

ANEXA 2

Hotărâre Senat 11/27.09.2012

WEST UNIVERSITY OF TIMISOARA SELF EVALUATION REPORT

E.U.A. FOLLOW UP EVALUATION VISIT

The self-evaluation team:

1. Donath Liliana – Faculty of Economics and Business Administration, *coordinator*
2. Mutiu Florentina – Faculty of Law and Administrative Sciences
3. Ancuța Cătălina – Faculty of Chemistry Biology and Geography
4. Orăvițan Mihaela – Faculty of Physical Education and Sports
5. Ceia Valy – Faculty of Letters, History and Theology
6. Zaharie Daniela – Faculty of Mathematics and Computation Sciences
7. Nadolu Bogdan – Faculty of Sociology, Psychology and Educational Sciences
8. Miclea Ortensia – Faculty of Music
9. Tursie Corina – Faculty of Political Sciences, Philosophy and Communication Sciences
10. Ștefu Nicoleta – Faculty of Physics

Introduction

The West University of Timisoara (W.U.T.) is a public, non-political and nonprofit higher education organization.

The W.U.T. is a comprehensive higher education institution including the following faculties: Arts and Design (A.D), Chemistry, Biology and Geography (C.B.G), Law and Administrative Sciences (LA), Economics and Business Administration (FEBA), Physical education and Sports (PS), Physics (Ph), Letters, Theology and History (LTH), Mathematics and Computation Sciences (MC), Music (M), Sociology, Psychology and Educational Sciences (SPE), Political Sciences, Philosophy and Communication Sciences (P.Ph,C). Each faculty is organized on departments covering a certain study and research area. Each department is run by a head of department.

The new management of the W.U.T., elected or appointed in 2012 holds a holistic view over the education, research and support activities, endeavouring to integrate all the faculties, allowing a deeper collaboration and permeabilisation of boundaries between faculties (*recommendation 8*).

The W.U.T. follows the rules and regulations provisioned by: The National Education Law, no.1/2011, The University Charter, The decisions of the W.U.T. Senate, The decisions of the W.U.T. Council of Administration, The Quality handbook and procedures, The Best Practice Code, the ISO:9001/2008 quality standards.

Following the elections, the heads of the Departments, Senate and of the Faculty councils were elected, a new rector was elected and a new management team was appointed. According to the provisions of the *Law* 25% of the members of the Senate and of the Faculty Councils are students with voting rights (also see *recommendation no. 3*).

The University management (rector and vice rectors) together with the faculty deans and the students' representative are the *Council of Administration* (www.uvt.ro)

The university management team is:

Dr. Marilen Pirtea - professor – Rector

Dr. Mădălin Bunoiu- reader – Vice rector (Academic Strategy)

Dr. Viorel Negru – professor – Vice rector (Research)

Dr. Petru Ștefea – professor (Financial and economic strategies)

Dr. Dan Lazea – lecturer – Vice rector (International relations and institutional communication)

The National Education Law no.1/2011 (www.edu.ro) aims to modernize the management and leadership of universities meeting their need to perform in a competitive environment. The law provisions a participative, entrepreneurial driven management and changed the election procedures. The Rector is elected by the entire academic staff as well as the members of the Senate. The newly elected Senate appointed its President (former Rector, dr. Talpos Ioan). The Deans are appointed by the Rector, while the Heads of Departments are elected by their staff.

In order to comply with the new management approach, the universities were submitted to classification considering a number of performance criteria. Accordingly, financial resources are, primarily, directed towards the universities that prove excellence and performance. It also influences the number of budget funded places for students at master's and doctoral level.

All these changes take place in an unfavourable economic environment and a down sliding number of students because of the lower number of pupils that pass the baccalaureate exam. Moreover, the number of jobs offered to university graduates decrease and the competition from foreign universities becomes more intense.

According to the Ministry of Education classification criteria, the W.U.T. was ranked 13th among the Romanian Universities, *as an education and scientific research university*. All the faculties have A and B ranked study programs as a recognition of their research results (Appendix 2a).

In 2010 the W.U.T. was submitted to an institutional evaluation by the E.U.A., a number of recommendations being issued in the Final evaluation report (Appendix 1).

The present self-evaluation report stresses the manner the recommendations were addressed by the former management team and the issues that are on the agenda of the new management team.

The data was collected from the faculties and support departments by the Department of Quality Management (D.Q.M.) and the Rector's Office, during the last three years.

Each member of the self-evaluation team was familiarised with the structure of the guidelines, the synthetic documents released by the university, the data provided by the D.Q.M. giving their insight concerning each topic described in the report.

The coordinator of the team collected the contributions and drew up the draft report. It was then discussed during the team meetings, when the final analyses and conclusions were agreed upon.

1. Governance and management

The W.U.T. Charter (www.uvt.ro/documente) adopted in 2011 states the mission of the university as *advanced research and education, generating and transferring knowledge to society*. It also states the principles and main objectives of the university, the role of the managing bodies within the departments, faculties and university.

Consistent with the *recommendations* following the IEP main visit (*recommendation no.2*), the Rector's managerial plan states as *strategic objective*: "*the creation of a competitive research environment that would transform the W.U.T. as a pole of excellence focusing on knowledge, scientific research and artistic creation, directly impacting on teaching and on the rendered services to society*" (www.uvt.ro/alegeri). It means that most of the human and financial resources of the university will be allotted for research and artistic creation in order to meet the mission stated by the W.U.T. leading, eventually, to a higher ranking of the university.

In order to fulfil the strategic objective, operational objectives were also agreed upon:

1. A new approach concerning the organization of research;
2. Deciding the potentially strategic research areas;
3. Setting up new nationally and internationally competitive research centres;
4. Enhancing the visibility of the scientific and cultural output;

5. Identifying new possibilities for research and artistic creation funding;
6. Rewarding scientific performance;
7. Consolidating the existing doctoral schools and setting up new ones;
8. Ensuring the transfer of research output towards businesses and society.

In order to fulfil its strategic and operational objectives and in line with the E.U.A. evaluation team recommendations, the main measures of management team's action plan are:

1. Evaluating the research potential of the W.U.T. and the correlation of the research areas with those promoted at national and international level;
2. Enforcing a specific regulation concerning research, the statute of researchers and a code of ethics concerning research
3. Setting up a Research Council and a Department for projects accessing and implementation
4. The reorganization of research centres (process that has already begun at The Faculty of Economics and Business Administration)
5. An interdisciplinary research centre (e.g. The Institution of Advanced Environmental Research will begin functioning in 2013)
6. The procurement of advanced equipment and technologies
7. Prioritising the inter and trans-disciplinary research
8. Collaboration with foreign researchers within the reintegration Marie Curie, REGPOT programs
9. Employing researchers on a long term basis
10. Involving doctoral and postdoctoral students in research projects
11. Enhancing the quality of published papers
12. Fostering public private partnerships in research areas
13. Supplementing the A category study programs and supporting the lower ranked programs to improve their status
14. Supplementing the resources for mobility to foreign universities

15. Improving the quality of doctoral schools

16. Improving the quality of the reviews issued by the W.U.T., etc.

The managerial plan of the Rector was approved and accepted by the academic community and therefore it is expected that the entire staff will contribute to fulfil its objectives. Nevertheless, the selfevaluation team considers that under the present constraints there are too many objectives to be fulfilled during one mandate and suggests a smaller feasible number of objectives to be completed, but in a qualitative manner.

