on the number of graduates working in the specific field of their Bachelor's or Master's degree and related fields. This relevant information is available for consultation at <https://cloud.uoradea.ro/index.php/s/sga3f2Ld4mnEf44>.

As regards the employability rate and the proportion of graduates integrated into the labor market, exact details can be found at the above-mentioned address. The analysis of the data for the period 2018-2022 reveals an average share of graduates working in their field of specialization and a high average share of Master's graduates, presenting an encouraging picture of their labor market integration relevant to their studies ([Annex UO - III.2.1.6](#)).

Bachelor graduates	% employees of respondents
Media 2017	63.60%
Media 2018	67.90%
Media 2019	62.05%
Media 2020	67.24%
Average 2021	68.57%

Master graduates	% employees of respondents
Media 2017	86.63%
Media 2018	87.00%
Media 2019	81.60%
Media 2020	81.35%
Average 2021	83.06%

This report continues to provide a detailed insight into the development of the career pathway of graduates and serves as a basis for adapting and improving educational programmes to better align them with the needs and requirements of the labor market.

III.2.1.3. Exploiting qualifications through further university studies

At the University of Oradea, **68.19%** of the graduates of the last two graduating classes of undergraduate studies are admitted to master's degree studies ([Annex UO - III.2.1.7](#)).

III.2.1.4. Level of student satisfaction with the professional and personal development provided by the university

The level of student satisfaction is assessed through a *University of Oradea Student Satisfaction Assessment Questionnaire*, which is completed online by students; the questionnaire is available [at: https://ccsc.uoradea.ro/ro/studii/chestionare/](https://ccsc.uoradea.ro/ro/studii/chestionare/).

The responses collected are analysed regularly and reports are produced twice a year. The student satisfaction report is presented in ([Annex UO - III.2.1.8](#)).

III.2.1.5 Student-focus through the design of teaching-learning methods

Teachers organise a stimulating learning environment, use modern teaching strategies that facilitate student participation in their own learning process. The teaching approach is based on the use of interactive teaching strategies. Modern teaching-learning strategies ensure the development and

exploitation of cognitive, affective and action resources available to students, enabling them to adapt and integrate optimally into the socio-professional environment.

The teacher-student relationship is based on the model of a partnership to achieve common goals. They must consider mutual respect, different learning styles and students' opinions, needs and desires in the field of knowledge. Feedback from students should be important and relevant in achieving optimal learning outcomes.

The subject files contain objectives that are assumed in relation to the programme of study and the qualification sought, target clear competences for which a coherent theoretical and applied scientific content has been provided, provide for student-focused teaching, learning and assessment methods in relation to learning outcomes, provide a bibliographic list, forms, methods and criteria of assessment, their weighting, recognition of progressive learning within the subject and how students are graded. The content and format of the subject record is established by the "*System procedure for the initiation, approval, monitoring and periodic assessment of study programmes*" ([Annex UO - III.2.1.3](#)).

The content of the subject sheets is consistently brought to the attention of those involved by discussing them during the first teaching activities assigned to each subject, as well as by posting them on the UO e-learning platform (<https://e.uoradea.ro/login/index.php>).

The advanced undergraduate training programme includes subjects in scientific research methodology and academic ethics and integrity, as well as subjects relevant to training in scientific research in the assessed PhD field. Starting with the academic year 2018-2019, the Teaching Plans have been revised and updated in accordance with OMEN 3131/30.01.2018, respectively HS no.32/19.02.2018-Appendix 13, introducing as a separate discipline *Ethics and Academic Integrity in the fundamental field of science*. The curricula for all doctoral fields managed by the Doctoral Schools of IOSUD-University of Oradea are presented in ([Annex IOSUD - III.2.1.1](#)).

The optional subjects in the curriculum are chosen either **from the optional subjects in the curriculum** but can also be supplemented with subjects from the research masters offer.

Following attendance of the activities included in the Training and Outcomes Programme, doctoral students are required to obtain 30/60 credits. The subjects of the PUA are carried out over three months/one year. Details of the activities (course, seminar, number of credits, etc.) are provided in ([Annex IOSUD - III.2.1.2](#)) specifying the objectives of the subjects, the basic thematic content, the evaluation system for doctoral students and the minimum bibliography.

The curriculum includes at least two components dedicated to some of the cross-cutting competences, including aspects of research ethics, scientometrics and academic writing.

Details of the subjects included in the training programme, at doctoral school level, are mentioned in ([Annex IOSUD - III.2.1.3](#)).

At the level of each Doctoral School within IOSUD-University of Oradea, in the curriculum of each doctoral field there is the discipline Ethics and Academic Integrity in the fundamental field ([Annex IOSUD - III.2.1.3](#)).

The Regulations on the organization and conduct of doctoral studies and programmes contain regulations that make specific reference to the knowledge, skills/skills, competences, responsibility and autonomy acquired by doctoral students after completing the training programme in art.28 and art.29.

The curricula for the doctoral fields ([Annex IOSUD - III.2.1.1](#)) of the IOSUD Doctoral Schools of the University of Oradea have formulated the competences to be provided by the curriculum. These are divided into professional competences and transversal competences ([Annex IOSUD - III.2.1.2](#)).

The subject sheets for the compulsory subjects in the curriculum corresponding to the advanced degree-based training programme are given in ([Annex IOSUD - III.2.1.2](#)).

At the University of Oradea there is an Operational Procedure for the evaluation and internal monitoring of doctoral schools/doctoral fields within IOSUD_UO which regulates the following aspects:

- Paragraph 8.2.3.7. specifies the modalities of evaluation of the scientific activity of doctoral students at IOSUD-UO, which are carried out on a continuous basis, the doctoral supervisor carrying out the evaluation of "learning outcomes" based on how they fit into the individual work plan, during the doctoral internship, research reports or lectures made by them, published articles and their participation in conferences and research projects.

- Paragraph 8.2.3.8. refers to the development, implementation, and use of feedback mechanisms from doctoral students to identify their needs as well as their level of satisfaction with the doctoral programme in order to continuously improve the academic and administrative services offered;
- In paragraph 8.2.3.9 covers issues related to the evaluation of the advanced degree-based training programme for doctoral students, which is carried out annually on the following levels: at the level of the DS, the curriculum of the doctoral field is reviewed annually and changes to the subjects foreseen for the development of both professional and transversal competences of doctoral students can be proposed, and on the second level - if the feedback mechanism from doctoral students leads to conclusions regarding the need for changes both in the training programme based on advanced university studies (changes/adjustments to the subject syllabi, etc) and in the scientific research programme (proposals for improvements/adjustments) - these are discussed in the SSC and the SSC proposes to the CSUD measures to improve both programmes.

Teachers use the resources of new technologies (e-mail, UO e-learning platform, personal web page for topics, bibliography, electronic resources and dialogue with students) for the teaching of the course and/or applied activities, supporting the professional development of students and thus increasing their skills, competences and knowledge. On the UO e-learning platform (<https://e.uoradea.ro/login/index.php>), teachers provide students with course materials, practical applications, bibliography, etc. Students can in turn assess their knowledge using the test options offered by the e-learning platform. Auxiliary materials are used, from blackboards to flipchart and video projector, smart board.

Teachers are specially trained in teaching at university level. The increase of teachers' performance and competences has been achieved through their participation in postgraduate studies, complementary training at second faculty, master, doctoral and postdoctoral schools, refresher courses organized within the framework of European training projects. A monitoring system for continuous improvement and quality assessment in open and distance higher education is developed and implemented based on performance indicators and international quality standards.

The R&I/IRD Department is continuously concerned with improving the quality of R&I/IRD education and continuing the *training and further training of teaching and support staff in R&I/IRD and e-learning technologies* ([Annex UO - III.2.1.9](#)).

Modern telecommunication and continuous developments in information technology are producing essential changes in the way knowledge is acquired, with the changing possibilities of knowledge and the ability of learners to respond with up-to-date solutions to professional problems.

The UO study programmes have foreseen in the curriculum, in accordance with ARACIS standards, compulsory internships in the field and in specialties, to which an appropriate number of credits are allocated ([Annex UO - II.3.3.3](#)). The UO provides students with the possibility to carry out internships outside the institution based on internship agreements concluded with institutions and economic agents in the field ([Annex UO - III.2.1.10](#)).

The UO provides opportunities for students to carry out field and specialist internships through partnerships, conventions and agreements concluded with internship partners (institutions and economic agents in the field). Student internships are carried out in accordance with the "*Regulation on the general framework for the organization and conduct of student internships*" ([Annex UO - III.2.1.11](#)).

UO students are also involved in external or internal research projects, the results of the research activity are materialized through scientific papers published by students individually or under the coordination of the teaching staff ([Annex UO - III.2.1.12](#)).

The UO teaching staff approaches an interactive style of teaching, responds to students' questions and proposes discussion topics designed to stimulate students' creativity and intellectual curiosity. To maintain interaction with students and their interest, teachers have at their disposal state-of-the-art equipment, with which they can apply modern teaching-learning methods and use appropriate applications that contribute to the understanding of the material taught in the course and that have a connection with practical work. Monitoring of the way teachers interact with students is carried out through the evaluation of teachers by students, carried out according to the "*Operational procedure for the evaluation of teachers' professional activity and the evaluation of study subjects*" ([Annex UO - III.2.1.13](#)).

Grading and assessment of students is done according to the methods and criteria set out in the course

description, announced to students in the course and on the e-learning platform at the beginning of the semester. Each student is also advised and supported by the year tutor in dealing with all aspects of student life.

In support of students, the UO applies a teaching-learning strategy and support for students with learning difficulties or those at risk. Teachers interact with students in the teaching activity, through questions from the classroom, short presentations, demonstration experiments, and the teaching process is guided by the students' pace and learning style. The teaching-learning strategy also takes into account the needs of students with disabilities, the particularities of students with special needs, takes into account and uses different methods of organising the learning and teaching process where appropriate (extended sessions or the possibility of rescheduling teaching and learning activities are granted). Students with permanent or temporary disabilities benefit from alternative methods of assessment and examination. The UO has an accessibility centre for blind students (within the Faculty of Socio-Human Sciences).

The UO seeks to strengthen its position at an international level, at the European level, by promoting the principles of international cooperation and mobility of faculty members and students. UO has partnership agreements with more than 600 universities worldwide ([International Partners](#)) and is a member of the European consortium EU GREEN (<https://eugreenalliance.eu/>), together with eight other European universities. Within this consortium, joint degree and double degree programmes will be jointly developed.

For short-term student mobility under the Erasmus+ programme, UO recognises credits earned under the Erasmus+ programme according to the Erasmus+ Regulation <https://www.uoradea.ro/display30537>. Equivalence is done at faculty level by a committee appointed for this purpose and with the support of the Erasmus office for the purpose of equivalence of the qualification(s).

IOSUD-UO is supported, including financially, in organizing international cotutelle PhDs, i.e. inviting recognized experts to give lectures/lectures to PhD students. Details and evidence are given in ([Annex IOSUD - III.2.1.4](#)).

The centralised situation of doctoral theses written and/or presented in an international language or carried out in cotutelle is presented in ([Annex IOSUD - III.2.1.5](#)).

III.2.1.6. Career guidance for students

To support the students' learning process, every week each teacher has meetings with the students during consultation hours. Their schedule is posted on the webpage of each faculty (<https://www.uoradea.ro/Facult%C4%83%C8%9Bile+Universit%C4%83%C8%9Bii+din+Oradea>). At the level of each faculty, coordinators or year tutors are appointed. They have a weekly 2-hour counselling schedule, posted on the faculty website. During these meetings, specific activities are carried out to advise and tutor students in their choice of courses and careers. Peer tutoring is practiced between upper year students and other students. Teachers keep in touch with students via email and through the 2 hours of weekly counselling.

To make these mentoring, guidance (tutoring) activities more effective, the UO applied for and won World Bank funded projects - ROSE Projects ([Annex UO - III.2.1.14](#)).

The Career Counselling and Services Centre (CCSC-UO- <https://ccsc.uoradea.ro/ro/>) operates within the UO. The work of the CCSC is carried out in accordance with the Rules of Organisation and Operation of the Career Counselling and Services Centre (<https://www.uoradea.ro/display6022>). It is managed by a psychologist and has 5 posts of psychologist and 1 post of sociologist (7 posts for 15,000 students). The CCSC-UO benefits from appropriate resources (COGNITROM platform, SPSS, DECAS, etc.). To keep in touch with employers and graduates, the CCSC-UO regularly organises several activities (job fair, career days, mentors' tour, digital workshops, etc.) presented on its website (<https://ccsc.uoradea.ro/ro/>).

III.3. SCIENTIFIC RESEARCH ACTIVITY

III. 3.1. Research programmes

III.3.1.1. Research planning

Research - Development - Innovation (RDI) is an essential component of the university's activity. According to art. 10 of the - *Charter of the University of Oradea* ([Annex UO - II.1.1.3](#)), the general

mission of the UO is scientific research and education, generating and transferring knowledge to society and business.

By creating an innovative and participatory environment for scientific research, learning and cultural-artistic creation and sports performance, the UO assumes the mission of catalyst for the development of Romanian society, transferring skills and knowledge to the community through the education, research and technology transfer services it offers to partners in the economic and socio-cultural environment, [Open Science at UO](#).

All scientific research and academic creative activity in the UO is carried out in accordance with the *UO Strategic Development Plan for 2021-2025* and the *annual Research Plans by field* which include both the Research Plans of the *Research Centres* ([Research Centres](#)) and the Faculty Research Plans, departments and the *National Research, Development and Innovation Plan 2022-2027* ([National Research, Development and Innovation Plan 2022-2027](#)) and the *National Strategy for Research, Innovation and Smart Specialisation 2022-2027* ([National Strategy for Research, Innovation and Smart Specialisation 2022-2027](#)), aiming at the development of the knowledge-based society.

The *UO Research-Development-Innovation Strategy 2021 - 2025* ([UO Research-Development-Innovation Strategy 2021 - 2025](#)) is aligned and in line with the following strategic research documents and programmes:

- a) Horizon Europe Programme (2021-2027);
- b) National Recovery and Resilience Plan (NRRP);
- c) National Strategy for Research-Development-Innovation 2021-2027 (SNCDI);
- d) National Strategy for Smart Specialisation 2021-2027 (NSIS);
- e) Regional Strategy for Smart Specialisation (SRSI West RDA);
- f) National Strategy for Sustainable Development of Romania - 2030.

The *exploitation of research results* is carried out, within the departments and research entities, through: publication in journals and books; integration of research results in the final work of bachelor/master/doctoral students; development of high-performance equipment and software; organization and participation in national and international scientific events; transfer of the innovative character of research to the socio-economic environment.

