



MINISTRY OF NATIONAL EDUCATION
AGORA UNIVERSITY
Piața Tineretului nr. 8
Oradea, 410526 ROMANIA
Tel: +405 9427 398; fax: +405 943 4925
E-mail: secretariat@univagora.ro

SELF ASSESSMENT REPORT FOR THE INSTITUTIONAL EVALUATION

2017

University registration No. _____

Internal self-evaluation report for Institutional Accreditation

Data submitted to the Department for accreditation of ARACIS
by:

Agora University from Oradea
Piata Tineretului, no. 8, 410526-Oradea
Tel.: 0259-427398
Fax: 0259-434925

INSTITUTIONAL ASSESSMENT OF THE ACADEMIC QUALITY

The data contained in this Report are complete, correct and in accordance with the principles of professional ethics.

Rector

Prof. Dr. Ioan Dziţac

The date _____ Registration No. ARACIS

INTRODUCTION	7
FACULTIES AND SPECIALIZATIONS TODAY	16
1. FACULTY OF ECONOMIC SCIENCES (FES)	16
2. THE FACULTY OF JURIDICAL AND ADMINISTRATIVE SCIENCES (FJAS)	17
A. INSTITUTIONAL CAPACITY	30
A.1. EXISTING INSTITUTIONAL, ADMINISTRATIVE AND MANAGERIAL STRUCTURES,	30
1.1. Objective and Mission, Academic Integrity.....	30
1. Mission and Objectives	30
2. Academic Integrity.....	33
3. Responsibility and Public Accountability	34
S.A. 1.2 MANAGEMENT AND ADMINISTRATION	34
1. Management System	34
2. Strategic Management.....	35
3. Effective Administration.....	38
A.2. The Physical Basis	38
S.A.2.1. Patrimony, Financial Resources Allocated	38
1. Spaces for Education, Research and Other Activities.....	38
2. Equipment	40
3. Financial Resources and Policy	41
4. The System of Granting Scholarships and Other Forms of Material Support for Students	42
A.3. Teaching Staff	43
A. 3.1. Recruiting and Employing Staff.....	43
A. 3.2. Permanent Teaching Staff	44
A. 3.3. Associate Teaching Staff.....	44

B. INSTITUTIONAL EFFECTIVENESS	46
B.1. The Contents of the Study Programmes	46
S.B. 1.1. Admission of the Students	46
1. Principles of the Policy for Admission to Programs Offered by the Institution	46
2. Admissions Practices and Organisation of Studies	46
B.2. Learning Outcomes	49
S.B. 2.1. Capitalization of Academic Qualifications Obtained.....	49
1. Valorification Through the Employment Capability	49
2. Capitalization of Qualification by Ongoing Academic Studies	50
3. Level of Satisfaction of Students in Relation to Personal and Professional Development provided by the University	51
4. Focus on Student Learning Methods	52
5. Orientation of the Students in their Career	53
B.3. Scientific Research	55
S.B. 3.1. Research Programmes	55
1. Programming Research	55
2. Developing Research	56
3. Harnessing Research	57
B.4. Financial Activity of the Organization	62
S.B. 4.1.1. Budget and Accounting	62
1. Budget Revenue and Expenditure	62
2. Accounting	63
3. Audit and Public Liability	63
C. QUALITY MANAGEMENT	64
C.1. Strategies and Procedures for Quality Assurance	64
S.C. 1.1. Structures and Policies for Quality Assurance	64

1. The Organisation of Quality Assurance System	64
2. Policies and Strategies for Quality Assurance	65
C.2. Procedures for Initiating, Monitoring and Periodic Review of the Programmes and Activities	66
SC 2.1. Approval, Monitoring and Periodic Evaluation of the Programmes of Study and Diplomas that Correspond to the Qualification.....	66
1. The Existence and Application of the Regulation on the Initiation, Approval, Monitoring and Periodic Evaluation of the Programmes of Study.....	66
2. The Correspondence between Diplomas and Qualifications	67
C.3. Objective and Transparent Procedures for the Evaluation of the Results of Learning	67
S.C.3.1. Assessment of Students.....	67
1. The University has a regulation concerning the examination and registration of students that is applied rigorously and consistently	67
C.4. Periodic Assessment Procedures of the Quality of the Staff.....	69
S.C.4.1. The Quality of Teaching and Research Staff	69
1. Ratio of the Number of Teachers and Students	69
2. Collegial Evaluation.....	69
3. Evaluation of Teachers by Students	69
4. Assessment by the University Management	69
C.5. Accessibility of the Adequate Resources for Learning	70
S.C.5.1. Learning Resources and Student Services	70
1. The Availability of Resources for Learning	70
2. Students' Services	71
C.6. Systematically updated Database, relating to Internal Quality Assurance.....	73
S.C.6.1. Information Systems	73
1. Databases and Information.....	73

C. 7. Public Information Transparency with respect to Curricula and as appropriate, Certificates, Diplomas and Qualifications Offered	74
S.C.7.1. Public Information	74
1. Public information.....	74
C. 8. Functionality of Quality Assurance of Education according to Law	75
S.C.8.1. The Institutional Structure to ensure the Quality of Education is conforming to the laws and operates permanently	75
1. The Commission shall coordinate the implementation of procedures and the activities of evaluation and quality assurance.....	75
2.3. THE SWOT ANALYSIS OF THE CURRENT STATE OF THE AGORA UNIVERSITY.....	80
Strong Points	80
Weaknesses.....	81
Opportunities and Objectives	81
Threats.....	82
* * *	82

INTRODUCTION

Agora University of Oradea (AUO) is an institution of higher education, a legal person governed by private law and public utility, established by Law 59/2012.