The management has a holistic view over the university by implementing the same approach of education and research for all the faculties.

The Rector signed a managerial contract with the Senate, agreeing on the main indicators that will be fulfilled by the end of the mandate. The self-evaluation team suggests that the contract should be posted or distributed among the W.U.T.'s staff.

The new management wishes to simplify the bureaucratic procedures and create the appropriate support departments as well as the improvement of the rendered services to the academic community. A new organisational Chart (Appendix 2) was approved by the Senate, new support departments being set up (a department for the relation with high schools envisaging the attraction of the best graduating pupils, a department for project management aiming to accesses foreign European funds, a department for management auditing for assessing and mitigating the risks, etc.)

The managerial plan states that the autonomy and authority of the deans and heads of departments will increase, each entity having its own quantifiable educational and financial objectives.

The managerial team wishes to adopt a Best practice Code that is inspired by the experience of prestigious universities.

The communication and informational system will also be improved by using modern tools of archiving and accessing documents. The space that will be freed will be reorganized as working offices for the academic staff.

The W.U.T. remains deeply anchored in the society hosting scientific and social debates, concerts, exhibitions and is involved in promoting Timisoara as a European cultural capital.

2. The financial state of the W.U.T.

The financial state of the university, though sustainable, underwent certain fluctuations given the last years' financial crisis that has affected the budgetary allotments, the study fees, research grants and other own revenues. Chart no.1 shows comparatively the overall income and overall revenue of the W.U.T. during 2008 – 2011 (in Lei – left chart and EUR - right chart)

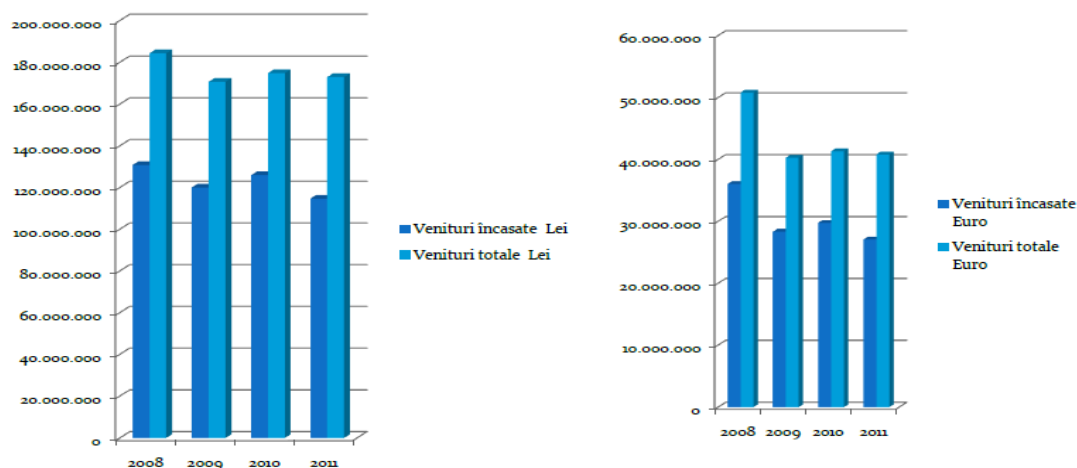


Chart no.1 Total revenues of the W.U.T. during 2008 – 2011 (Lei left and EUR right)

The evolution of the W.U.T.'s financial resources was rather sinuous under the decrease of revenues from study fees (that in 2011 represented only 73% of the revenues in 2008).

The allotments by the Ministry of Education in the W.U.T.'s accounts are shown in and their weight in the overall income is shown in Table no. 1.

Table no. 1

The weight of the basic funds transferred by the Ministry of Education during 2008 - 2011

Year	Amount		Weight (%)
	Lei	Euro	
2008	50,749.343	10,988.242	27.52
2009	49,427.142	11,664.773	28.95
2010	50,807.706	12,011.278	29.06
2011	44,880.394	10,591.743	25.95

Given that the number of students that benefited of budgetary funding has been fairly the same over the four years, it is to be shown that the allotments/student decreased from 5,822 lei (1,259 EUR),

in 2008, to 5,127 lei (1,220 EUR). The revenues from study fees during 2008 – 2011 is given in Table no.2

Table no. 2

The revenue collected from study fees and their weight in the overall revenue

Year	Amount		Weight (%)
	Lei	Euro	
2008	36,048.871	9,936.293	19.55
2009	39,706.089	9,370.611	23.26
2010	36,073.321	8,527.972	20.63
2011	26,626.102	6,283.742	15.,9

Table no. 3

Budgetary allotments during 2008-2011 for scholarships

Year	Amount		Weight (%)
	Lei	Eur	
20088	6,496.483	1,790.651	3.52
2009	6,246.664	1,474.209	3.66
2010	6,402.195	1,513.521	3.66
2011	6,109.593	1,441.860	3.53

Table no.4

Domestic and foreign no reimbursable funds during 2008-2011

Year	Amount		Weight (%)
	Lei	Euro	
2008	0	0	0
2009	4,289.717	1,012.370	2.51
2010	18,228.807	4.,309.411	10.43
2011	25,686.471	6,601.990	14.85

Out of this amount, 2,198.582 Euros were allotted for the Institute of Advanced Environmental Research, the rest representing European funding for various human resource projects.

The overall expenditure of the W.U.T. during 2008 -2011 is shown in Chart no.2.

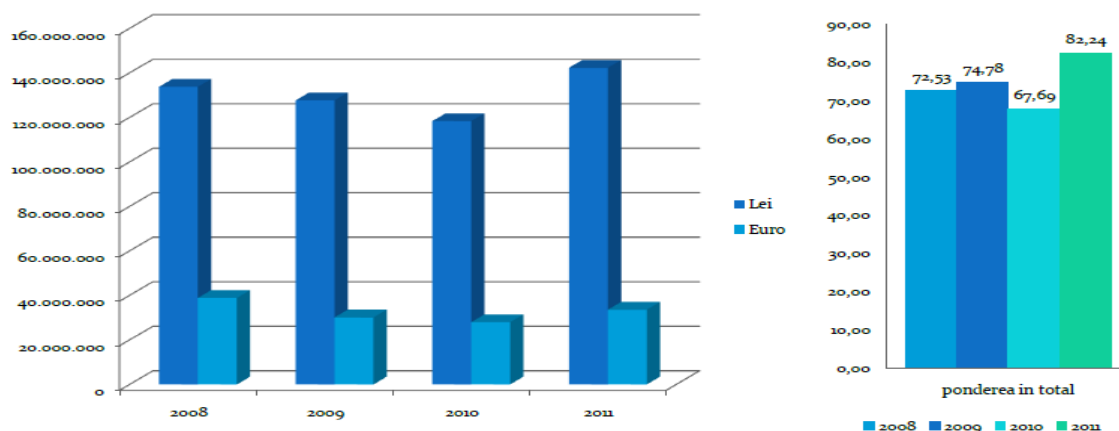


Chart no.2 Overall expenditure of the W.U.T. during 2008 - 2011

The managerial plan of the Rector shows that the W.U.T. will endeavour to draw as many paying students as possible and European funds to cover its investments in the new campus and the sports facilities.

A priority in financial matters is to sign partnerships with businesses and other funding institutions while enforcing a new quality culture in the institutions, focusing on performance. Given that the mission of the W.U.T. focuses on research, requiring additional funding, it is compulsory to find and access foreign research grants.