From an organisational point of view, research activity is regulated at the University of Oradea level by a dedicated regulation: *Regulation on the organization, functioning and funding of scientific research (ROFFCS)* ([Annex UO - III.3.1.1](#)) and is coordinated by the *Research - Development - Innovation Council of the Board of Directors (C-CDI)* according to its own procedure - *Working Procedure of the Research - Development - Innovation Council of the Board of Directors* ([Annex UO - III.3.1.2](#)) and procedurally supervised by the *Senate Scientific Research Committee (SCC)* in accordance with its own *Rules of Organisation and Operation* ([Annex UO - III.3.1.3](#)).

An important role in the elaboration of the strategy in the field of research - development - innovation and university creation, as well as in its implementation, is played by the *UO Research - Development - Innovation Council (C-CDI)* ([Annex UO - III.3.1.4](#)) which contributes to the development, promotion and valorisation of scientific research and university creation activities in the UO, with a link on the UO web page: [Structures and regulations Research - Development - Innovation](#).

From an administrative point of view, at the University of Oradea there is a pro-rector in charge of research activity who is also the president of the *C-CDI*, and at the faculty level the administrative coordination is done by a pro-dean or a person in charge of research activity.

[CDI Projects Office](#), provides support services for research activity, by stimulating impact publications and promoting UO members' research results in the media, social media and [the newsletter published by the structure](#).

Within the University of Oradea there are a number of 23 Research Centres institutionally certified ([Annex UO - III.3.1.5](#)), in which a number of 499 researchers work, as well as a Research and Development Station for Pomiculture. Of these, *Centre for Interdisciplinary Studies* is under the aegis of the Romanian Academy ([Annex UO - III.3.1.6](#)), and two research centres: "National Centre for Geothermal Research" and "Pomicultural Research-Development Station" are institutionally subordinated. The research centres are organisational structures subordinated to departments, faculties or the university.

Information on scientific research management activities, research topics and funding

opportunities can be found on the UO website at [Research Management Regulations](#).

THE medium-term research strategy and the annual operational plans, which also include the research component, are reviewed and validated by the University Senate, the [UO Strategic Plan](#) and [Operational Plan UO](#). At the level of each faculty, the annual Operational Plan containing the research objectives is approved by the Faculty Council.

The UO Research-Development-Innovation Strategy for 2021 - 2025 has the following **strategic objectives**:

1. Promoting excellence in scientific research;
2. Increase the visibility of research results nationally and internationally;
3. Developing infrastructure for scientific research;
4. Increasing the uptake of scientific research funding and enhancing the role of research in long-term institutional development;
5. Development of technology transfer to the economy.

Specific objectives:

1. To increase the quality of research conducted at the University of Oradea taking into account national and international performance criteria and indicators.
2. Increasing the number of teachers involved in research.
3. Ranking of the University of Oradea in national and international rankings.
4. Developing infrastructure for research activities.
5. Increasing the uptake of funds and enhancing the role of research in long-term institutional development.
6. Development of technology transfer to the economy.

The University of Oradea has a comprehensive character, with research directions covering a very wide range of scientific fields. The UO's mission in research, innovation and technology transfer is complemented by a concern for linkage with research areas with societal impact.

The research topics included in the Annual Operational Plans of the faculties are part of the scientific areas of the bachelor, master and/or doctoral fields and respond to the needs and requirements of the economic and social environment, ([Annex UO - III.3.1.7](#)).

The research activity, planned within each faculty, is carried out within the framework of national or international funded projects, within the framework of research contracts requested by the socio-economic environment, as well as within the framework of projects foreseen in the internal research plans of the departments.

Members of the academic community enjoy full autonomy in the choice of research topics within the areas of research assumed by the UO strategy, research methods and tools/equipment.

III.3.1.2. Implementation and results of the research

University of Oradea pays particular attention to respect for academic integrity and ethical norms in scientific research. In this regard, there is a *Code of Ethics and Academic Deontology of the University of Oradea*, annex to the fundamental constitutive document of the University - the University Charter - elaborated in accordance with international and national regulations and norms, [UO Internal Regulations](#), *Code of Ethics and Deontology of the UO* ([Annex UO - II.1.1.5](#)), in which chapter VIII is dedicated to specific aspects of research activity.

From an organizational point of view, there is a *University Ethics Committee* ([Annex UO - II.1.1.10](#)), which operates at central level, which examines ethical and deontological issues in accordance with the regulations mentioned above.

All final year papers, at all levels, contain an originality assurance form. This certification is obtained by using the anti-plagiarism software offered by **SemPlag** University, by downloading this program free of charge by accessing the link: <https://uefiscdi-direct.ro/semplag/>.

In the case of doctoral theses, the support is conditional on obtaining an anti-plagiarism opinion from the Doctoral School, "*Procedure for the evaluation of doctoral students*", ([Annex UO - III.3.1.8](#)) where there is a software for checking the similarity **Sistemantiplagiat.ro**.

A Research Ethics Committee has been set up for research bioethics issues, which operates on the basis of its own procedure "*Research Ethics Committee Procedure*" ([Annex UO - III.3.1.9](#)) and endorses all projects involving such issues. The *rules of organization and functioning of the R&E Ethics*

Committee are presented in ([Annex UO - III.3.1.10](#)). The composition of the central DTA Ethics Committee and the Subcommittees of the Faculty DTA Ethics Committees are presented in ([Annex UO - III.3.1.11](#)).

Out of a total of 217 doctoral theses defended in the last five years ([PhD Thesis Support](#)), at IOSUD-UO level, there are only 2 doctoral theses that have been invalidated, without the right of reworking and resuming the public support process, at the level of the General Council of the CNATDCU, which represents a percentage of 0.92%, less than 5% of the theses publicly defended during the evaluation period.

To support its research activity, the University of Oradea uses various sources of funding, both from its own funds and from attracted sources, such as grants and non-reimbursable funded projects, both domestic and international, as can be seen by analyzing the report of the analysis made by Web of Science based on the Funding Agencies criterion with reference to articles indexed in the period 2019-2023. This *analysis made by Web of Science* can be found in ([Annex UO - III.3.1.12](#)).

The resources allocated to the research activity carried out in the UO come mainly from research projects attracted because of winning nationally funded competitions (FP III, FP IV, FDI, etc.), international funding (Horizon 2020, EEA, EU-GREEN, HU-RO, etc.), projects obtained through internal competitions (CC, INO1, INO2) and from research projects funded by third parties.

Out of the total of 208 projects carried out in 2019-2023, a total of **40** projects are **research** projects of which: **12** in national competitions, **13** in international competitions and **15** projects with third parties. In the period 2019-2023, **97** projects with national funding and **15** projects with international funding were carried out.

As far as third-party projects are concerned, in recent years the UO has strengthened its position as a local and regional provider of privately funded research, with **96** such projects.

Among the most important grant-funded projects implemented over time, we mention:

- **5** Horizon projects (as partner);
- **43** Interreg projects (18 - leader, 25 - partner);
- **181** projects financed by Structural Funds with national application (126 - leader, 55 - partner).

In accordance with the legislation in force, the UO has a separate record of research funding, research projects and research results, the data being presented in **Table III.3.1.1.1**.

Table III.3.1.1.1. Evidence of research funding

	2018	2019	2020	2021	2022	TOTAL
Research income (lei)	1,629,055	1,041,051	462,086	976,922	2,233,768	6,342,882
External programmes income (lei)	1,020,649	1,902,917	1,006,372	446,293	2,752,641	7,128,872
IDF research income	91,000	192,974	259,507	276,320	259,967	
TOTAL	2,740,704	3,136,942	1,727,965	1,699,535	5,246,376	13,471,754
Average exchange rate	4.6535	4.7452	4.8371	4.9204	4.9315	
Research income (eur)	350,071	219,390	95,530	198,545	452,959	1,316,495
External programmes income (eur)	219,329	401,019	208,053	90,703	558,175	1,477,279
FDI research income(eur)	19,555	40,667	53,649	56,158	52,716	
TOTAL	588,955	661,077	357,232	345,406	1,063,850	2,793,774

The sources of funding included in the budget to ensure that the research activity is carried out in optimal conditions are the following:

- Funding of academic scientific research in state higher education institutions, starting in 2021:

Order / year	Order No 3747/2021	Order No 3126/2022	Order No 3721/2023
Value received by UO	1.564.833	2.140.080	2.649.580

- Income from research projects;
- Income from services rendered;

- Revenues from projects run through EU programmes.

The constant concern of the University of Oradea for the implementation of its development strategy, and in particular its research strategy, is reflected in the continuous increase of the funding for university scientific research allocated by the *Methodology on the funding of university scientific research in state higher education institutions, national competition*.

Quality assessment in scientific research is also carried out through annual evaluation and/or self-assessment reports of the research activity, within the scientific committees of the faculties/departments, and through internal audit. The UO produces annual reports assessing research results according to the indicators of additional excellence funding. Thus: quality of human resources (FAC), impact of scientific activities, artistic creations/sports performances, performance of scientific activities.

For quality assurance, all research centres are periodically evaluated on the basis of a specific procedure, developed in accordance with the CNCS criteria "*Procedure for the evaluation of research centres*", "*Internal audit sheets for the period 2019-2023*" are presented in ([Annex UO - III.3.1.13](#)). Research centres are posted on the university website under the link [Research centres](#).

Aware of the particular importance of research activity in characterizing the quality and performance of the university, the University of Oradea has provided a series of measures to *evaluate and stimulate research performance*. The results concerning the stimulation of research performance are presented in ([Annex UO - III.3.1.14](#)).

The UO's research centres have a public profile on the [EERTIS platform \(European Research Infrastructure System\)](#), a platform that has brought together most of the public research infrastructures in Romania, ensuring the transparency of the UO's research infrastructure. On this website are posted the most important UO research laboratories, their facilities, research topics/areas, services offered and research staff serving these laboratories, in line with [Open Science at UO](#).

The aim of research, in addition to generating knowledge, is to generate **innovation and technology transfer**, thus contributing to development and progress in both the economic and social environment. In this sense, University of Oradea has made it a priority to develop innovation and technology transfer activity by:

- **development of the material base:**

- 6.6 million investment in the infrastructure of a new [Science and Technology Park](#), including buildings and equipment. This project is promoted through a partnership between Bihor County, the University of Oradea, Parcuri Industriale Bihor S.A. and Bihor Science and Technology Park S.R.L., with Bihor County as project leader.

- 6.4 million investment in the infrastructure of a new [Technology Transfer Centre for smart industries](#). This is an investment of the University of Oradea, consisting of: a 3-storey building with a usable area of 1621,04 sqm; 4 fully equipped laboratories, specific to the fields of smart specialization, ICT and Production Technologies, as follows: Manufacturing Laboratory; Automation Laboratory - Robotics; Industry 4.0 Laboratory; Quality Laboratory.

- **the allocation of staff dedicated** to these activities within two structures, one accredited and one in the process of accreditation:

- accredited - Technology Transfer Centre - CCT, established in 2007 as an entity within the National Centre for Geothermal Research;

- under accreditation - Technology Transfer Centre of the University of Oradea - Smart Industries, established in 2021 as a structure within the University of Oradea;

- **Involving university researchers** in innovation and technology transfer contracts with the socio-economic environment through two internal calls for projects within the university. The budget allocated to the two calls is 1,422,000 lei, which comes from the state budget and the university's own funds. A total of 48 projects were funded through these two calls.

- **Research projects**

The research project proposals target priority areas in line with the National Strategy for RDI and Smart Specialization 2022-2027:

Institutional ROI - University of Oradea 2024

Areas of smart specialization	Areas addressing societal challenges
<ul style="list-style-type: none"> • Bioeconomy • Digital economy and space technologies • Energy and mobility • Advanced manufacturing • Advanced functional materials • Environment and eco-technologies • Health - prevention, diagnosis and advanced treatment 	<ul style="list-style-type: none"> • Digitization, industry and space • Climate, energy and mobility • Food, bioeconomy, natural resources, biodiversity, agriculture and environment • Health • Culture, creativity and inclusive society • Civil security for society

The management of RDI projects is governed by a specific procedure presented in ([Annex UO - III.3.1.15](#)). It is also procedure *Recording and accounting of the results of the RDI activity and recording them in the financial accounting records* in ([Annex UO - III.3.1.16](#)) and *Operational procedure on the monitoring of publicly funded projects/grants* ([Annex UO - III.3.1.17](#)).

The projects financed from the Institutional Development Fund (IDF) have included, since 2019, a component dedicated to supporting research of excellence in universities, which has allowed the UO to access this type of projects and attract resources to provide elements of maintenance of equipment/instruments in research centres and even develop elements of infrastructure at the level of these research groups "*Projects financed from the IDF*" ([Annex UO - III.3.1.18](#)).

For the period 2021-2025, increasing the visibility of the University of Oradea in the field of research and innovation is a sustainable development goal achievable through the participation of academic staff in the EU research and innovation framework programmes - *Horizon Europe* (2021-2027), "*Horizon 2020*" and "*Horizon Europe*", in the Joint Programming Initiatives (JPI), in the European *Innovation Partnerships (EIP)*, in other European and international bi- and multilateral initiatives, programmes, organisations and conventions.

A summary of the projects funded, both from European non-reimbursable funds by operational programmes and from specific research programmes with external or internal funding, for the period 2019-2023 is indicated below:

- *projects submitted in 2019-2023* - ([Annex UO - III.3.1.19](#));
- *projects implemented in 2019-2023* - ([Annex UO - III.3.1.20](#));
- *projects financed by economic operators in the period 2019-2023* - ([Annex UO - III.3.1.21](#));
- *projects with a value of more than 100.000 euro carried out in the period 2019-2023* - ([Annex UO - III.3.1.22](#)).

The annual situation of the amounts attracted from external sources associated with European operational programmes, research programmes and contracts with the socio-economic environment is presented in ([Annex UO - III.3.1.22.1](#)).

The allocation of projects by programme type is presented in ([Annex UO - III.3.1.23](#)).

An important role in RDI activity is played by contracts with the local socio-economic environment, which ensure the transmission of knowledge to and direct interaction with economic sectors. To facilitate this activity, a project for the creation of a science park "*Science Park Bihor*" is in progress, implemented through a joint venture contract between the Bihor County Council, the University of Oradea and the company "*Parcuri Industriale Bihor S.A.*".

An important part of scientific research is carried out within the Doctoral Schools, under the double coordination of the *Council for Doctoral Studies* and the faculties to which the Doctoral Schools are attached. The training of new researchers attending doctoral studies is carried out in the university's doctoral schools.

The University of Oradea is an Organizing Institution for *Doctoral Studies (IOSUD-UO)* operating under the provisions of the *Code of Doctoral Studies* and the *Institutional Regulations for the organization and conduct of doctoral programs*. Thus, at the level of IOSUD-UO there are 7 accredited doctoral schools, with 20 accredited scientific fields, with 118 affiliated doctoral coordinators. From 2019 to date (December 2023), 222 PhD theses have been completed at IOSUD-UO.