3. The staff

a. The academic staff

The current academic and non-academic positions are given in Table no.5. To be noticed that the number of overall positions decreased from 2,262 in 2008/2009 academic year to 1,888 at the beginning of 2011/2012 academic year. The number of academic staff positions decreased by 329 (from 1,666 positions in 2008/2009 to 1.337 in 2011/2012).

The composition of the teaching staff is given in Charts no.3 and 4.

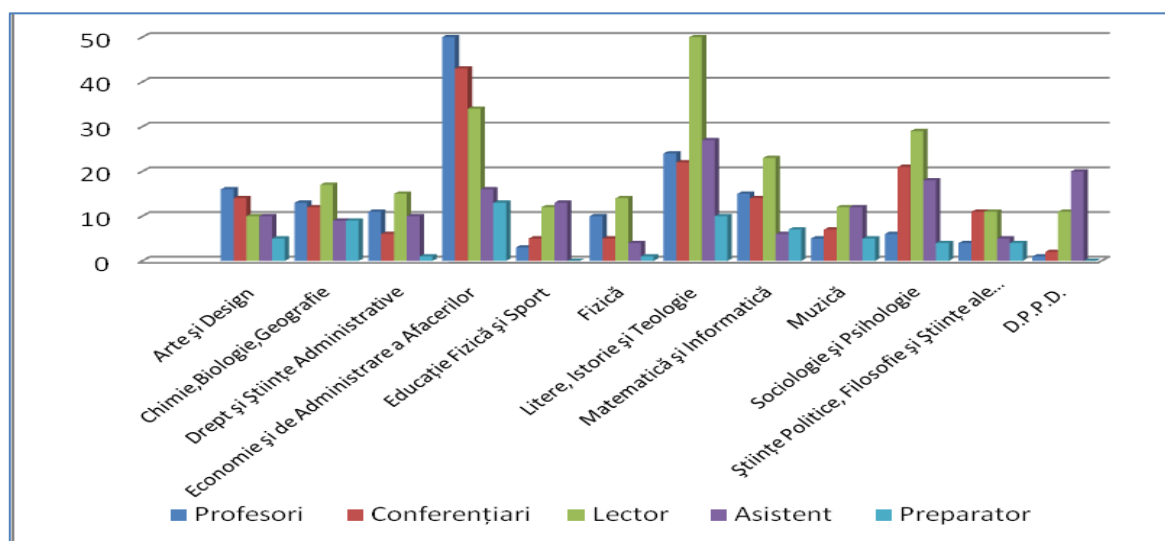


Chart no.3. The structure of academic positions in 2008/2009 academic year

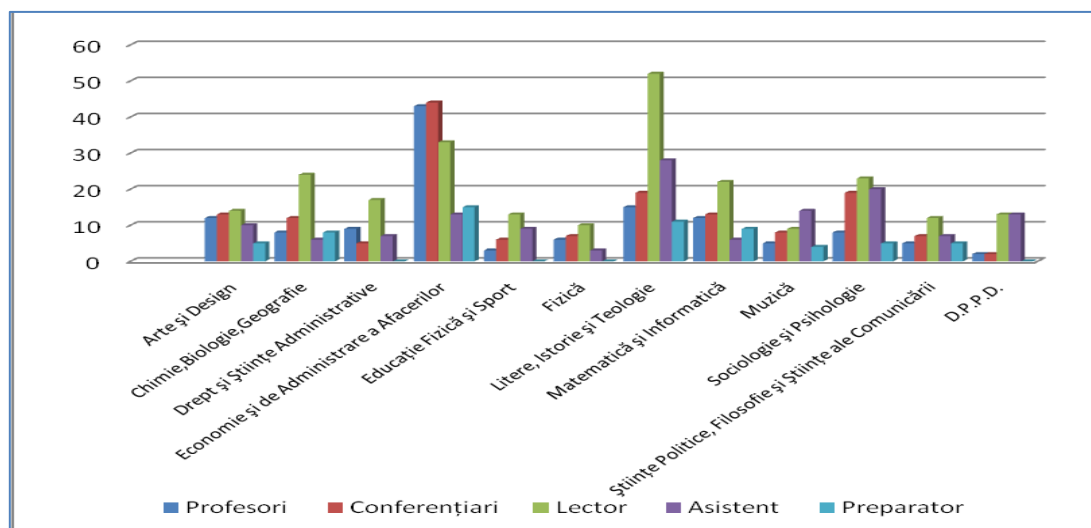


Chart no.4 The structure of academic positions in 2011/2012 academic year

To be noticed that the structure of the academic staff has changed, there are less full professors while the number of lecturer has increased. Still, there is a considerable gap between the upper academic positions (professors, readers) and the lower academic positions (assistants) given that during the last years the entrance in the system was restricted. It is foreseeable that in the near future, universities will be able to hire new academic staff and to restore the balance.

The W.U.T. management focuses on the development and improvement of teaching skills by

setting up a staff development centre.

The present circumstances allow universities to hire new staff according to their needs, the W.U.T. having the opportunity to increase the number of young academics that will add value to the quality of the staff. Nevertheless, the W.U.T. has not announced yet a human resource policy.

b. The number of non academic (support staff) is given in Chart no.5

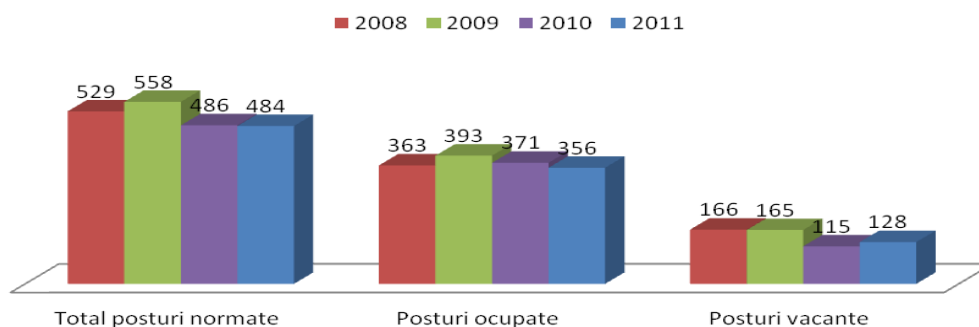


Chart no.5 The number of non academic (support staff) – approved positions, occupied positions, vacant positions

The new management focuses on the professional and personal development of the academic and support staff and the collaboration between faculties, by allowing cross cooperation among academics from various faculties. Academics will be encouraged to set up teaching and research working networks.

The management will encourage the collaboration with practitioners by inviting them to teach lecture modules and especially case studies.

In order to allow for more time dedicated to academic activities (teaching and research) the administrative workload of academics should be reduced.

The lifelong learning, career planning and appropriate salaries and an institutional quality culture will be the main issues the management will deal with in personnel matters.

The academic staff will be encouraged to improve the teaching skills by following specific courses.

Under the present circumstances it will also be required that a transparent human resource policy to be decided on in order to increase the quality of the personnel and meet the demands of the teaching and administrative needs of the institution. Unless a set of transparent rewarding differentiated criteria will be decided on, it is foreseeable that a number of young, promising researchers will leave the education system.

4. Study programs

The study programs offered by the 11 faculties of the university are given in Appendix no.3.

The evolution of the number of students following a bachelor study programs is given in Table no.5 and Chart no.6

Table no.5

Number of students/academic years 2008-2009, 2009-2010, 2010-2011 and 2011-2012

No. and % -

Academic year	Overall no. of students	No.of students – bachelor studies	
		Number	%
2008-2009	23.931	16.886	70.56
2009-2010	21.494	14.180	65.97
2010-2011	19.554	13.348	68.26
2011-2012	16.893	11.411	67.55

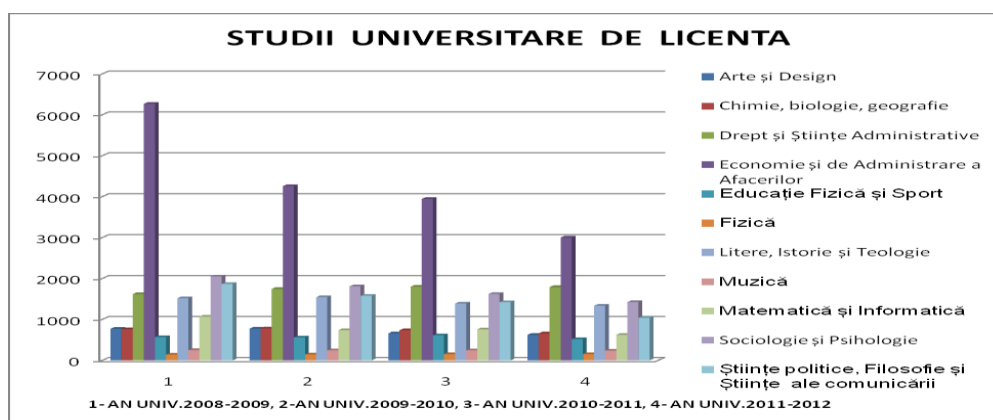


Chart no.5 The evolution of the number of students/faculty during 2008- 2012

At the beginning of academic year 2011/2012 the faculties of the W.U.T. offered: 83 bachelor study programs taught in Romanian (93.26%), 3 bachelor study programs in English (3.37%), 2 bachelor study programs in German (2.25%), 1 bachelor study program in French (1.12%).

The number of master's level study programs and the number of students is given in Appendix no. 4.

The W.U.T. faculties offer 117 master programs taught in Romanian (94.36%), 5 master programs taught in English (4.03%), 1 program taught in French and 1 taught in German.

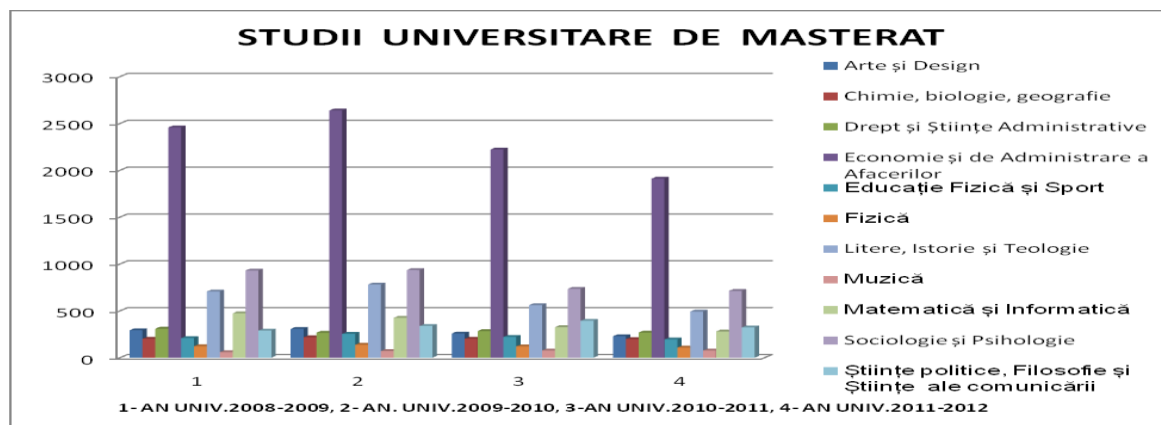


Chart no.6 The evolution of the number of students enrolled in master programs

In the present circumstances and due to intensive competition in the academic field, the W.U.T. should concentrate on teaching the major master's programs in foreign languages, setting the premises to attract more foreign students that seek for added value and competences abroad.

In addition, the W.U.T. should take advantage of its own facilities to promote lifelong learning more effectively and in an integrated manner in the community, thus increasing the number of paying students.

Table no.6

The overall no. of students and the share of master's students in academic years 2008/2009, 2009/2010, 2010/2011 and 2011/2012

Academic year	No. of students	Master students	
		No.	%
2008/2009	23.931	6.057	25.31
2009/2010	21.494	6.378	29.67
2010/2011	19.554	5.405	27.64
2011/2012	16.893	4.799	28.41

The number of students following a master's program decreased by 1,258 because of the drop of the number of graduate bachelor students, the significant downslide of households' income, and the reduction of the disposable funds for education.

The dropout rate is less than 20% as shown in Appendix no. 6c given the fact that the students may take their examination over their studies until graduating. For each study year tutors are appointed as

shown in Appendix 6b. Still, tutorship did not prove to be effective needing further organisation and involvement. There isn't yet a proven strategy to support students with low grades in order to prevent further drop outs. Disabled students do not benefit of counselling or special programs adapted to their needs.

Though a Centre for psychological and career orientation exists it lacks personnel and facilities to guide students and academics through their career. Therefore, the team considers that a better interaction of similar bodies at secondary school level would be beneficial in orienting future students to a career consistent with their own profile.

Though most of the teaching is based on student centred learning, methods should be improved and adapted to the specificities of each program and group of students.

The University hasn't conducted marketing analyses among future students, parents, businesses and other stakeholder in order to set up a strategy to address their needs and thus improve the curricula.

The W.U.T. and faculties' websites do not always offer complete and transparent information concerning the content of the study programs, offered competences, research possibilities, facilities, etc., and little information is translated and available to foreign students.

Though steps have been taken, the infrastructure of the university is not yet completed, lacking its own sports facilities, canteens, and the number of places in dormitories cannot accommodate all the students.

The number of doctoral students is given in Table no. 7. There are 103 PhD. supervisors divided by faculties (Appendix 5).

Table no.7

The number of doctoral students for 2008/2009, 2009/2010, 2010/2011 and 2011/2012 academic years

Academic year	Number of students	PhD students	
		Number	Weight (%)
2008/2009	23.931	988	4,13
2009/2010	21.494	936	4,35
2010/2011	19.554	801	4,10
2011/2012	16.983	773	4,55

Out of the 773 doctoral students 107 (13.84%) are financed out of European funds.