To facilitate access to international literature, journals and magazines, the UO has joined the Anelis Plus network, thus enabling members of the university community to use the available electronic information and documentation resources.

A relevant indicator of the **quality of research** carried out at the University of Oradea is the position in the rankings published annually by **Nature Index**. As can be seen in ([Annex UO - III.3.1.24](#)) - *Nature Index - Institutions - Tables 2019-2023* , out of a total of 66 existing universities in Romania, less than one third of them are indexed by Nature Index, and of these the University of Oradea is every year present in the **top 10 universities in Romania**. The positions occupied by the University of Oradea in the last 5 years are:

- year 2023 - out of 66 universities, 20 are indexed, and the University of Oradea ranks **8th**;
- 2022 - out of 66 universities, 15 are indexed, and the University of Oradea is **ranked 9th**;
- 2021 - out of 66 universities, 16 are indexed, and the University of Oradea ranks **5th**;
- 2020 - out of 66 universities, 19 are indexed, and the University of Oradea ranks **6th**;
- 2019 - out of 66 universities, 18 are indexed, and the University of Oradea ranks **9th**;

In terms of the efforts made for **internationalization**, they have paid off, as can be seen from the top 10 co-authors of articles indexed by Web of Science in the period 2019-2023, a top that includes two research institutions from outside Romania.

Books published by national and/or international publishers recognised by the NCATDCU, chapters in books , etc., are presented in ([Annexes UO III.3.1.25](#); [III.3.1.26](#); [III.3.1.27](#); [III.3.1.28](#)) for the period evaluated.

By prioritising the **promotion of sustainable development**, the UO aims to contribute to the achievement of as many of the *Sustainable Development Goals* as possible, as defined by the United Nations , (**Figure III.3.1.1**).

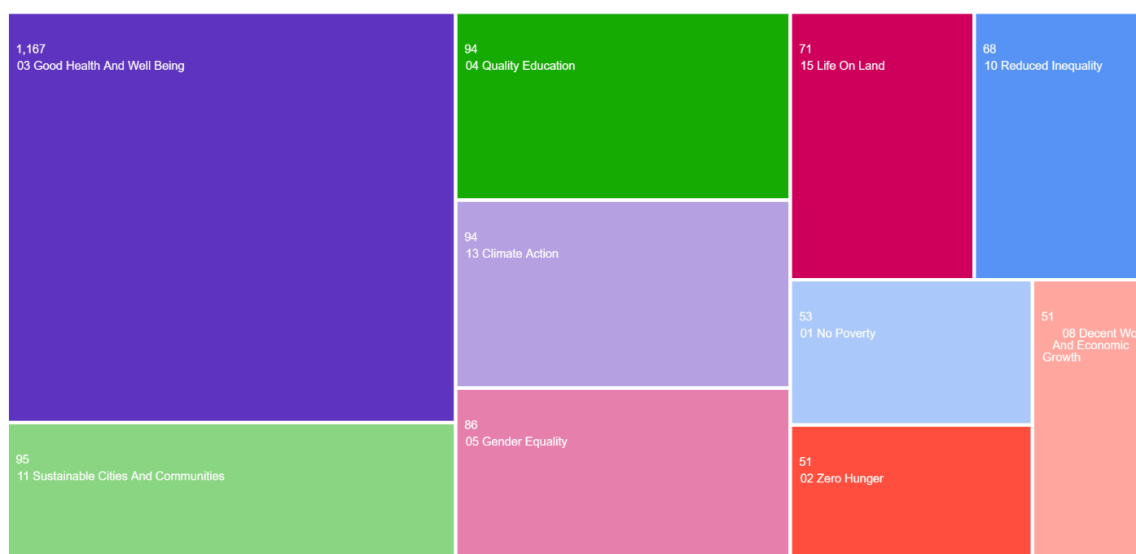


Figure III.3.1.1. Correspondence of Web of Science indexed articles in 2019-2023 with the Sustainable Development Goals (SDGs)

This concern for sustainable development can be seen in **Figure III.3.1.2.** which shows the dispersion of articles indexed by Web of Science in the period 2019-2023, more details can be found in the analysis based on the Sustainable Development Goals criterion in ([Annex UO - III.3.1.12](#)) - *Web of Science analysis*.

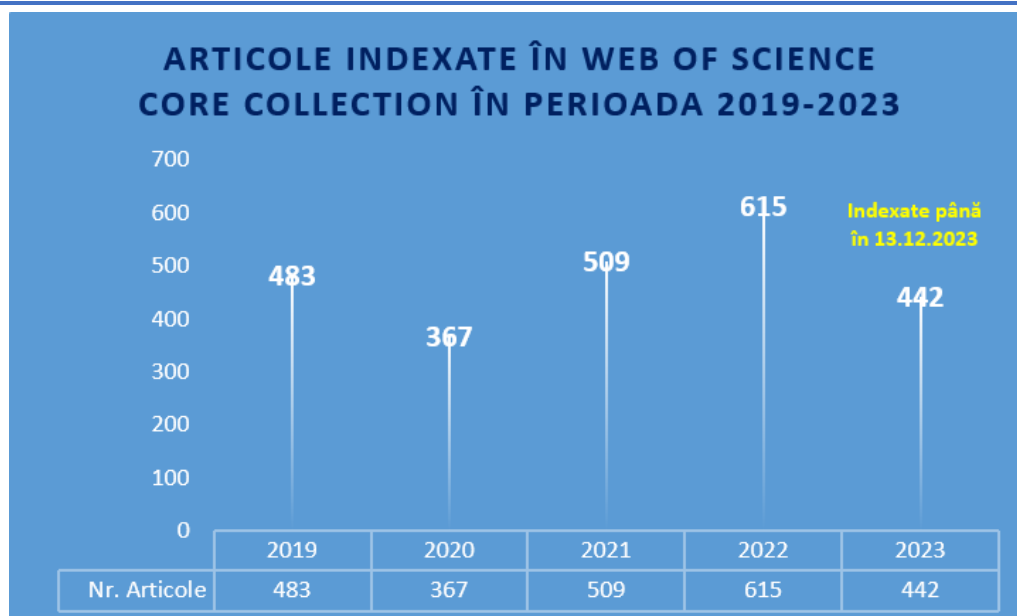


Figure III.3.1.2. Number of papers indexed in *Web of Science - Core collection* between 2019 and 2023

Within IOSUD-University of Oradea, at the level of each doctoral school there are mechanisms to exploit the results of doctoral studies in accordance with the specific field (e.g. technology transfer, products, patents in the case of exact sciences; products and services in the case of social sciences and humanities; festivals, competitions, recitals, sports competitions; cultural and artistic commissions in the vocational field; presentations at national and international conferences, publication of research results in national and international publications, involvement of doctoral students in the development of research and development projects, etc.) Details are given in ([Annex IOSUD - III.2.1.6](#)).

75. The results of scientific research are focused on the most relevant indicators of the specific CNATDCU criteria for the existing research fields in the University of Oradea.

A total of **2416 papers** were indexed in the **Web of Science - Core collection** between 2019-2023. In the **trend analysis of the articles indexed in Web of Science - Core collection during 2019-2023**, it can be seen that the research activity was influenced by the Covid-19 pandemic. However, it should be emphasized that with the decrease in the intensity of the pandemic, research activity has recovered, even significantly exceeding the values reached before the pandemic, thus in 2022 there was **an increase of 27%** compared to 2019. As regards the activity of 2023, it should be noted that this only includes publications indexed until 13.12.2023, but by analysing the period in which the check is made, the estimated duration of indexing of certain publications and the number of papers published and accepted for publication, we can state that *the upward trend is maintained*.

The evolution graph of the number of indexed articles is highlighted in **Figure III.3.1.3.** and details of the annual figures can be found in ([Annex UO - III.3.1.29](#)) - *No indexed articles Web of Science - Core collection 2019-2023*.

Of the 2416 indexed papers, the largest share is of the "Article" type, which is 1579, as can be seen in **Figure III.3.1.3**. More details on the structure of the types of indexed papers can be found in ([Annex UO - III.3.1.12](#)) - *Web of Science analysis*.



Figure III.3.1.3. Structure of the types of publications indexed in Web of Science in 2019-2023

The fact that the University of Oradea carries out a very varied research activity can easily be seen by analyzing the distribution of indexed publications using the following criteria:

- Web of Science Index;
- Web of Science Categories (**Figure III.3.1.4**);
- Research Areas.

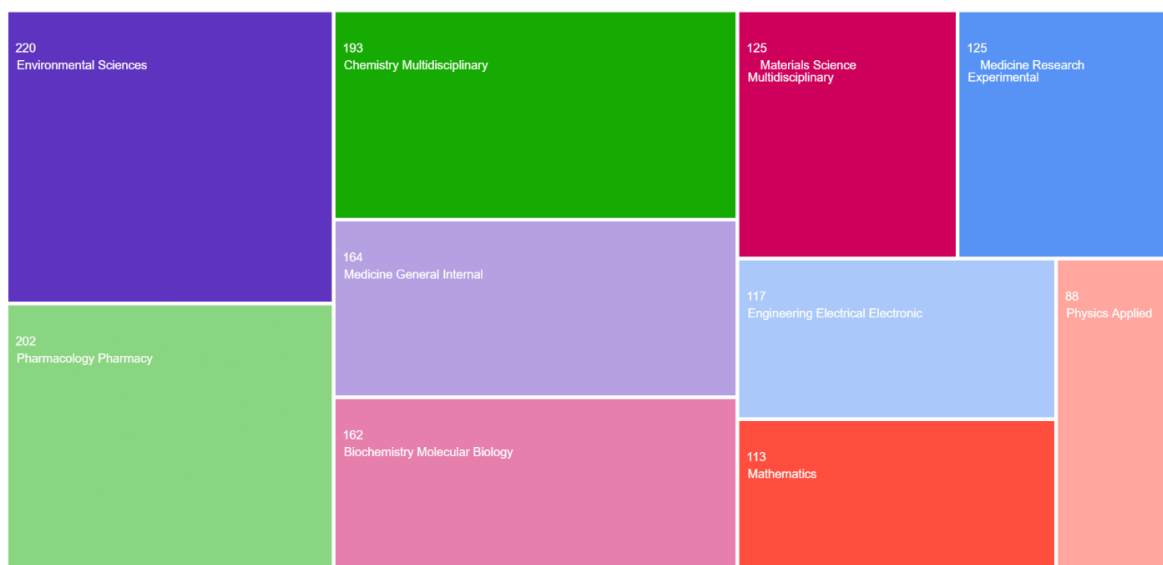


Figure III.3.1.4. Distribution of indexed publications by Web of Science categories in the period 2019-2023

All these categorisations, mentioned above, can be found in ([Annex UO - III.3.1.12](#)) - *Web of Science analysis* and following the analysis criteria proposed by Web of Science.

The constant concern of the University of Oradea for the implementation of its development strategy, and in particular its research strategy, is happily reflected in the **performance indicators**, especially in terms of the number of **citations indexed by Web of Science**. Thus in the period 2019-2023, **a total of 14,587 citations were indexed**, of which the number of citations without considering self-citations is **11,795** , (**Figure III.3.1.5**).

Another indicator is the **Hirsch index calculated by Web of Science**, which is **45** at the University of Oradea.

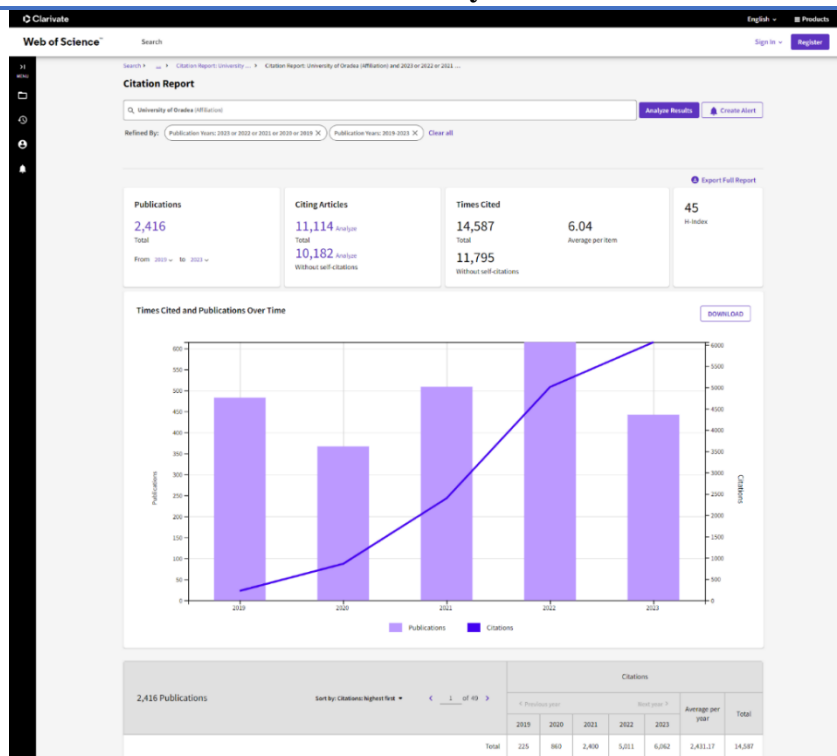


Figure III.3.1.5. Evolution of citations superimposed on the evolution of the number of works indexed in Web of Science, between 2019-2023

In addition, to demonstrate the constant **increase in the quality of research activity** at the University of Oradea, we mention that, if in 2019 the University of Oradea registered 225 citations indexed Web of Science, in 2023, a year that is not yet completed, it will register a number of 6,062 citations, which represents **an increase in 2023 of 2,694% compared to 2019**.

III.3.1.3. Exploitation of research results

The most representative research results are those indexed in the ISI Web of Science database. In [Annex UO - III.3.1.29](#) - Number of articles indexed in Web of Science - Core collection 2019-2023 and **Figure III.3.1.2** - Number of papers indexed in Web of Science - Core collection from 2019 to 2023, a summary of the ISI indexed outputs is presented.

These studies have been recognized in the scientific communities of the fields, being cited according to **Figure III.3.1.5** - Evolution of citations superimposed on the evolution of the number of papers indexed in Web of Science, from 2019 to 2023.

In addition to these, there are several articles not included in the ISI database but indexed in international databases (BDI) - 1376 articles ([Annex UO - III.3.1.30](#)) - Articles in BDI indexed journals ([Annex UO - III.3.1.31](#)) - Articles published in non-indexed journals - 190 articles.

Another category of achievements is represented by books published in international publishing houses - 52 books ([Annex UO - III.3.1.25](#)) and books published in national publishing houses - 357 books ([Annex UO - III.3.1.26](#)). Also in this category are Chapters of books published in international publishers 177 presented in ([Annex UO - III.3.1.27](#)) and Chapters of books published in national publishers 288 presented ([Annex UO - III.3.1.28](#)).

Patenting is an essential component of RDI activity and is regulated by an internal procedure "Procedure for obtaining patents, variety patents, utility models and trademarks at the University of Oradea" ([Annex UO - III.3.1.32](#)). The record of the University's patents for the reporting period is presented in ([Annex UO - III.1.1.33](#)).

Awards obtained at various national and international events (teachers and students) for the period 2019-2023 ([Annex UO - III.3.1.34](#)). The number of awards obtained in the period 2019-2023 are presented in **Table III.3.1.1.2**.

Table III.3.1.1.2. Number of awards obtained in 2019-2023

Period assessed	2019	2020	2021	2022	2023
Number of awards	58	30	39	62	88

The University of Oradea supports student involvement in research through participation in professional competitions based on scientific papers or research results. The work carried out for the period 2019-2023 is presented in ([Annex UO - III.3.1.35](#)).

An important activity, with a role in increasing the visibility of the university, is the dissemination of results in conferences with national or international participation organized at the University of Oradea.

The University of Oradea organizes annually the Scientific Week of the University, which presents all scientific events / events related to all research areas ([Annex UO - III.3.1.36](#)).

Since 2013 the University of Oradea is a traditional partner of the *European Researchers' Night*, an event under the auspices of the European Union through the Horizon 2020 Programme, through which the Research Centres of the faculties can present the results of their projects and research activities (<https://www.uoradea.ro/Managementul+Cercet%C4%83rii>).

In 2019-2023 the University of Oradea, through its faculties, organized more than 250 congresses, conferences, scientific sessions, thematic events, symposia and summer schools with international or national participation. The communications are published in various specific forms (volumes of recognized scientific publications, volumes of scientific journals or magazines indexed in databases, volumes of conferences/symposia, special issues of scientific journals, etc.).

III.4. FINANCIAL ACTIVITY

III.4.1. Budget and accounting

III.4.1.1. Income and expenditure budget

The University of Oradea has an annual budget approved by the Senate and the Chief Authorising Officer.

The structure of the revenue and expenditure budget for 2022 is presented in ([Annex UO - III.4.1.1](#)).

For the elaboration of the Budget, the executive management of the University of Oradea is assisted by the Council for Material and Financial Resources (CRMF) and the Directorate of Economics (DE). The Budget is approved by the Board of Directors and the Senate of the University of Oradea. All changes in the annual budget structure are submitted to the CRMF and the Board of Directors and to the Senate for approval, after which they are submitted to the Chief Authorising Officer for approval. The provisions of the approved Income and Expenditure Budget are strictly adhered to.

The structure of the revenue budget for 2022 and the implementation of the budget as at 31 December 2022 are shown in ([Annex UO - III.4.1.1](#)).

The share of salary expenditure in the total budget reasonably provides for the financing of other operating expenditure.

For the elaboration and budgetary execution of staff expenditure, rules for correlating salary rights with the level of quality and efficiency of educational processes have been established by the *Procedure for the elaboration and execution of the income and expenditure budget* ([Annex UO - III.4.1.2](#)).

The statements of the expenses incurred for the payment of salaries at the University of Oradea for the year 2022, in relation to the total payments, respectively the statement of investments and expenses made from own revenues, are presented in ([Annex UO - III.4.1.1](#)).

Since the previous evaluation, the internal rules concerning the financial activity of the institution have been developed and updated. The *procedure for the implementation of the revenue and expenditure budget* has been updated and the revenue and expenditure budget has been introduced down to departmental level. The *Procedure for the justification, collection and recording of fees related to the educational process* ([Annex UO - III.4.1.3](#)) has also been updated. The application of these regulations has led to an increase in the rigour and efficiency of the financial-accounting processes, with a positive impact on the other processes within the university ([Annex UO - III.4.1.4](#)).

III.4.1.2. Accounting

The University of Oradea has its own financial-accounting department established under Law 82/1991 Accounting Law and Law 500/2002 Public Finance Law. The Financial Accounting Department operates within the Economic Department and carries out its activity on the basis of the *Regulation of organization and functioning of the Economic Department* approved by HS no. 18/2021 ([Annex UO - III.4.1.4](#)).

The University of Oradea organizes and manages its own accounting, i.e. financial accounting and management accounting, as well as the preventive financial control activity (in accordance with the documents circuit and the internal decision for the delimitation of competence limits) within the Financial Accounting Department.

The Financial Accounting Department, through its work, ensures the measurement, evaluation, knowledge, management and control of assets, liabilities and equity, as well as the results obtained from the work carried out; it also provides information on the execution of the income and expenditure budget, the assets under management and the annual execution account.

The accounting activity is computerized, using specialized computing techniques and software systems for: financial-accounting records, budget execution, collection management, computer applications that allow the quantification of income and related costs for each activity carried out within the institution, informing the management and timely reporting of data required by various institutions, ensuring financial balance and establishing directions for action in real time.

81. The accounting activity is computerized using ERP software applications as follows:

- EMSYS HR & Payroll - in the field of human resources management and payroll;
- EMSYS Financial - in the field of financial management of the institution;
- EMSYS Budgetary - for declaring and tracking revenue and expenditure budgets by chapters, budget sub-chapters, titles, articles, expenditure line items, financial statement reporting;
- Uniweb - the module for collecting fees and tracking own revenue.

The Economic Directorate employs 22 people, coordinated by the Economic Director. Both the Economic Director and the Chief Accountant have a higher degree in economics. Within the Economic Directorate there is a preventive financial control department where 3 people with expertise in this field work.

Student and doctoral student fees are established in accordance with the *Procedure for the justification, collection and recording of fees related to the educational process*, approved by H.S. no. 54/2023 with subsequent amendments and additions ([Annex UO - III.4.1.3](#)), based on average tuition costs, are correlated with budgetary subsidies by field, are reviewed and updated annually in the Councils of Faculties and Departments, endorsed by the Board of Directors and validated by the Senate.

Fees are made known to the beneficiaries of educational services (students and PhD students) by publication on the University of Oradea website (<https://www.uoradea.ro/Taxe+de+scolarizare>) and by posting on the premises of the faculties/departments.

III.4.1.3. Audit and public accountability

At the University of Oradea, the internal audit function is set up at the level of its own structure and is carried out within the Internal Public Audit Office.

The Internal Public Audit Office is subordinated to the Rector of the University of Oradea, being assured the necessary independence to carry out the internal audit activity, in order to objectively evaluate the dysfunctions found and to formulate appropriate recommendations to solve them. Together with the *Regulation of organization and functioning of the Internal Public Audit Office* - ([Annex UO - III.4.1.5](#)), the Internal Audit Charter is the official document that presents the mission, competence and responsibilities of the internal audit <https://www.uoradea.ro/display1453>.

According to Article 3 para. (2) of Law no. 672/2002, republished, as amended, the scope of internal public audit includes all activities carried out within public entities to achieve their objectives, including the assessment of the management control system.

In accordance with the provisions of Article 15 of the Law no.672/2002 on internal public audit, republished, as amended, of the H.G. no.1086/2013 for the approval of the General Rules on the exercise of the internal public audit activity and of the sub-paragraph 2.4.1 of the Order no.5509/2017, the annual planning includes the assignments to be carried out during a year, taking into account the result of the

risk assessment and the available audit resources. The selection of internal public audit assignments for inclusion in the Annual Plan was based on the following elements:

- risk assessment associated with different structures, processes, activities, programmes/projects or operations;
- signal criteria and deficiencies previously identified in audit reports;
- missions recommended by the U.C.A.A.P.I.;
- periodicity in the audit, at least every 3 years;
- audit types;
- available audit resources (auditors, time, financial resources).

The annual plans have been approved by the Rector of the University. If necessary, the Annual Audit Plan was updated by the Internal Public Audit Plan Amendment Report, approved by the Head of the entity ([Annex UO - III.4.1.6](#)).

The Internal Public Audit Office of the University of Oradea prepares annually a Report on the internal public audit activity, in accordance with the provisions of art. 13, letter f) of the Law no. 672/2002, republished, it was sent to the superior hierarchical body and to the Court of Accounts in accordance with the provisions of art. 42 paragraph 2 of the Law no. 94/1992 on the organization and development of the specific activities of the Court of Accounts and posted on its website <https://www.uoradea.ro/Birou Internal Audit Annual Reports>.

The annual/quarterly financial statements and audit reports of the Chamber of Auditors are posted on the institution's website.

The annual/quarterly financial statements and the reports of the Economic Directorate are examined by the Financial Resources Board, the Board of Directors and the Senate and are translated into decisions of the Board of Directors and the Senate respectively on the implementation of financial measures to ensure financial balance and development strategy.

All audit reports of the Court of Auditors as well as the Annual Public Report of the Internal Public Auditors are published on the University of Oradea website ([Public Interest Information](#) and [Public Audit Office - Annual Reports](#)).

In recent years, the transparency of financial-accounting and human resources activities has increased substantially both through its own regulations approved by Senate resolutions and through the introduction of best practices, and the level of transparency of financial-accounting and budget execution activities is now normal.

IV. QUALITY MANAGEMENT

IV.1. STRATEGIES AND PROCEDURES FOR QUALITY ASSURANCE

IV.1.1. Structures and policies for quality assurance

IV.1.1.1. Organization of the internal quality assurance system

The *Department for Quality Assurance (DQA)* is the executive and advisory structure within the UO, coordinated by a director, with the mission to create and develop the Quality Assessment and Assurance System, to coordinate, evaluate/audit and follow up the implementation and continuous improvement of the quality of all university activities, resulting from the need to implement and develop a QAS based on national and international best practices, in accordance with the legislation in force. The *Regulation of the Quality Assurance Department* is presented in ([Annex UO - IV.1.1.1](#)).

The quality assurance system implemented at the UO has clearly defined objectives, policies and procedures to promote an internal culture of quality assurance of educational and advanced research processes. The University of Oradea aims to continuously improve educational effectiveness and supports the implementation of an institutional quality culture by developing a performance-based and competitive quality management system.

At the institutional level, the *Central Commission for Quality Assessment and Assurance (CCEAC)* and *Quality Commissions at Faculty/Department level* operate, which undertake complementary and applied actions for the implementation and development of a quality culture at UO level. The *Regulation of the Central Commission for Quality Assessment and Assurance (CCEAC)* is presented in ([Annex UO - IV.1.1.2](#)). The composition of the CCEAC committee is presented in the Annex ([Annex UO - IV.1.1.3](#)).

The management team of the UO and the entities of its structure, considers that *the assurance and continuous improvement of quality* is a pressing necessity in the fulfillment of the assumed mission and, equally, a tool to increase the efficiency of the processes of promotion of the university.

At the UO level a decentralized management system of quality assurance is in place at the level of department, faculty, university and administrative entities, but integrated within a Total Quality Management (TQM-UO). The quality management implemented up to the level of *Total Quality Management (TQM)*, aims to develop the quality culture at the whole university and considers all activities of the academic community, ensuring the application of criteria and methodologies for assessment, auditing and implementation of actions to increase the competitiveness of the University of Oradea. The quality of student-centered education will remain a major concern, in our vision, the student is not a simple service seeker, but an active partner of the academic community of Oradea, being also involved in quality assurance actions.

The Quality Management System, described in the *Quality Manual* ([Annex UO - IV.1.1.4](#)), provides a guarantee for the achievement of the objectives contained in the *Strategic Plan of the University of Oradea* ([Annex UO - II.1.1.8](#)), the *Annual Operational Plan* ([Annex UO - II.1.2.20](#)) and in the *Programme of Policies, Strategies and Actions on Quality* ([Annex UO - IV.1.1.5](#)) and complies with ARACIS standards.

Currently, the quality management system is implemented by:

- The *Quality Assurance Code* regulates the implementation, evaluation and control of quality at the University of Oradea, with the aim of coordinating efforts to increase the quality of educational processes and advanced research. Quality principles and policies are applied throughout the academic community and in relations with stakeholders ([Annex UO - IV.1.1.6](#)).

- The *Central Commission for Evaluation and Quality Assurance (CCEAC)*, is an advisory commission to the Rector, constituted according to GEO no.75/2011, and operates based on a regulation of organization and functioning endorsed by the Board of Directors and approved by the University Senate ([Annex UO - IV.1.1.2](#)). CCEAC takes all necessary steps to implement all quality policies and practices at UO level, monitoring their application at faculty level;

- The *Centre of Excellence in University Quality Management (CQ)*, is a consultative and lucrative structure at the University of Oradea level, formed by UO teaching staff having the quality of ARACIS expert evaluator, the teaching position of professor/lecturer and ARACIS expert evaluator students (Bachelor/Master/Doctorate), who have requested to participate in quality management activities, with the mission to contribute to the implementation of the "*Specific Standards for External Academic Quality Assessment in Bachelor, Master and Doctoral Degree Programmes*". The *QEx* is managed and administered by the Director of the DAC. The *QEx* Centre is organized and operates based on an internal regulation approved by the Board of Directors and the University Senate. The regulation and composition of the *QEx* is presented in ([Annex UO - IV.1.1.7](#));

- *Faculty/departmental quality committees* have a quality management role at the level of the academic entity, taking complementary and applied actions to implement and develop a quality culture at UO level;

- The *Commission for Evaluation and Quality Assurance (CEAQ)*, a permanent commission of the SUO, has a control and monitoring role for the SEAQ. The CEAQ rules are presented in ([Annex UO - IV.1.1.8](#));

- The *Internal Auditors Corps (IAC)* is an independent body set up within the UO, made up of appropriately trained academics (professors/ associate professors /lecturers). It is coordinated by the DAC and is composed of UO academic staff (professors/ associate professors /lecturers) with appropriate training who have requested to participate in the internal assessment/audit activities. *IAC* members are endorsed by the UO Board of Directors and approved by the UO Senate. The rules and composition of the *Internal Audit Body* are presented in ([Annex UO - IV.1.1.9](#)).

The work of CCEAC, CEAQ and DAC is carried out in accordance with national and internal regulations.

Specific quality management activities within the UO can be viewed on the website: [Quality Management](#).