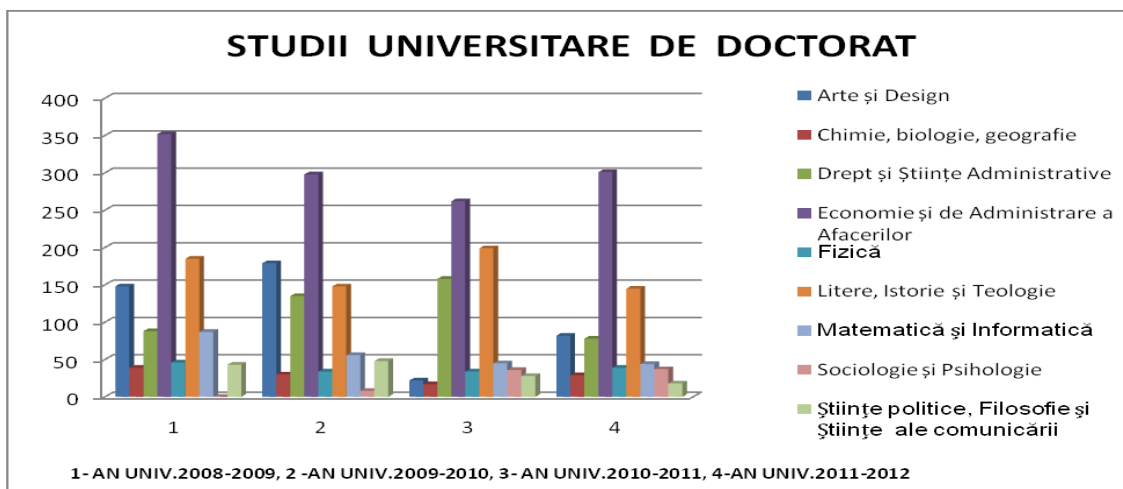


Chart no.7 The evolution of doctoral students during 2008-2012

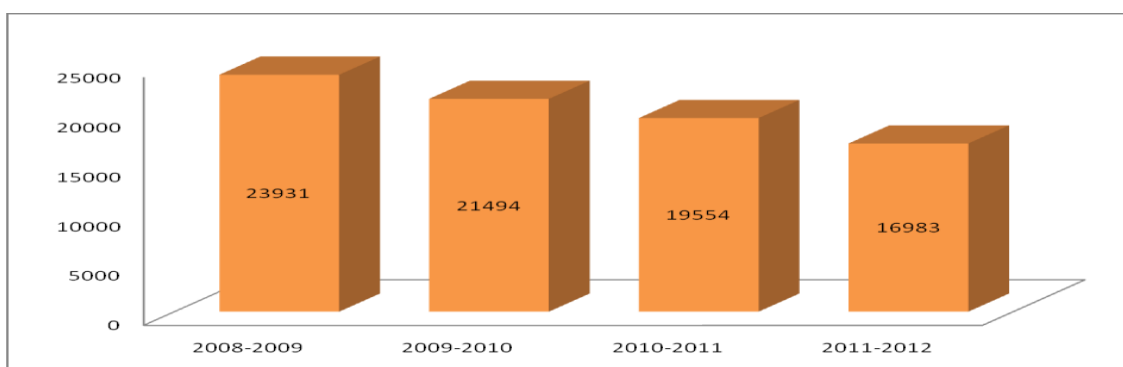


Chart no.8 The evolution of the overall number of students

The doctoral school is under a process of major changes, a new director of the Council for doctoral studies being appointed. Further, each faculty that organises doctoral studies will have its own doctoral school managed by a director. In order to support the development of the doctoral school a research master program will be organised.

Given the severe decrease of the enrolled students, the W.U.T.'s management will have to restructure the study programs in order to better answer the needs of potential students and labour market and become more attractive on the education market.

The W.U.T. is encouraging the development of high ranked study programs, while steps have been taken to close ineffective, low ranked study programs that do not bring added value or lack attractiveness (e.g. Environmental physics, Biochemistry, Community police).

Concerning the future development of the study programs, the new management's approach encourages transdisciplinarity. Thus, starting with the academic year 2013-2014 students will be able

to chose from a number of elective subjects from other faculties within the W.U.T. and enlarge their competences (*recommendation no.8*). The students will be able to acquire 5-10 ECTS out of the 60 yearly ECTS. The departments are uploading the competences granted by their study programs on a national platform, allowing future candidates to decide on the curricula they want to follow.

In the managerial program of the Rector, student centred learning is considered as a tool to improve the learning outcomes. In the same time, given the demographic evolutions, as a new learning approach, *blended learning*, in collaboration with private and research institutions, is proposed.

The new curricula will strictly limit the contact hours 8-10 hours/subject allowing for more individual study hours (*recommendation no.7*).

In order to better meet the demand of the labour market, at the W.U.T. studies have been conducted in order to analyse the employability of the graduates *The graduates on the labour market APM* European funded program (www.uvt.ro). The W.U.T. has signed partnerships with companies and public institutions for students' internship. Moreover, the W.U.T. is partner in a European funded project concerning students' internship (F.E.B.A.). Also due to a European funded project the Alumni Association became more organised and eventually able to get involved in the development of the university and support its activity.

Under the present competition, unless improving the quality of master's and doctoral programs the W.U.T. runs the risk of losing its best students that prefer to study abroad for higher levels of education.

5. Research

Research is a fundamental activity of the W.U.T., stated in its mission.

During the last years the visibility of the academic staff and research output constantly increased as shown in the Charts bellow:

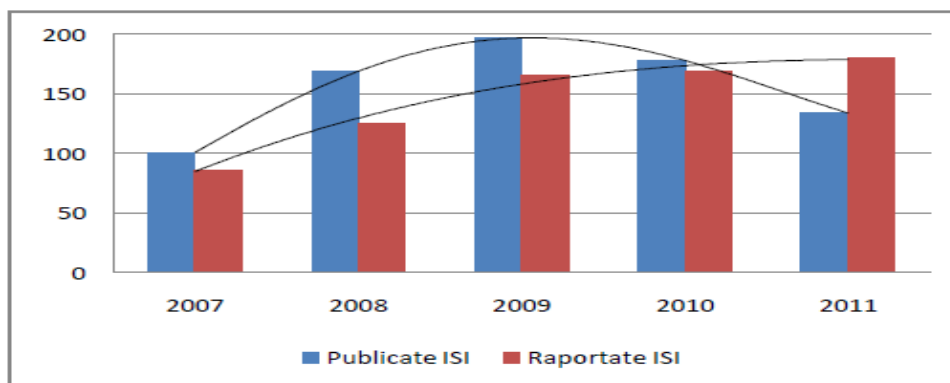


Chart no. 9 The evolution of ISI articles during 2007 – 2011

To be noticed that the number of ISI articles peaked in 2009 afterwards slowing down because of the financial crisis and a lower number of national and international research projects.

The research output broken down by faculties is given in Chart no. 10.

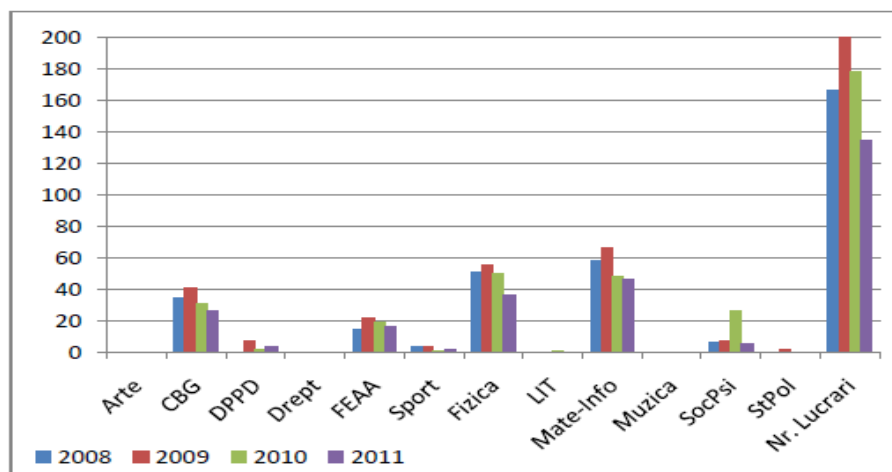


Chart no. 10 The research output/faculty

To financially support the research, the W.U.T. drew a number of international grants shown in Chart no.11.

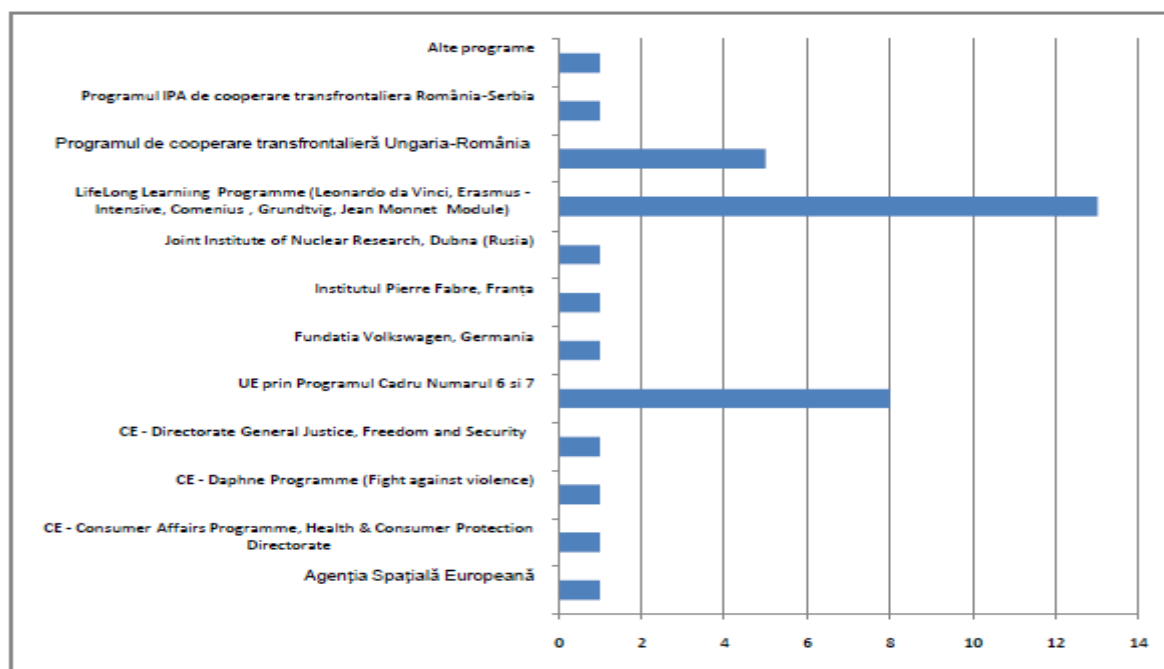


Chart no.11 Research grants

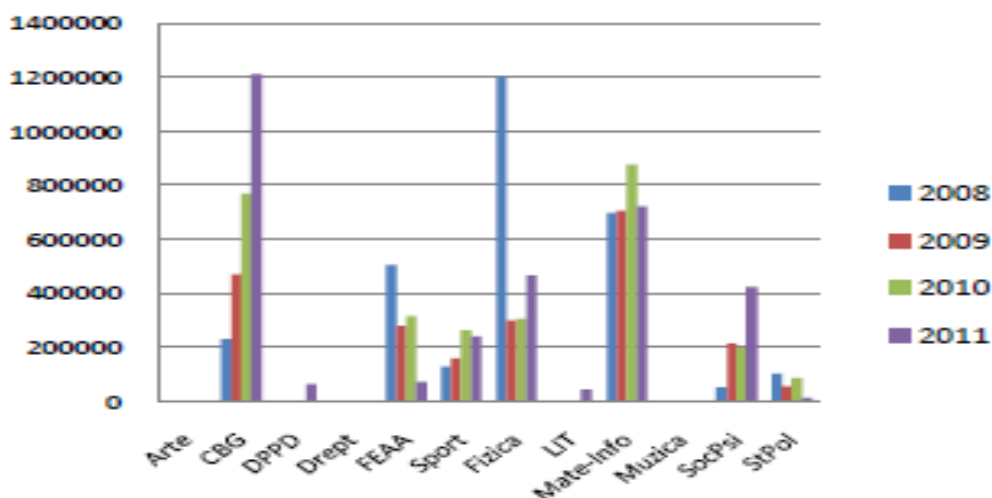


Chart no.12 The value of grants /faculty

The W.U.T. is the only research institution that is in the yellow range (including physics, mathematics, chemistry, computer sciences) with a 1.07 impact factor.

The W.U.T. encourages research networking, a number of doctoral thesis already covering multidisciplinary aspects, and conferences covering a wide range of interconnected subjects are organised.

Nevertheless, the W.U.T. did not yet create a critical mass of researchers able to concentrate on the W.U.T.'s research plan. The strategic research areas have not yet been identified and the W.U.T. does not allot considerable amounts out of its own funds for internal research competition. It is envisaged that a greater part of the overhead costs of projects will be retained by the university to collect the necessary funds for research.

Though the research activity is more intense there is no evidence concerning the research output transfer towards businesses and the community at large.

6. International activity

The Department of International Relations (DIR) functions as an operational structure within the university. Its mission is to assist and strengthen the international cooperation of the W.U.T. and sustain the internationalization of its activity.

The strategic objectives of the DIR are: the integration of the W.U.T. in international, academic and research networks, the internationalization of study programs, enhancing the international communication and mobility of the academic staff and students, closing partnerships with foreign universities, the integration of the W.U.T. in international academic associations and consortiums.

The W.U.T. constantly increased its Erasmus partnerships and mobility (*recommendation no. 4,5,6*) endeavouring to transfer the number of credits achieved at foreign universities. Prior to the selection of Erasmus outgoing candidates the departmental Erasmus coordinators assist the

students in selecting the appropriate program abroad, in order to allow as many credits as possible to be transferred. Nevertheless, because not all the study programs are compatible with the study programs of foreign universities, there are cases when students must undertake additional exams upon return.

The number of Erasmus partnerships increased by 64% during 2008-2011 (Chart no. and Appendix no.8

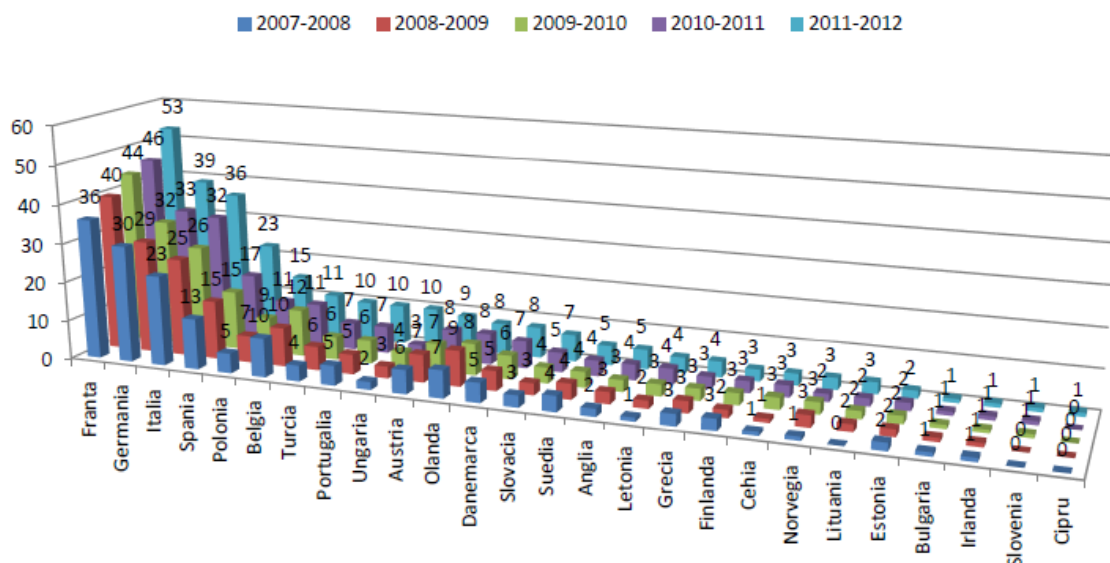


Chart no. 13 The evolution of partnerships/country

The generic and specific partnerships are given in Appendix 10. The number of outgoing students is given in Chart no.14