Within IOSUD - UO, procedures for internal quality assurance monitoring have been developed and implemented ([Annex IOSUD - III.2.1.7](#)) as well as internal quality assurance policies in accordance

with the following regulations:

a) Scientific activity of PhD supervisors with reference to:

- Ministerial order certifying the award of the status of doctoral/doctoral supervisor ([Annex IOSUD - III.2.1.8](#));
- Affiliation to a Doctoral School operating within IOSUD_UO.
- Meeting the minimum necessary and mandatory standards for the conferral of teaching titles in higher education and professional degrees in research and development, for the teaching degree of university professor, in accordance with the specific annex of the doctoral field, according to OMEN no. 6129_2016, at the date of the evaluation. In this regard, each PhD teacher/professor affiliated to the IOSUD_UO will submit the Standards Compliance Sheet ([Annex IOSUD - III.2.1.9](#)), on the date of application, whenever necessary, but at least once every 5 years;
- Internationally visible scientific activity through submission of Web of Sciences or ERIH indexed publications in journals with impact factor or other achievements of relevance to the field ([Annex IOSUD - III.2.1.10](#));
- The subjects in the doctoral programme are taught by teachers and researchers who are doctoral/doctoral supervisors, professors/CSIs or university lecturers/CSIs with proven expertise in the subjects taught;
- The supervision committees are made up of PhD supervisors or university lecturers/CSIs in the field of the doctoral thesis, specialists in the research topic of the doctoral thesis;
- The extent to which PhD supervisors assigned to a doctoral field of study continue to be scientifically active, obtaining at least 25% of the score required by the CNATDCU standards in force, based on the scientific results of the last 5 years ([Annex IOSUD - III.2.1.11](#)).

b) the infrastructure and logistics needed to carry out the research, with reference to:

- Quality of teaching materials made available to doctoral students;
- Access of doctoral students to the material, didactic and research base of IOSUD_UO;
- Access of PhD students to electronic documentary information resources through the acquisition of full text databases/platforms and bibliographic and bibliometric databases;
- PhD students really benefit from advice and mentoring from PhD supervisors, who have established a consultation programme and other mentoring/consulting mechanisms (including use of e-mail, e-learning platforms, personal pages, etc.);
- The existence, equipment and use of research laboratories with the equipment and logistics specific to the field, necessary for carrying out the scientific work of doctoral students at the highest standards. To this end, the audit sheets of the laboratories must be submitted in accordance with the provisions of the Procedure for the Establishment and Evaluation of Teaching Laboratories (SEAQ_PE - U.04) or proof of registration of the laboratory on the ERRIS platform must be provided;
- Existence, equipment and use of the Research Centres with the specific equipment and logistics necessary to carry out the scientific activity of PhD students at the highest standards. In this regard, the Research Centre Presentation Document accompanied by the Validation from the UO Senate ([Annex IOSUD - III.2.1.12](#)) will be submitted, in accordance with the provisions of the Procedure for the Establishment, Evaluation and Ranking of Research Centres (SEAQ-PE-U.03);
- Notifying doctoral students about the opportunities to participate in national and international scientific conferences and communications, by posting them on the doctoral school website, dedicated platforms (<https://doctorat.uoradea.ro/ro/evenimente/conferinte>);

c) the regulations and procedures under which doctoral studies are organized with reference to:

- Regulations of the University of Oradea on the organization and conduct of doctoral studies and postdoctoral programs;
 - Regulations for the organization and functioning of doctoral schools;
 - Regulation on the organization and conduct of the process of obtaining the habilitation certificate;
 - Regulation on the granting and revocation of membership of the IOSUD-UO School of Management
 - Operational procedure for the evaluation of doctoral students (SEAQ_PO_CSUD_04);
- At the same time, these procedures are continuously implemented at IOSUD - UO level.

Thus, with reference to:

a) the scientific activity of the PhD supervisors is evaluated annually, each PhD supervisor drawing up a *file with the minimum CNATDCU standards in force in accordance with the Procedure for the evaluation and quality assurance of teaching staff and study subjects*. Based on this evaluation, the SSC may take the decision to affiliate/disaffiliate a PhD supervisor in accordance with the regulations laid down in the *Regulations on the granting and revocation of the membership of the IOSUD-UO PhD*, respectively with those laid down in the *SD Regulations*.

b) the infrastructure and logistics necessary to carry out the research activity, it is evaluated in accordance with the *Procedure for the establishment and evaluation of laboratories* and the *Operational Procedure for the evaluation and internal monitoring of doctoral schools/doctoral fields within IOSUD_UO*. One measure taken as a result of the evaluation was the decision to introduce representative research laboratories within the evaluated PhD field on the ERRIS platform.

c) the procedures and subsequent rules on the basis of which doctoral studies are organized are regularly reviewed in the light of legislative changes and the need for continuous improvement of activities at level III of studies.

d) social and academic support (including participation in various events, publication of articles, etc.) and counselling services available to doctoral students.

At IOSUD level, the University of Oradea provides the beneficiaries of educational services with a range of social, cultural and sports facilities: accommodation, canteen, sports centre, counselling services.

Academic support services are provided through:

- Inform doctoral students about opportunities for international mobility within the framework of various projects (Erasmus+, AUF, etc.)
- Inform PhD students about opportunities to disseminate research results at various conferences, journals;
- Financial support for the publication of articles in ISI indexed journals.

UO actively promotes a culture of quality at all levels, with mutual respect in the student-teacher relationship. The way students are assessed is done in accordance with the methods and criteria set out in each subject's description and are presented in the first hour of teaching activity by the person in charge of the subject "*System procedure for the initiation, approval, monitoring and periodic evaluation of study programmes*" ([Annex UO - III.2.1.3](#)). For the resolution of students' complaints and appeals regarding the quality of educational processes there is a methodology regulating the way of examination and marking ([Annex UO - IV.1.1.10](#)).

IV.1.1.2. Quality assurance policies and strategies

At the University of Oradea quality assurance policies and strategies are implemented taking into account the Quality Manual and the Quality Assurance Code.

There is a "FREEMOVER" regulation for international student mobility which clearly specifies the conditions under which a student can participate in these mobilities ([Annex UO - IV.1.1.11](#)). For short-term mobility there is a methodology for the recognition of credits obtained in other institutions ([Annex UO - IV.1.1.12](#)).

The working procedures at deanery and rectorate level regarding the definitive mobility of students from one university to another, within the University of Oradea, between faculties/programmes of study or from one form of education to another are stipulated in the *Operational Procedure on the monitoring of students' academic mobility* ([Annex UO - IV.1.1.13](#)).

Short-term mobility is regulated by the *Regulation on the implementation of the Erasmus+ programme* ([Annex UO - IV.1.1.14](#)). The UO recognises credits obtained under the Erasmus+ Regulation.

At the UO level, the *Quality Policy, Strategy and Action Programme*, the *Annual Report on the Quality Policy, Strategy and Action Programme* ([Operational Documents](#)) and the *Annual Quality Report* ([Annex UO - IV.1.1.15](#)) are prepared annually, approved by the Senate and posted on the University of Oradea website.

The main activities carried out by the SEAQ components to implement quality management in the OU are:

- a) Development and annual update of SEAQ documents: methodologies, regulations and procedures;
- b) Coordination and participation in the preparation of Internal Evaluation Reports for the external evaluation of ARACIS;
- c) Annual elaboration of PPSAC, RPPSAC ([Operational Documents](#));
- d) Annual elaboration of the Programme for the development of the internal management control system and the SCIM Report ([Annex UO - IV.1.1.16](#)) [SCIM](#);

e) Coordination and participation in the preparation of the Institutional Self-Assessment Report.

In the known national context and in the internal context mentioned above, in order to improve quality, UO has the following objectives:

- a) Participation in internal and external evaluation processes to improve quality management ([Internal Audit Files](#));
- b) Increase the accuracy and usefulness of the internal regulatory framework (regulations, procedures, methodologies);
- c) Establishment and maintenance of the database on the quality of educational services for the evaluation of performance indicators for all areas;
- d) Regular internal evaluation of each study programme and scientific research activity;
- e) Promote an efficient and rigorous management system based on the principles of university autonomy;
- f) Through systematic and permanent actions the BoA and the Senate aim to promote a culture of quality at the UO;
- g) **To** increase the quality of students' university life in terms of *education, scholarships, personal life and student community*.

IV.2. PROCEDURES FOR THE INITIATION, MONITORING AND PERIODIC REVIEW OF PROGRAMMES AND ACTIVITIES CARRIED OUT

IV.2.1. Approval, monitoring and periodic evaluation of study programmes and diplomas corresponding to qualifications

IV.2.1.1. Existence and application of regulations concerning the initiation, approval, monitoring and periodic evaluation of university study programmes

Two procedures have been established for the approval, monitoring and periodic evaluation of Bachelor and Master study programmes:

- *Procedure for the initiation, approval, monitoring and periodic evaluation of study programmes*, ([Annex UO - III.2.1.3](#));
- *Procedure for the development and approval of curricula*, ([Annex UO - III.2.1.1](#)).

The two procedures clearly stipulate the purpose, responsibilities, steps to be taken, eligibility conditions and quality requirements to be imposed on study programmes and curricula as an essential component of study programmes.

The bachelor and master study programs run at the University of Oradea are in accordance with the nomenclature approved at national level by *Government Decision* ([Annex UO - IV.2.1.1](#)).

The programmes run by the Department for the Preparation of Teaching Staff (DPPD) have been evaluated and validated, and the "distance learning (ID)" programmes are also accredited following the ARACIS external evaluation carried out in 2021, with the exception of the "*Economic Engineering in Mechanical Engineering - ID*" degree programme which is included in the 2024 institutional evaluation.

In the period between two evaluations established by the Romanian Agency for Quality Assurance in Higher Education - ARACIS, the study programmes are periodically reviewed and monitored by the programme coordinators, in consultation with specialist representatives from the socio-economic environment and the faculty management, to correspond to the dynamics of the university and professional qualifications market.

In order to facilitate the documentation of candidates and students with reference to the educational offer of the University of Oradea, a Study Guide has been elaborated at the level of the university and of each faculty, which presents the defining elements of the study programs that the faculty runs, namely: mission, competences, curriculum, subject sheets, study program completion.

The UO carries out internal evaluations of study programmes in order to prepare the IRR for provisional operating authorization / accreditation/periodic evaluation, i.e. of research centres, teaching and research laboratories and, when the situation so requires, of curricula.

The Internal Audit Body operates at the level of the institution and carries out internal evaluation activities. Thus in the period 2019÷2023, they carried out the following internal evaluation activities: 69 internal audits for bachelor degree programs, 44 internal audits for master degree programs, 22 doctoral fields (17 in 2021 and in 2022 - 2 accreditations and 3 after Aracis visits), 203 internal audits for bachelor curricula and 84 for master, 25 internal audits for research centers, 6 internal audits for postgraduate programs, with visible results in increasing the quality of educational and research processes.

A summary of the internally and externally evaluated study programmes is presented in ([Annex UO - IV.2.1.2](#)).

IV.2.1.2. Correspondence between diplomas and qualifications

Degree programmes are designed in accordance with the requirements of the university qualification to provide graduates with opportunities for employment and professional and personal development and are subject to periodic review to ensure consistency with current and prospective labor market needs. The UO monitors the careers of its graduates by applying, at university level, the "*Operational Procedure on the Monitoring of Graduate Career Paths*" (<https://www.uoradea.ro/display12555>). The CCSC-UO provides a detailed report annually for all degree programmes. This report is presented annually to the Board of Governors and forwarded to the faculties to propose solutions for improvement. Study programmes are designed and developed according to the System Procedure for the initiation, approval, monitoring and periodic evaluation of study programmes ([Annex UO - III.2.1.3](#)), with consultation and involvement of employers in the field and students.

The diplomas issued are in line with university qualifications and the learning outcomes are set out in the diploma supplement.

The UO ensures that educational qualifications are harmonized with labor market requirements, that they correspond to qualification levels and that a university curriculum is designed on the basis of the professional skills required on the labor market. To this end, the UO has submitted to the ANC for validation and registration in the RNCIS all study programmes that go through the periodic review process. In order to adapt quickly to labor market requirements/dynamics, the UO organises postgraduate courses for "niche" qualifications.

At UO level, the structure and content of the study programmes are periodically reviewed, following consultation with employers, graduates and students, following similar programmes at other universities in the country and in Europe and considering the "Classification of occupations in Romania - basic group level, according to the International Standard Classification of Occupations ISCO 08". Regular monitoring and review of study programmes is carried out by the committees for quality assessment and assurance at faculty/department level and by the Quality Council. Each study programme is designed taking into account learning outcomes, seen as a set of knowledge, skills and/or competences that a person has acquired or is able to demonstrate after completion of the learning process, the requirements of the university qualification and the dynamics of the labor market, and has defined general and specialist competences ([Annex UO - III.2.1.1](#)) and ([Annex UO - III.2.1.3](#)).

IV.3. OBJECTIVE AND TRANSPARENT PROCEDURES FOR ASSESSING LEARNING OUTCOMES

IV.3.1. Assessment of students

UO has a "*Methodology for examining and marking students during the bachelor's and master's degree programmes*", which is applied rigorously and consistently ([Annex UO - IV.3.1.1](#)). In the UO the assessment method (exam, colloquium, mid-term check) is written in the Syllabus ([Annex UO - III.2.1.1](#)) and is made known to the students through the Study Contract. The accessibility and promotability requirements, as well as the acquired competences (professional and transversal) are written down in the Subject Sheet ([Annex UO - III.2.1.3](#)) and are communicated to the students at the beginning of each semester by the subject holder.

The examination timetable (written test, oral test or written and oral test) in the winter, summer or autumn sessions is set for each subject and posted on the noticeboards and websites of the faculties for the study programmes being run.

The examination must be carried out by the teacher who taught the subject, assisted by the teacher who conducted the seminars or practical work or by another specialist teacher.

The structure of the final mark, reflecting the weighting of the activities during the course and the tests taken in the examination, is recorded in the subject sheet and is communicated to the students by the subject holder at the beginning of each semester.

Learning outcomes are measured through pass rates and completion rates of studies.

Student assessment results can be viewed by students in the Uniweb application, sub-application Stud Info (<https://studinfo.uoradea.ro/>).

In accordance with the *Methodology for Examination and Grading of Students during bachelor's and master's Degree Programmes*, the results of examinations, colloquia and tests can be contested. The provisions of this methodology are implemented through specific procedures: assessment of students' knowledge and professional work in seminars, check papers during the semester, laboratory activities/tests, projects, homework, colloquia/exams. All these are in accordance with the European Credit Transfer System (ECTS) and are applied based on the "*Regulation on students' professional activity under the European Credit Transfer System*" ([Annex UO - III.1.1.11](#)).

IV.3.1.2. The design of teaching and learning integrates subject and curriculum review

The design of teaching activities is oriented towards integrating summative assessment, so that students provide continuous feedback in the activities. Depending on the specifics of each study programme, students produce independent work, which is analysed and discussed in face-to-face meetings, thus contributing to the rigorous acquisition of knowledge.

All rights and obligations concerning student assessment and examination passability are stipulated in the "*Regulation on student work under the European Credit Transfer System*" ([Annex UO - III.1.1.11](#)) and in the "*Methodology of examination and marking of students during bachelor and master study programmes*" ([Annex UO - IV.3.1.1](#)).

The UO also has the necessary tools for credit accumulation and transfer ([Annex UO - III.1.1.11](#)).

The assessment methods used are diverse and encourage critical thinking, creativity, teamwork, case studies. The forms of assessment of knowledge are: exams, collocations, mid-term checks, tests according to the curriculum of each study programme. All these are recorded in the subject sheet, which is communicated to students at the first meeting with the subject teacher.