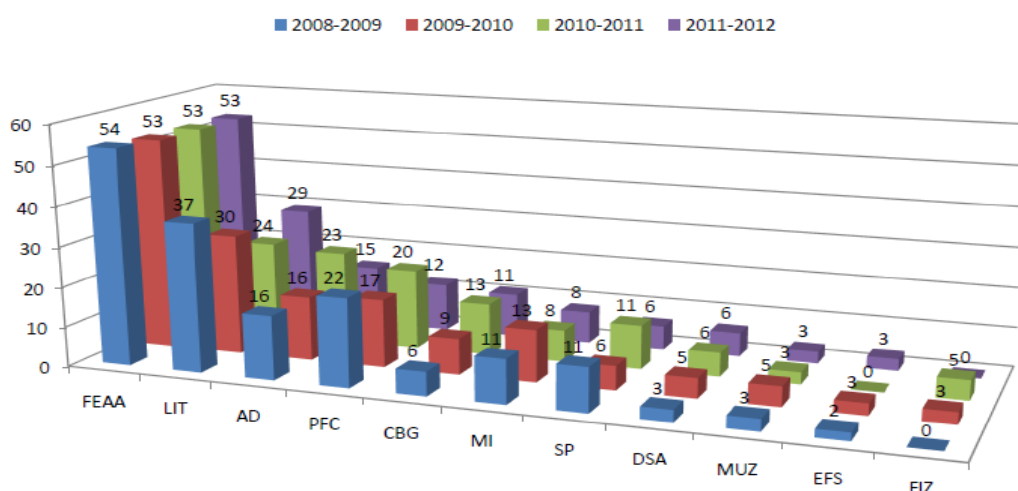


Chart no.14 The evolution of outgoing students

The number of outgoing academics is given in Chart no.15

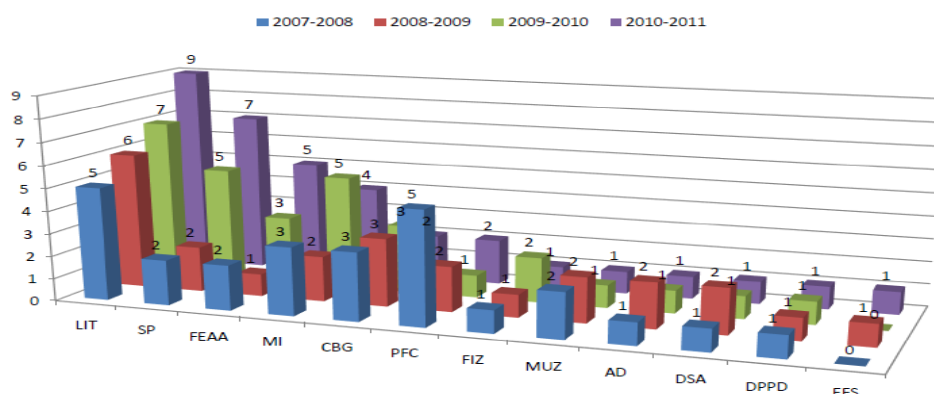


Chart no.15 The number of outgoing academics

The mobility by country is given bellow.

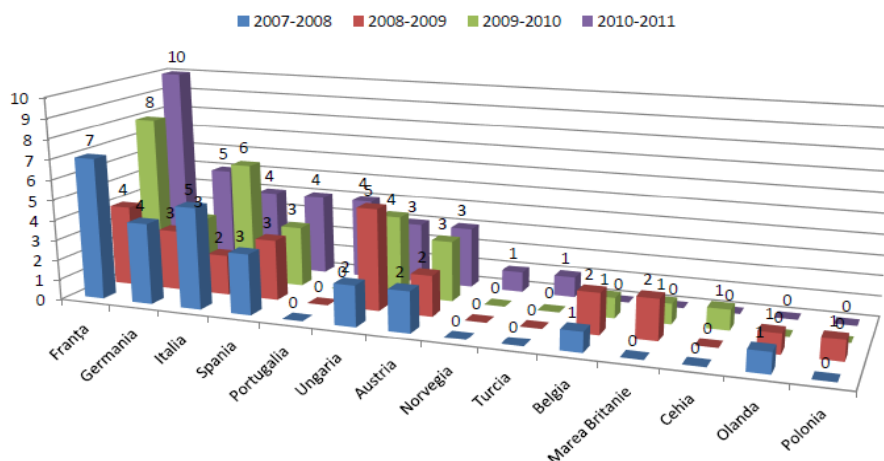


Chart no. 16 Number of nobilities by country

The number of incoming students is given in Chart no. 17.

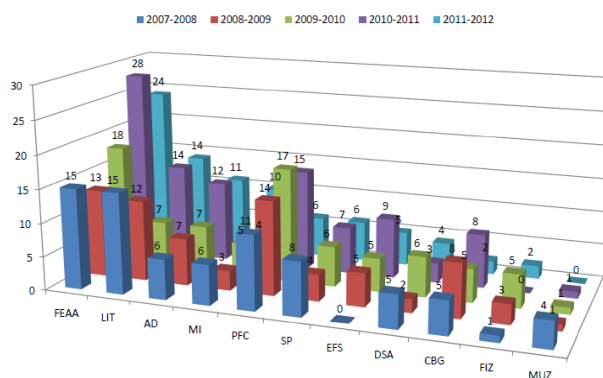


Chart no. 17 The number of incoming students

The number of incoming academics is given in Chart no.18

Figura 18: Distribuție cadre didactice Erasmus străine pe facultăți

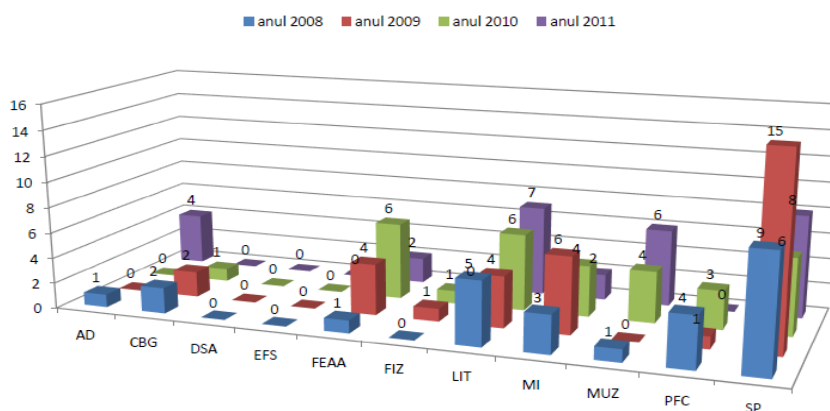


Chart no.18 The number of incoming academics

The evolution of the number of foreign students that underwent complete study programs is shown in Chart no 19.