For all study programmes, the formative (continuous) assessment carried out throughout the teaching activity and aimed at providing feedback on the quality of the instructional-educational activities is carried out using modern methods, techniques and tools offered by the UO e-learning platform (<https://e.uoradea.ro/>), with a balance between the final assessment and the mid-term examinations during the semester.

The assessment of knowledge in the subjects set out in the syllabus takes the form of a written or oral examination, a test, a grid test and a practical test. The examinations/lectures/checks are held on the days and in the rooms set by appointment, in the presence of at least two teachers, one of whom must be the subject holder.

IV.4. PROCEDURES FOR PERIODIC ASSESSMENT OF THE QUALITY OF THE TEACHING STAFF

IV.4.1. Quality of teaching and research staff

IV.4.1.1. Correlation between the number of teaching staff and students in relation to the field and the specificities of the study programmes

In the academic year 2023-2024, the UO employs 868 full professors and 276 associate professors and has 12,415 students enrolled in undergraduate programs, 2,963 in master's programs and 571 in doctoral programs. To ensure the quality of education, the average ratio between the total number of students (bachelor, master and doctoral) and the total number of full professors at the UO is 18.37.

The teaching and research structure at UO level is designed in such a way that the ratio between

the number of teaching posts and the number of students is at an optimal level for all study programmes.

Staff lists are drawn up annually and teaching posts and the number of posts is determined taking into account the curricula and study groups. Teaching and research duties are quantified in conventional hours and are determined according to the "*Operational procedure for the elaboration and approval of staff function statements*" ([Annex UO - IV.3.1.2](#)).

Within each faculty and for each study programme, due to its specificity, comparisons are made with universities in the country and abroad, following which decisions are taken on hiring or promotion, to ensure the quality of the educational and research processes.

The management of the UO and the faculties aim to achieve an optimal ratio between the number of teaching staff and the number of enrolled students, harmonization achieved by establishing the enrolment figure, the policy for filling vacancies, the annual operational plan and the training strategy for teaching staff, according to the criteria imposed by the legislation in force.

In order to maintain the high quality of teaching, learning and assessment as well as research, the UO evaluates itself against other universities at home and abroad, applying fair, non-discriminatory and transparent principles of evaluation.

IV.4.1.2. Peer review

Peer evaluation is organized once a year (in January), according to the "*Operational procedure for the evaluation of teachers' professional activity and the evaluation of study subjects*" ([Annex UO - III.2.1.13](#)). Peer evaluation is an essential component of the regular evaluation of teachers and is regular and compulsory. Peer assessment is carried out by completing questionnaires, which are reviewed in departmental meetings. The information gathered in the peer review focuses on aspects of professional ethics and personal qualities in relation to the members of the team. The Head of Department formulates conclusions which are submitted to the Faculty Evaluation and Quality Assurance Committee for consideration. The data are included in the centralised form of the multi-criteria evaluation.

IV.4.1.3. Evaluation of teaching staff by students

Evaluation by students is compulsory and is carried out every semester, based on the questionnaire for the evaluation of teachers' work by students, according to the "*Operational procedure for the evaluation of teachers' professional work and the evaluation of study subjects*" ([Annex UO - III.2.1.13](#)). There is an obligation for regular evaluation of teachers by students as an important component in forming a correct opinion about the professional and moral performance of each teacher. The overall performance coefficient (K_G) of the teacher is calculated with the relation: $K_G = K_A + K_S + K_C$, where: K_A is the coefficient of evaluation of individual professional performance, according to the grid imposed by the Minimum necessary and mandatory standards for the conferral of teaching titles in higher education, professional degrees in research and development, the quality of doctoral supervisor and the habilitation certificate, drawn up by the CNATDCU; K_S - is the coefficient of evaluation of teaching staff by students; K_C is the coefficient of performance regarding the activity in the department / faculty / university. The results are presented and discussed with the members of the department and reviewed and approved in the Faculty Council. The evaluation ensures confidentiality when students complete the questionnaires.

Evaluation of teachers by students is compulsory but voluntary for students. The primary data obtained from the questionnaire is processed by the coordinator nominated by the Faculty Council, who manages the database, processes the evaluation questionnaires and draws the final conclusions. The final conclusions are analysed and evaluated by the Faculty Board and kept by the Faculty Evaluation and Quality Assurance Committee. The evaluation data are confidential. The evaluation results are centralised by the Head of Department and discussed individually with each faculty member. The conclusions of these analyses inform the formulation of policies on the quality of teaching.

IV.4.1.4. Evaluation by managers of the organizational structures of the higher education institution

At the beginning of each year, teachers self-evaluate and submit to the department the self-evaluation sheet, according to the "*Operational procedure for the evaluation of the professional activity of teachers and the evaluation of study subjects*" ([Annex UO - III.2.1.13](#)). The purpose of this procedure

is that:

- each teacher to carry out their self-evaluation in a unified and objective way;
- students to express their views on the performance of teachers;
- colleagues and the department director to express their opinion on the work of each member of the department through a collective assessment based on uniform criteria;
- to have students and peers evaluate the study subjects;
- evaluation of individual professional performance of teaching staff for the activities in the job description, according to the standards set out in this procedure, ranking of teachers, grouped by teaching grades, according to performance, information support for promotions, restricting the reduction of activities, etc.;
- identify changes needed in subject descriptions and curricula.

The self-evaluation and annual evaluation forms are designed to include several performance criteria (teaching activity, research, professional prestige, activity with students, activity in the academic community), in direct relation with the CNATDCU standards related to the specific field of the teaching staff.

After confirmation of the self-evaluation form by the department director and evaluation in the department, the results of the evaluation are approved in the Faculty Council meeting.

IV.4.1.5. Conditions for the proper conduct of teachers' work

For the smooth running of the learning and research process, resources are acquired to contribute to the development of the academic infrastructure, in line with the UO strategy.

The UO has a Department for the Preparation of Teaching Staff (DPPD) which provides initial and continuous psycho-pedagogical training for teachers, which also benefits from the services of the Centre for Interdisciplinary Research "Education-Culture-Society" (CCIECS) within the DPPD and the Laboratory for analysis, research and formulation of innovative and effective teaching/learning strategies (<https://dppd.uoradea.ro/ro/>). Teaching and teaching assistants are encouraged to participate in national and international mobility, through the ERASMUS+ programme. The UO provides professional development opportunities for teachers by facilitating participation in various training courses and programmes, such as postgraduate specialisation courses.

The UO supports the scientific activity of academics by rewarding excellent research resulting from high impact publications. The ([Annex UO - III.2.1.9](#)) centrally presents the training activity for the professional development of academic staff.

IV.5. ACCESSIBILITY OF ADEQUATE LEARNING RESOURCES

IV.5.1. Learning resources and student services

IV.5.1.1. Availability of learning resources

The university has a modern biobliothèque, equipped with bibliographic material and the necessary infrastructure to provide optimal access to documentation resources.

The Library of the University of Oradea - central building, with a total area of 7.800 sq.m on the 5 levels of the building, has:

- 5 reading rooms, with an area of 2,389.80 sq.m;
- 5 warehouses, with an area of 994.21 sqm;
- 12 individual study rooms for students and teachers - 3rd and 4th floor;
- conference room with 100 seats - ground floor.

University of Oradea Library Branch at the Faculty of Environmental Protection:

- 1 reading room, with an area of 35 sqm;
- 1 warehouse, with an area of 50 sqm.

Briefly, the documentation resources available are as follows:

• a collection of publications of more than 382,918 bibliographic units - on 31.10.2023: books, journals, doctoral theses, STAS, patents, CDs, DVDs, phonograph records, posters, which have been fully digitized and entered the library's database through the Softlink Liberty library software⁵. The evolution of the library's printed book holdings is presented in ([Annex UO - IV.5.1.1](#));

- The Softlink Liberty5 program allows users to quickly and efficiently document and the OPAC's online search system identifies these publications in the library's database;
- the library branch has a collection of 15,745 bibliographic units - on 31.10.2023, from specific fields and an OPAC item with the possibility of retrieving the entire library collection in a computerized system;
- access to multidisciplinary databases/platforms and bibliographic/bibliographic databases:
 - during 2017-2022, to specialized databases subscribed through the Anelis Plus project: "National electronic access to scientific literature to support the research and education system in Romania": ScienceDirect Journals; SpringerLink Journals; ProQuest Central; Scopus; Clarivate Analytics (Web of Science, Journal Citation Reports, Derwent Innovation Index).
 - between 2023-2025, to specialised databases subscribed through the Anelis Plus project: "Access to scientific literature and open access publishing": ScienceDirect Journals; SpringerLink Journals; ProQuest Central; Cambridge Journals; Scopus; Clarivate Analytics (Web of Science, Journal Citation Reports, Derwent Innovation Index).

The higher education institution provides appropriate learning resource conditions for students with special needs. As stated in Art.94. of the UO Charter, the University of Oradea pays special attention to supporting students with learning and adaptation difficulties or disabilities. From the time of accommodation in the dormitories, the University tries to prioritize them by granting special rooms, exemptions or fee reductions ([Annex UO - IV.5.1.2](#)). In all renovated buildings there are access ramps for students with locomotor disabilities.

There is an Office for visually impaired or blind students at UO (within the FSSU), set up in collaboration with the Travelling Book Foundation and Orange, through which this category of students benefits from adapted courses (enlarged/transformed into Braille). A Disability Lab has also been set up with equipment and software to facilitate access to learning for students with disabilities: Software for people with special needs (provided with voice in Romanian and can be installed on a computer, it allows access to all the usual functions of a computer: using the operating system, reading and writing documents, reading books, surfing the internet, reading and writing emails, communicating on Facebook, Skype, Messenger or InstantBird.), Screen magnifier and reader software module (Provides screen magnification, but with voice synthesiser), Braille tablet + scorer, Optelec Compact Mini electronic magnifier, large print keyboard, Braille typewriter, Stand-alone reading tool with excellent voice output, Tactile chart tool, Braille printer, Assistive laptop ([Annex UO - IV.5.1.3](#)).

The DIGITAL UO project tries to use and adapt learning resources to support the work of students with disabilities (there are two digital resource experts for students with special educational needs coordinating this activity).

The EU GREEN University Alliance has a special work package (WP7) Access, Diversity and Inclusion, coordinated by the UO, which aims at better inclusion of students with disabilities and beyond.

IV.5.1.2. Student services

The University of Oradea provides its beneficiaries with a series of social, cultural and sports services: accommodation, canteen, sports centre, counselling services, etc. The Social Service is an administrative structure within the University, coordinated by the Vice-Rector responsible for the management of student and social services.

In the academic year 2023-2024, the UO had a capacity of 1,435 accommodation places in the four dormitories (**Table IV.5.1.1**).

Table IV.5.1.1. Accommodation spaces of the University of Oradea in the academic year 2023-2024

Crt. no.	Space name	Number of seats	Location
1	C1 dormitory	468 seats	University Campus 1 University Street - Own
2	C2 dormitory	466 seats	University Campus 1 University Street - Own
3	C3 dormitory	300 seats	25 Poieniței Street-rented from the City Hall
4	C4 dormitory	201 seats	University Campus 1 University Street - Own
	Total capacity	1435 places	

From semester 2 of the academic year 2023-2024 the accommodation capacity will be increased by the completion of the new dormitory C4 with a total of 197 beds.

From the academic year 2024-2025, 2 dormitories will be handed over to the students and are

under construction. Dormitory C1_1 with a capacity of 246 places and dormitory C2_1 with a capacity of 218 places.

The degree of satisfaction of the accommodation requests registered from the students was 70%. The accommodation of students in the dormitories is limited to the places allocated to each faculty, according to the share of the number of students in budget and average funded education.

Student accommodation is regulated by the *University of Oradea Framework Regulation on accommodation in student dormitories*, ([Annex UO - IV.5.1.2](#)).

Three of the student dormitories are located on the central campus of the university, thus facilitating student access to the university's material base (faculties, library, sports hall, gymnasium, sports base, etc.). The fourth dormitory is in the city, operating in a space rented from the Municipality of Oradea. All four dormitories are equipped with appliances (refrigerators, electric cookers, microwaves, washing machines) designed to increase the students' living comfort.

The student canteen has a capacity of 230 seats. Representatives of the UO management, together with the students, monitor compliance with the university's requirements regarding the food supply and services offered to students and employees.

Students also benefit from accommodation and meal services, both during their internship and for extracurricular activities at the university's teaching base in Stâna de Vale. The teaching base Gaudeamus - Stâna de Vale has a capacity of 58 accommodation places and its own canteen.

The Student Medical Office provides preventive and curative medical care to the students of the University of Oradea, with a primary care physician and two main nurses.

Student associations operating within the UO

Within the UO, 16 student associations are active and have benefited from UO support, both in terms of project / event spaces and accommodation services ([Annex UO - IV.5.1.4](#)).

The Career Counselling and Service Centre (CCSC) is a specialized department of the UO, which aims to facilitate the access of students/graduates to the labor market. The activity of the centre is managed on the basis of the *Regulation of organization and functioning of the CCSC* (<https://www.uoradea.ro/display6022/>) and is aimed at the application of *OM 650/2014 for the approval of the Framework Methodology for the organization and functioning of career counselling and guidance centres in the Romanian higher education system*.

The services offered by the CCSC have been selected to meet the career counselling needs of students (bachelor and master) and to maintain ongoing links with the labor market by facilitating the connection between students, graduates and employers.

The CCSC provides career counselling and guidance services for UO students and alumni, as well as specific workshops to increase employability and handles the relationship between the university and alumni.

IV.6. INTERNAL QUALITY ASSURANCE DATABASE SYSTEMATICALLY UPDATED

IV.6.1. Information systems

IV.6.1.1. Databases and information

The IT system of the University of Oradea aims to facilitate the flow of information in the university, support decision-making processes and optimize the use of information resources.

The architecture of the hardware infrastructure of the communication networks within the UO is shown in **Figure IV.6.1.1**.

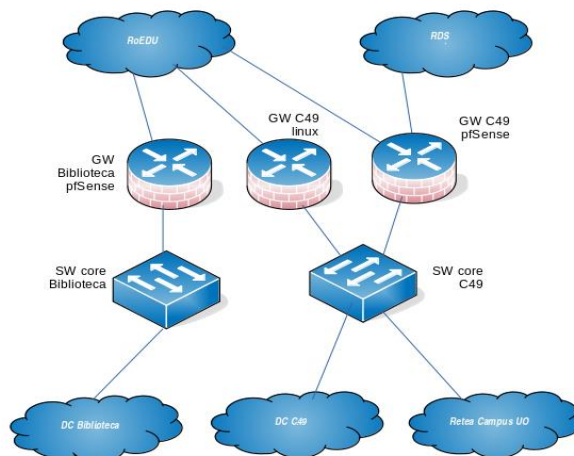


Figure IV.6.1.1. UO infrastructure architecture

The two data centres of the University of Oradea host the racks with the equipment shown in ([Annex UO - IV.6.1.1](#)).

A total of 20 physical servers are hosted in DC C49, and 9 physical servers are hosted in DC Library. Virtualization is performed on these machines for a total of 50 virtual servers. The UO site structure is shown in ([Annex UO - IV.6.1.2](#)).

The computerization of educational, research, documentation and operational processes at UO level is based on the use of dedicated software based on proprietary databases, among which we mention:

1. **UNIWEB**, information system implemented for the management of the educational process - uses Oracle database, accessed through PHP program modules structuring the Uniweb application.

It is an application used for the management of the educational process - it manages information about students, catalogues, grades, curricula for study programs, tuition fee situation, function statements, etc.;

2. the **Moodle e-learning platform** (accessible at: <https://e.uoradea.ro>) - is set up for the student learning groups of all UO undergraduate, master's and doctoral courses, as well as for UO teaching staff. The platform is used for the online delivery of teaching materials related to the courses being taught, and can also be used for in-service verification activities, or even examinations (if applicable). The link between this and the Microsoft 365 platform (used for authentication) is implemented, thus also allowing the scheduling of online student meetings - on Teams.

The platform is also used to manage research and communication activities within them. The record of ongoing research projects can be viewed at:

<https://e.uoradea.ro/course/index.php?categoryid=70>.

3. Access to **Microsoft, Amazon, Oracle and Matlab** academy operating resources.

The University of Oradea benefits from a license with full access to all Matlab modules for all members of the academic community (teachers, students, etc.) who have an institutional address on the uoradea.ro domain (ending with uoradea.ro).

Access and installation is via the Matlab web page, accessible at:

<https://la.mathworks.com/academia/tah-portal/universitatea-din-oradea-31624992.html/>

or <https://www.mathworks.com/>. Installation details can be found on a dedicated page of the University of Oradea at: <http://matlab.uoradea.ro/>.

4. **EMSYS**, HR and accounting software - uses Oracle databases. Moodle LMS e-learning platforms - based on a MySQL database;

5. **Softlink Liberty5**, library automation system - based on a Microsoft SQL database, it is a library automation system for public, university, specialized or consortium libraries operating a WAN.

Liberty5 is an Internet / Intranet application incorporating state-of-the-art programming concepts and includes the following facilities: acquisitions, cataloguing, MARC interface, holdings, inventory, serials, circulation, membership, selective information dissemination, inter-library loan, online catalogue, system administration, reports and statistics. In addition, the system has special facilities for interconnecting libraries or branches of the same institution, as well as for cataloguing and remote access to electronic resources. Liberty5 complies with European/international standards for library systems

(MARC, Z39.50, SIP2, etc.) as well as the EU GDPR directive;

6. **Microsoft 365 CMS**, used as a collaborative platform for students and student communication - operates on the Microsoft cloud platform. Its AD service is used to integrate SSO access across the UO's educational information systems.

Through the A3 programme to which the UO subscribes, offline access is provided for all UO students.

Bachelor, Master and Doctoral students have access to the Microsoft 365 desktop package, which contains several programs: Word, Excel.... which can be installed on the local computer.

You need to go to <https://www.office.com> where you can log in with the data used for Teams, e.g. demo.user@student.uoradea.ro.

7. **Zimbra**, used for the email server.

8. **Joomla**, WordPress and TikiWiki used for websites.

9. **Nextcloud**, used for internal cloud management.

10. In addition to these databases, the UO uses/accesses national and international databases resulting from projects where the UO is a partner (e.g. www.joburi-absolventi.edu.ro) or cloud computing databases (www.uoradea.ro/Alumni).

At UO, the titles of the bachelor's degree, dissertation and doctoral theses are registered at the level of each faculty and the names of the graduate and the scientific supervisor are indicated.

IV.7. TRANSPARENCY OF PUBLIC INFORMATION REGARDING UNIVERSITY STUDY PROGRAMS AND, AS APPLICABLE, CERTIFICATES, DIPLOMAS, AND QUALIFICATIONS OFFERED

IV.7.1. Public information

IV.7.1.1. Public information offer

The UO provides students and the public with information about qualifications, degree programmes, diplomas, teaching and research staff using the UO website (<https://www.uoradea.ro/>), which provides current and accurate quantitative and qualitative information and data about faculties, providing access on their web pages, about study programmes, degrees, teaching and research staff, facilities offered to students, libraries, admissions, student accommodation, UO functional departments, international relations, events, tuition fees, learning resources, postgraduate programmes, staff training programmes, mobility, study departments, UO Senate, partners, competitions, quality assurance, scholarships, summer courses, student associations, structural fund projects and other matters of public interest.

The information provided publicly by the UO is comparable, quantitatively and qualitatively, with that provided by universities in the European Higher Education Area. The UO ensures transparent management by publishing on the website all the decisions of the UO Senate ([Senate Decisions](#)) and of the Administrative Council ([CA Decisions](#)), the UO Annual Status Reports ([UO Status Annual Report](#)), the UO Annual Internal Quality Assessment Reports ([UO PPSAC Report](#)), regulations, methodologies and system and operational procedures, etc.

The results obtained by the students during their studies are certified by the transcript of records, and upon completion of their studies, all graduates are issued with a Diploma Supplement, according to the "*Regulation on the regime of study documents and university documents*" ([Annex UO - IV.7.1.1](#)).

IV.8. FUNCTIONALITY OF EDUCATION QUALITY ASSURANCE STRUCTURES IN COMPLIANCE WITH THE LAW

IV.8.1. The institutional structure for quality assurance in education complies with the legal provisions and operates on a permanent basis

IV.8.1.1. The Commission shall coordinate the implementation of quality assessment and quality assurance procedures and activities.

In the UO operates SEAQ, whose main tasks are outlined in the *Quality Assurance Code for Education and Research Processes at the University of Oradea* [Quality Assurance Code](#)

The Quality Management System is presented extensively in the [Quality Manual](#) and provides a guarantee for the achievement of the objectives contained in the *Strategic Plan of the University of*

Oradea, the Annual Operational Plan and the Quality Policy, Strategy and Action Programme and complies with ARACIS standards. All evaluation procedures and activities concerning the quality of education are approved by the UO Senate.

Currently, a decentralised quality assurance management system is in place at university, faculty, department and administrative entity level, but integrated within a Total Quality Management (TQM) framework.

At the central level, the Central Commission for Quality Assessment and Assurance (CCEAC) coordinates the implementation of quality assessment and assurance procedures and activities and annually draws up a *Programme of Quality Policies, Strategies and Actions, the Report on the Programme of Quality Policies, Strategies and Actions*, which are endorsed by the BoA, approved by the Senate and published on the University website ([Operational Documents](#)). The *Report on Quality Assurance in the UO* is presented in ([Annex UO - IV.1.1.15](#)).

At UO level, internal procedures are continuously updated based on proposals for quality improvement in line with best practice in the field. Following the ARACIS external evaluation for each individual study programme, a plan of measures is drawn up to improve the indicators of the quality of the teaching process. Monitoring of the degree of fulfilment of the plan of measures is carried out midway between two ARACIS visits by 2 experts from the Centre of Excellence (QEx). The report of the committee is posted on the [Monitoring plan of measures](#) website.

All the work carried out at UO level is geared towards affirming education as a public good and satisfying public trust. In this respect, the quality assurance policy applied within the UO is constantly linked to actions promoted at international level. Within the UO the quality of educational and scientific research services is ensured through planning of educational service provision activities; monitoring of teaching and scientific research processes; internal evaluation of the results of teaching and scientific research processes; external evaluation of the results of teaching processes; continuous improvement of the educational and scientific research services offered.

The TQM implemented by the UO ([Quality Manual](#)) involves the definition and application of specific internal procedures for the development, monitoring and periodic review of teaching and scientific research processes, with the aim of continuous improvement of results, in line with the evolving requirements of customers and other stakeholders and changes in applicable regulations.

UO management is responsible for updating and implementing the quality policy and objectives, maintaining TQM compliance with the reference standards.

Quality assurance procedures at the UO are subject to continuous improvement with the aim of adapting to best practice in quality areas through regular review.

To improve the quality of education, UO collaborates with other universities or institutions in the country or abroad to implement measures to increase the quality of education and to adopt best practices in the field.

IV.9. REGULAR EXTERNAL QUALITY ASSURANCE

IV.9.1. The higher education institution undergoes regular external quality assurance

The UO has been institutionally evaluated by the Romanian Agency for Quality Assurance in Higher Education (ARACIS), receiving the [ARACIS Certificat High Confidence](#) rating.

At IOSUD level, it was evaluated in 2021 also by the Romanian Agency for Quality Assurance in Higher Education (ARACIS).

The University of Oradea complies with the legal provisions on external evaluation on a cyclical basis, at the level of study programmes, master's field, doctoral field. Each study programme, being within the cycle of external evaluation, according to the legal provisions.

V. SWOT ANALYSIS

Strengths

- The UO's *academic reputation* consists of promoting excellence in education and research, the university's national and international ranking and the transfer of innovative technologies through research projects.
- *Global networks*. Partnerships with other universities and institutions globally provide opportunities for collaboration, exchange programmes and a diverse learning environment. The University of Oradea is a European University, member of the European consortium EU GREEN.
- *Excellence in research* by offering opportunities for research, development and innovation, the existence of a system of incentives for performance especially in research, by rewarding the results of research activity, collaborative relations with the national and international scientific environment.
- *The quality of student-centered education* is a major concern, the student is not a mere service seeker, but an active partner of the academic community of Oradea, being also involved in quality assurance actions, research projects, volunteering and student associations.
- *Ensuring equal opportunities and effective integration into social life* for people with special educational needs, disabilities, from disadvantaged backgrounds, national minorities and international students.
- *Diversified academic programmes*. The extensive academic program offers attracts many students and satisfies a wide range of academic interests. The University of Oradea is a comprehensive university, with well-structured and up-to-date academic programmes (including teaching in international languages), a three-level Bachelor-Master-Doctorate university education based on ECTS.
- *Qualified and experienced teaching staff* who, by optimally linking teaching with research and innovation, contribute to promoting an educational process focused on learning outcomes in line with society's needs, experience and tradition in specific fields of education and research.
- *Modern infrastructure and facilities*. The facilities including laboratories, library and research facilities, modern infrastructure, increased digitization in the processes carried out in the university enhance the learning and research experience of the students.
- UO's *modern, integrated, sustainable campus* provides educational, research and recreational facilities for both employees and students in the same area through the implementation of institutional policies, making the campus carbon neutral "Green Campus" and "Smart Campus".
- *Collaborations with business*. The University of Oradea's mission of advanced education and research is complemented by that of entrepreneurship and innovation for the economic and social development of the regional, national and European community. Partnerships with local and regional institutions, with the business environment result in the implementation of national and European projects that provide internship opportunities for students and the development of an entrepreneurial management style highlights the individual and collective efforts of the teaching and research staff.

Weaknesses

- *Limited funding* can lead to challenges in terms of maintaining and upgrading facilities, providing competitive salaries for teachers and awarding scholarships, possible lack of financial resources can affect the development of infrastructure and academic programmes.
- *Bureaucratic processes and poor administrative processes* can hamper the efficiency and responsiveness of the institution.
- *Internal communication*, some weaknesses can lead to information mismatches between different departments and structures.
- *Limited flexibility* in adjusting the academic offer to meet the demands of market dynamics.
- *The need to streamline methods and processes* for marketing and promoting study programmes.
- *The number of doctoral/doctoral professors*, compared to the demand, but also to the potential of the large number of full professors at the University of Oradea.
- *Degree of internationalization of study programmes*, despite recent progress, there is a relatively small number of study programmes taught in international languages.

Opportunity

- *Promote international collaboration* by expanding international networks for academic exchanges and research projects.
- *Extending partnerships with the socio-economic environment* by creating strong partnerships for internships, research projects, job placement programmes and strengthening links with the labor market and civil society;
- *Developing Triple Helix partnerships.*
- *Adaptation to changes in the labor market* through flexibility in adjusting the academic offer to meet market requirements (dynamics of demand for graduates in the labor market for specific study programmes, continuing education and professional development).
- *Diversifying funding sources* through alternative sources of income such as grants and research projects, raising additional funds through grants, public-private partnerships, donations and increasing funding for research and innovation.
- *Developing and upgrading infrastructure* by investing in modern facilities and learning technologies, integrating technology by adopting digital learning platforms and incorporating emerging technologies with the aim of improving the educational experience and technological development that enables new methods of teaching and learning.
- *Upgrading the IT infrastructure* and other technological facilities by implementing specific mechanisms to stimulate the digitisation process, for the development of digital competences and the use of modern teaching methods and techniques, linked to technological developments.
- *Increased research performance* and inclusion of UO in international rankings with general or specific themes.
- *Attract more foreign students* through participation in fairs and recruitment platforms.
- *Develop innovative academic programs* by identifying and implementing relevant and innovative academic programs to attract students and decrease dropout rates.
- *Improving the student experience* with a focus on student feedback and developing an effective learning environment.
- *Organize support activities* to keep in touch with employers and graduates (job fairs, career days, mentoring fairs, digital workshops, etc.).

Threat

- *Legislative changes*, changes in government policies and regulations, educational legislation can affect university policies and funding.
- *Misalignment of budget allocations* with the needs for quality higher education.
- *Decrease in the number of candidates* due to demographics and age of the population, the pass rate in national exams.
- *Economic challenges* can impact both government funding and students' ability to pay school fees.
- *Increased competition between universities* to attract students and resources can create pressures in academia and impact on enrolments.
- *Declining interest of high school graduates* in certain professions for which salary levels and career opportunities are reduced due to factors external to the university, threatening the financial balance of these degree programmes.
- *Rapid changes in the demand for skills* in the labor market.
- *Security risks*, natural or technological, related to pandemics or other catastrophic events can affect academic infrastructure and activities.