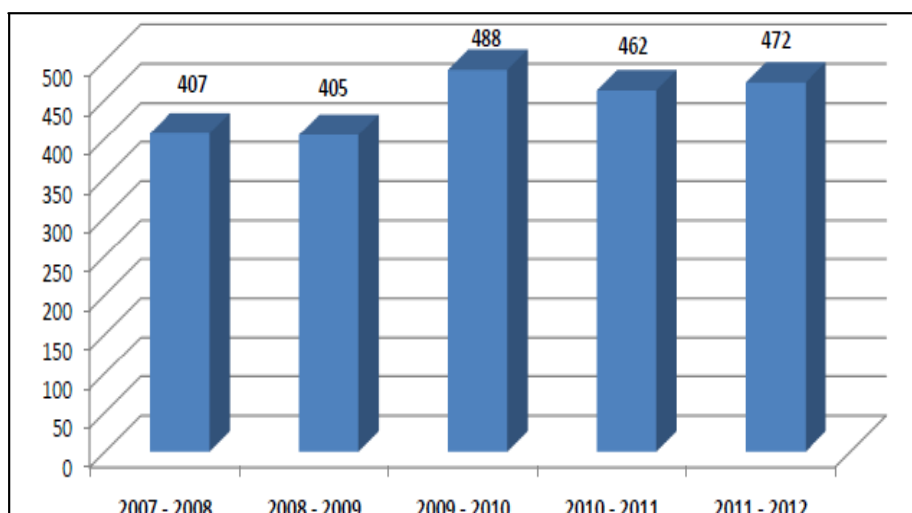


Chart no. 19 The number of foreign students that completed a study program at the W.U.T.

By appointing departmental Erasmus coordinators, the students are given more accurate information concerning the learning agreements and the possibility to transfer the ECTS from other universities. Faculties also post guides for incoming and outgoing students.

Though the number of mobilities has increased during the last years, there is still room for improvement and balance the number of outgoing students (much greater) with the incoming students. Therefore a considerable attention should be given to the harmonisation of study program and to the number of companies that may offer internship.

The number of incoming students is still low because of few study programs are taught in a foreign language and few study programs are fully harmonised with those taught in foreign universities.

Moreover the support staffs are not fluent in foreign languages that impedes on communication with foreign students, academics and universities. The welcome office should be improved offering all the necessary information required by students and academics during their stay at the W.U.T.

The W.U.T. did not announce a foreign language policy and did not set up a Centre for foreign language counselling, evaluation and language certification assisting students and teachers in improving their academic writing and communication skills. Nevertheless attempts have been made to set up such an advisory body at the faculty of Economics and Business Administration.

The W.U.T. does not use its potential to the fullest to promote its programs among foreign students, the curricula and syllabi not being translated and posted on the website. In addition, the W.U.T. does not fully address the potential students from neighbouring countries that speak Romanian.

For financial reasons, a small number of academics from foreign universities teach full subjects preferring course modules and conferences and Erasmus mobility.

Nevertheless the W.U.T. could take advantage of the fairly low fees to attract foreign students and appoint former foreign graduates to promote the university abroad.

7. Quality management

The Department Quality Management (D.Q.M.) is run by the head of the department having three employees. The activity of the Department is supervised by the vice rector responsible for academic programs (*recommendation 19*).

Each year, the faculties are audited by their own quality management commissions in order to identify and mitigate potential risks. Each faculty and the W.U.T., as well release a report on quality that is published on the site (www.uvt.ro/academic/dmc).

Presently, a Code of quality is being elaborated, stating the principles of quality assurance and evaluation in the W.U.T.

The importance given to the evaluation of academic research and is emphasised by the Rector's managerial program (*recommendation 21*). Still there is no proof that all the study programs have been audited and monitored.

Despite that efforts were made to organise trainings, there is no specific strategy to improve organisational culture.

The W.U.T. has a number of indicators and procedures for quality evaluation, mostly in line with the requirements of ARACIS, but did not announce yet a set of quality assurance indicators.

During the 2011/2012 academic year, the staffs of the D.Q.M. has participated to training courses in quality management organized within the European funded training sessions in partnership with Al. I.Cuza Iasi and Babes Bolyai Cluj Napoca Universities (*recommendation 20*). At the training sessions other academic and management staff participated in order to get involved in quality assurance and evaluation issues.

In 2010 a European Funded program in partnership with other seven Romanian universities was set up in order to assess the rate of internationalization of master's study programs. Its aim is to assess and signal the strong points as well as the weak points of international master programs and to elaborate a set of specific evaluation indicators.

Within the European funded programs the employability of the students was studied in order to see to which extent the graduates are employed according to their acquired competences. Moreover, the W.U.T. has entered the offered competences in a national wide registrar in order to improve the offered study programs according to demand Appendix 11.

The managerial program of the Rector envisages a set of procedures to evaluate the individual academic, research and administrative performances of the staff. Still, until now no SWOT analyses were made for various activities (education, research, administration) in order to prevent possible risks.

During the last three years, the members of the academic staff took part in various European funded programs aiming to set up the *Alumni* organisation in order to attract as many graduates within the organisation (*recommendation 17*). The outcome is to establish good contacts throughout the country (and worldwide by including international students) with potential employers and donors.

Recommendations that were not addressed

Since the last visit of the E.U.A. team, the W.U.T. has made considerable progress, proving its ability to change. Still a number of recommendations are to be addressed in the future:

R1: The Team recommends the University amend the mission statement and develop a separate vision of the University which will also reflect its policy concerning the adoption of the Bologna process and to prepare the mission statements of individual faculties and institutes, which, while reflecting the specific character of individual subunits, will be consistent with the general mission of the University considering Romania's new international situation of Romania as a new member of the EU.

R2: The Team recommends that a University-wide discussion should start and agreement should be reached on a few basic carefully chosen priorities and attainable goals. A detailed and realistic financial plan with concrete sums allocated to each project should be approved. Similarly the faculties should elaborate their own individual strategic plans in concert with the University one.

R12: The Team considers it to be especially necessary for the W.U.T. to have a University-wide research policy paper. The research objectives should be included in the University Strategic plan and should define the research areas in which efforts should be concentrated. Such a University

policy should indicate clear sustainable priorities concerning the development of research at W.U.T. The policy and priorities should also show how the research is related to the educational process. The Team also considers that the development of these priorities should be based on the University's own criteria and needs.

R13: The W.U.T. research strategy should also foster the collaboration between different departments to attempt to generate critical mass in research and if possible the targeted recruitment of new research staff in identified prioritized areas.

R16: To support research activities at the University the Team recommends the introduction of a scheme of seed money for research at W.U.T. and recommends the University introduce its own research support scheme especially for young researchers; it should also establish an internal research grant system

R 21: The Team strongly supports the Department of Quality Management and recommends that their activities should be an important objective of the University strategic plan. The Team recommends the design and implementation of an ongoing quality assurance and quality enhancement system, primarily for the areas of teaching, research and University administration.