VI. CENTRALISED TABLE OF ANNEXES

Institutional IER UO 2024

Annexe_ Visit sheet

Cod	Denumire anexă
Anexa 1	List of teaching staff and IOSUD 2023-2024
Anexa 2	Situation centralizing spaces
Anexa 3	The number of students per year of study
Anexa 4	The centralizer of scientific research data
Anexa 5	The situation of the degree of employment of teaching staff

Chapter I

Code	Annex name
Annex UO - I.1.1.1	HG certifying the functioning of undergraduate degree programmes
Annex UO - I.1.1.2	HG certifying the functioning of the study programmes of
Annex UO - I.1.1.3	DPPD Operating Order
Annex UO - I.1.1.4	Classically international
Annex UO - I.1.1.5	Metaranking National
Annex UO - I.1.1.6	University Metaranking
IOSUD Annexes	
Annex IOSUD - I.1.1.1	Order 5979-2021 on maintaining the accreditation of IOSUD UO
Annex IOSUD - I.1.1.2	Organisation by Doctoral Schools

Chapter II

Code	Annex name
Annex UO - II.1.1.1	HG- Establishment of the Technical University of Oradea, 1990
Annex UO - II.1.1.2	HG- Change of name University of Oradea, 1991
Annex UO - II.1.1.3	Charter of the University of Oradea
Annex UO - II.1.1.4	Calendar update Map
Annex UO - II.1.1.5	Code of Ethics and Academic Deontology of the University of Oradea
Annex UO - II.1.1.6	Methodology for the organization and conduct of elections and contests for management structures and positions at the University of Oradea
Annex UO - II.1.1.7	Regulations for students professional activity
Annex UO - II.1.1.8	Strategic plan_2021-2025
Annex UO - II.1.1.9	Rules of organization and functioning of the UO Ethics and Academic Deontology Commission
Annex UO - II.1.1.10	Composition of the Ethics Committee
Annex UO - II.1.1.11	Annual Report Ethics Committee
Annex UO - II.1.2.1	UO Internal Rules
Annex UO - II.1.2.2	UO internal rules updated in 2023
Annex UO - II.1.2.3	Regulation of organization and functioning of the University of Oradea
Annex UO - II.1.2.4	Rules of organization and operation of the Budget Committee - Finance_SUO
Annex UO - II.1.2.5	Rules of organization and operation of the Scientific Research and International Relations Committee
Annex UO - II.1.2.6	Organizational and operational rules of the Quality Assessment and Assurance Committee
Annex UO - II.1.2.7	Rules of organization and operation of the Education Committee
Annex UO - II.1.2.8	Rules of organization and operation of the Regulatory and Communications Committee
Annex UO - II.1.2.9	Rules of organization and operation of the Committee for Students and Social Affairs
Annex UO - II.1.2.10	Rules for the organization and functioning of the Committee for the Development and Administration of Heritage
Annex UO - II.1.2.11	Nominal composition of committees in the Senate structure
Annex UO - II.1.2.12	Rules for the organization and functioning of the Administrative Board
Annex UO - II.1.2.13	Order 4632/26.06.2020 confirmation Rector
Annex UO - II.1.2.14	Organigram UO

Institutional ROI - University of Oradea 2024

Annex UO - II.1.2.15	Internal rules on auxiliary and non-teaching staff
Annex UO - II.1.2.16	Library staff
Annex UO - II.1.2.17	Strategic Institutional Development Plan 2021-2025
Annex UO - II.1.2.18	UO Rector's managerial programme for 2020-2024
Annex UO - II.1.2.19	Rector-SUO management contract
Annex UO - II.1.2.20	Operational Plan 2023
Annex UO - II.1.2.21	Methodology for the assignment of internal control within the Finance-Accounting Department
Anexa UO - II.2.1.1	Spaces for teaching and research activities
Anexa UO - II.2.1.2	The material base
Anexa UO - II.2.1.3	Software corresponding to the subjects in the curricula
Anexa UO - II.2.1.4	Budget and the financial situation
Anexa UO - II.2.1.5	Regulations for awarding scholarships for UO students
Annex UO - II.3.1.1	Own competition methodology for filling teaching and research vacancies
Annex UO - II.3.1.2	Regulation on the filling of fixed-term posts of university assistant
Annex UO - II.3.1.3	Staff regulations for teaching staff valid for the academic year 2023-2024
Annex UO - II.3.1.4	Operational procedure for the preparation and approval of the functional reports
Annex UO - II.3.1.5	Teaching standards
Annex UO - II.3.2.1	Methodology for maintaining tenure in university education after reaching retirement age
Annex UO - II.3.2.2	Situation regarding the filling of teaching posts with full professors and the percentage of professors and lecturers per degree programme
Annex UO - II.3.2.3	Record of the number of hours worked at the UO by associate professors at other universities
Annex UO - II.3.3.1	Competences of subject holders
Annex UO - II.3.3.2	Certified teaching assistants
Annex UO - II.3.3.3	Curricula valid from the academic year 2023-2024
Annex UO - II.3.3.4	Criteria for open competitions for teaching vacancies for an indefinite period
Annex UO - II.4.1.1	Details on the international relations of the University of Oradea from 2018 to 2023
IOSUD Annexes	
Annex IOSUD - II.1.1.1	Ethics
Annex IOSUD - II.1.2.1	Regulations of organization and functioning of Doctoral Schools
Annex IOSUD - II.1.2.2	Choose CSUD
Annex IOSUD - II.1.2.3	Doctoral School Elections
Annex IOSUD - II.1.2.4	Regulations for admission-graduation
Annex IOSUD - II.1.2.5	Admission regulations for PhD fields
Annex IOSUD - II.1.2.6	Doctoral recognition and habilitation
Annex IOSUD - II.1.2.7	CSUD Management Structures
Annex IOSUD - II.1.2.8	CSD President
Annex IOSUD - II.1.2.9	Study contract 2023
Annex IOSUD - II.1.2.10	Enabling regulations and CD
Annex IOSUD - II.1.2.11	Links to the content of study programmes
Annex IOSUD - II.1.2.12	Links to standards for PhD theses
Annex IOSUD - II.1.2.13	Operational procedure for monitoring doctoral schools
Annex IOSUD - II.1.2.14	Satisfaction questionnaire for UO PhD students
Annex IOSUD - II.1.2.15	Strategic and Operational Plan
Annex IOSUD - II.1.2.16	SCIM
Annex IOSUD - II.1.2.17	Plan of measures
Annex IOSUD - II.1.2.18	Training programme and results
Annex IOSUD - II.1.2.19	Anti-plagiarism software 2023
Annex IOSUD - II.2.1.1	Research centres and reports
Annex IOSUD - II.2.1.2	Cooperation agreements
Annex IOSUD - II.2.1.3	Endowments from research projects
Annex IOSUD - II.2.1.4	Access to research labs
Annex IOSUD - II.2.1.5	Anti-plagiarism software 2023
Annex IOSUD - II.2.1.6	ANELIS PLUS contract

Institutional ROI - University of Oradea 2024

Annex IOSUD - II.2.1.7	Centralizer for PhD students
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Chapter III

Code	Annex name
Annex UO - III.1.1.1	UO Regulation on the organization and conduct of the admission process for undergraduate degree programmes
Annex UO - III.1.1.2	UO Regulation on the organization and conduct of the admission process for the Master's degree programmes
Annex UO - III.1.1.3	Activities carried out in the <i>Admissions Office 365</i>
Annex UO - III.1.1.4	Admission guidelines
Annex UO - III.1.1.5	Promotion of the educational offer "Orădene Faculties Fair"
Annex UO - III.1.1.6	Activities "Orădene Faculties Fair"
Annex UO - III.1.1.7	Faculty admission links
Annex UO - III.1.1.8	Methodology for Admission to Doctoral Studies
Annex UO - III.1.1.9	Methodology for the Admission of Romanians Abroad
Annex UO - III.1.1.10	Methodology for the admission of citizens from third countries of the European Union
Annex UO - III.1.1.11	Regulation on student work under the European Credit Transfer System (ECTS)
Annex UO - III.1.1.12	Operational procedure for monitoring student academic mobility
Annex UO - III.2.1.1	Operational procedure for the development and approval of curricula
Annex UO - III.2.1.2	Average pass rate of the final examination in the last 5 academic years
Annex UO - III.2.1.3	System procedure for the initiation, approval, monitoring and periodic evaluation of study programmes
Annex UO - III.2.1.4	Regulation on the regime of study documents and university documents
Annex UO - III.2.1.5	Alumni Liaison - <i>Alumni</i> Members
Annex UO - III.2.1.6	Monitoring the career path of graduates
Annex UO - III.2.1.7	Graduates of the last two years of undergraduate studies admitted to master's studies
Annex UO - III.2.1.8	Student Services Satisfaction Assessment Report
Annex UO - III.2.1.9	Training of teachers and teaching assistants in DI/IFR and e-learning technologies
Annex UO - III.2.1.10	Status of agreements and internships
Annex UO - III.2.1.11	Regulation on the general framework for the organization and conduct of student work experience
Annex UO - III.2.1.12	Scientific papers published by students individually or under the coordination of teachers
Annex UO - III.2.1.13	Operational procedure for the evaluation of teachers' professional activity and the evaluation of study subjects
Annex UO - III.2.1.14	Projects with funding from the World Bank " <i>ROSE</i> "
Annex UO - III.3.1.1	Regulation on the organization, operation and funding of scientific research (ROFFCS)
Annex UO - III.3.1.2	Working procedure of the Research-Development-Innovation Council of the Management Board
Annex UO - III.3.1.3	Rules of Organisation and Functioning of the Senate Scientific Research Committee (SAC)
Annex UO - III.3.1.4	UO Research - Development - Innovation Council (C-CDI)
Annex UO - III.3.1.5	Institutionally certified research centres
Annex UO - III.3.1.6	Centre for Interdisciplinary Studies under the aegis of the Romanian Academy
Annex UO - III.3.1.7	Research topics
Annex UO - III.3.1.8	Procedure for the assessment of doctoral students
Annex UO - III.3.1.9	Research Ethics Committee procedure
Annex UO - III.3.1.10	Rules of organization and functioning of the Ethics Committee of the EDC
Annex UO - III.3.1.11	Ethics Subcommittees of the ICDs of the faculties
Annex UO - III.3.1.12	Web of Science indexed articles from 2019-2023
Annex UO - III.3.1.13	Internal audit sheets for research centres 2019-2023/ Research centres evaluation procedure
Annex UO - III.3.1.14	Results on stimulating research performance
Annex UO - III.3.1.15	Operational procedure on the management of RDI projects
Annex UO - III.3.1.16	Recording and reporting of DTA results

Institutional ROI - University of Oradea 2024

Annex UO - III.3.1.17	Operational procedure on monitoring of publicly funded projects/grants
Annex UO - III.3.1.18	Projects funded by the IDF
Annex UO - III.3.1.19	Projects submitted in 2019-2023
Annex UO - III.3.1.20	Projects implemented in 2019-2023
Annex UO - III.3.1.21	Projects funded by economic operators in 2019-2023
Annex UO - III.3.1.22	Projects worth more than €100,000 implemented in 2019-2023
Annex UO - III.3.1.22.1	Research revenue 2019-2023
Annex UO - III.3.1.23	Allocation of projects by programme type
Annex UO - III.3.1.24	Rankings published annually by <i>Nature Index - Institutions</i> 2019-2023
Annex UO - III.3.1.25	Books published by national publishers
Annex UO - III.3.1.26	Chapters of books published by national publishers
Annex UO - III.3.1.27	Books published by international publishers
Annex UO - III.3.1.28	Chapters of books published by international publishers
Annex UO - III.3.1.29	Articles indexed Web of Science - Core collection 2019-2023
Annex UO - III.3.1.30	Articles in BDI indexed journals
Annex UO - III.3.1.31	Articles published in non-indexed journals
Annex UO - III.3.1.32	Procedure for obtaining patents, variety patents, utility models and trademarks at the University of Oradea
Annex UO - III.3.1.33	University patent records for 2019-2023
Annex UO - III.3.1.34	Awards obtained at various national and international events (teachers and students) for 2019-2023
Annex UO - III.3.1.35	Involving students in research activity in 2019-2023
Annex UO - III.3.1.36	Scientific events organized by the University of Oradea in 2019-2023
Annex UO - III.4.1.1	Structure of the revenue and expenditure budget for 2022
Annex UO - III.4.1.2	Procedure for establishing and implementing the revenue and expenditure budget
Annex UO - III.4.1.3	Procedure for the justification, collection and recording of fees related to the education process
Annex UO - III.4.1.4	Rules of organization and functioning of the Economic Directorate
Annex UO - III.4.1.5	Rules of organization and functioning of the Office of Internal Public Audit
Annex UO - III.4.1.6	Annual audit plans
IOSUD Annexes	
Annex IOSUD - III.2.1.1	Education plans
Annex IOSUD - III.2.1.2	Discipline fiche
Annex IOSUD - III.2.1.3	Disciplines in the Training Programme
Annex IOSUD - III.2.1.4	Details and evidence of cotutela and foreign experts
Annex IOSUD - III.2.1.5	Theses written in an international language
Annex IOSUD - III.2.1.6	Making the most of doctoral studies
Annex IOSUD - III.2.1.7	Quality assurance procedures
Annex IOSUD - III.2.1.8	OM doctorate management
Annex IOSUD - III.2.1.9	Standards fulfilment sheets
Annex IOSUD - III.2.1.10	International visibility of the CD
Annex IOSUD - III.2.1.11	CD activity 5 years
Annex IOSUD - III.2.1.12	List of Research Centres

Chapter IV

Code	Annex name
Annex UO - IV.1.1.1	Department for Quality Assurance (DQA) Regulation
Annex UO - IV.1.1.2	Regulation and Component
Annex UO - IV.1.1.3	Faculty quality commissions
Annex UO - IV.1.1.4	Quality Manual
Annex UO - IV.1.1.5	Quality Policies, Strategies and Actions Programme
Annex UO - IV.1.1.6	Quality Assurance Code
Annex UO - IV.1.1.7	Regulation and composition of the Centre of Excellence in University Quality Management (CQ)
Annex UO - IV.1.1.8	Commission for Evaluation and Quality Assurance (CEAQ)
Annex UO - IV.1.1.9	Rules and composition of the Body of Internal Auditors

Institutional ROI - University of Oradea 2024

Annex UO - IV.1.1.10	System procedure for the initiation, approval, monitoring and periodic evaluation of study programmes
Annex UO - IV.1.1.11	Regulation "FREEMOVER"
Annex UO - IV.1.1.12	Methodology for the recognition of credits obtained in other institutions
Annex UO - IV.1.1.13	Operational procedure for monitoring student academic mobility
Annex UO - IV.1.1.14	Regulation on the implementation of the Erasmus + programme
Annex UO - IV.1.1.15	Annual Quality Report
Annex UO - IV.1.1.16	Programme for the development of the Management Internal Control System
Annex UO - IV.2.1.1	Bachelor and Master study programmes
Annex UO - IV.2.1.2	Summary of internally and externally evaluated study programmes
Annex UO - IV.3.1.1	Methodology for examining and marking students during Bachelor and Master degree programmes
Annex UO - IV.3.1.2	Operational procedure for the preparation and approval of the mission statement
Annex UO - IV.5.1.1	Evolution of the library's printed book holdings
Annex UO - IV.5.1.2	Framework Regulation of the University of Oradea on accommodation in student dormitories
Annex UO - IV.5.1.3	Software for people with special needs
Annex UO - IV.5.1.4	Student associations operating within the UO
Annex UO - IV.6.1.1	IT equipment racks
Annex UO - IV.6.1.2	UO website structure
Annex UO - IV.7.1.1	Regulation on the regime of study documents and university documents

This Institutional Self-Assessment Report contains **73** pages.

RECTOR,
prof.dr.habil. Constantin BUNGĂU