Founded in 2000 by the Agora Foundation, operated till 2012 as the Agora Foundation - Agora University, initially with just one faculty and two specialization, in a rented house at Union Hall in Oradea (Piata December 1, no. 1), and then in its own campus (8, Piata Tineretului, Oradea).



The rented headquarters (2006)



The headquarters of the AUO (2012)



AUO's own campus in the beginning of the renovation works (2005)



The campus of the AUO (2015)



Rector's audience to the Sovereign Pontiff, Pope John Paul II

It is not easy to build a University starting from zero. AUO has a short but dense history, behind which stands a huge work, which would not have been possible without the tremendous faith of its founders in God's help.

After the institutional assessment in 2010, ARACIS has granted the University "reliable" qualification and proposed to the Government the institutional accreditation.

Agora University of Oradea, accredited in April 2012 under Law 59/2012 has chosen a new rector to the term 2012-2016, which was confirmed through Minister Decision OMECTS no. 3887/02.05.2012.

National and international prestige enjoyed by Agora University, even though it has only seventeen years of existence is confirmed in time by the quality of its graduates, as well as through collaborative relationships with institutions in Romania, in Europe, Asia and in the United States of America.

In all developed countries private education was established as an alternative to the State institutions, in some cases becoming more developed, both in terms of quality and efficiency.

AUO has proposed, since its establishment, through the expansion of inter-academic relations, especially with institutions from Europe, United States of America, and Asia, to import the best educational practices and introduce them in the day-to-day activity, with a clear intention to differ about what is happening currently in the Northwest region of Romania, where our institution mainly acts.

The visit card of the AUO is enhanced by the work of students, but especially of its graduates, evident in a two-way relationship with the quality of the teaching staff. Inside AUO there is no discrimination between students, it is just encouraged the competition.

Not only the operating conditions of the University are important, but also the presence of teachers and students in the pages of scientific journals or conferences.

In AUO, the quality of the students can be seen on the occasion of the licensing examinations, where we differ from other similar institutions through:

- firm position against plagiarism, which is sharply punished by the code of ethics and internal regulations, both in what concerns students and teachers;
- not all those who are enrolled to pursue a program of study arrive to pass the licensing examination;
- the overwhelming majority of those who present themselves at the licensing exam promote it in very high percentage.

One of the fundamental principles on which is based the Foundation and operation of the AUO is the interdependence with the regions where exists, leaning, inevitably, on their economic strength. That's why AUO assumes a regional responsibility in the way it prepares professionals with a high level of theoretical and practical training in the required fields on the labour market, and with interdisciplinary competence and innovative spirit, sustaining at the same time, through research, the development of the region and beyond. Assuming these responsibilities implies the entire orientation of activities towards achieving concrete results, noted and appreciated by the community. The large number of partners in business and administration, with which the University has concluded agreements of cooperation is still an argument in this regard. Within these partnerships there were developed collaborative actions focused on the adaptation of the offer of educational studies ("Bologna" type and ongoing education courses) at the request of employers, in order to ensure the necessary specialists and to increase the role of practice in training activities, thus facilitating the integration of our graduates on the labour environment.

The University's involvement in the north-western part of Romania concern aspects such as:

- promotion of innovative and creator spirit in the region;
- working with the business community, in order to achieve a successful regional marketing;
- active contribution to the development of the Euro-region.

One of the significant initiatives in this regard is the establishment of the Euro-regional Centre to Prevent and Combat Cross-border Crime, conducted in collaboration with the institutions of the State administration from Romania and Hungary.

Affirming its regional dimension, AUO has outlined clearly its identity in the area of higher education:

- founding member of the Association of the Faculties of Economics in Romania - AFER;
- founding member of the Romanian Scientific Society of Management - SSMAR;
- partners in European projects alongside the Academy of Economic Studies in Bucharest;
- partners with "Petru Maior" University of Târgu Mureș, "1 Decembrie 1918" University of Alba Iulia, and the Western University of Timișoara, in European projects;
- partners in the organization of scientific sessions and summer schools with Romanian Academy and with the Romanian Diplomatic Institute.



Members from SSMAR and AFER at AUO

Nor the international dimension has been neglected, AUO managing soon to affirm its identity in the European space of higher education, through participation in scientific sessions, participation in international consortia of scientific research (CEIM, project initiated by University of Casino, Italy, attended by numerous universities in the Mediterranean area, the cooperation agreement signed with the University "Luigi Vanvitello" in Naples, Italy, etc.).

Also, AUO obtained the Erasmus+ Charter, thus giving to students and teachers the opportunity to benefit from the mobility offered by this program.



AFER founding - Pitești 3 June 2005



The participation of AUO team together with other ten University in "GLOBE +Romania" project – initiated by the Corvinus University of Budapest, Hungary (2005)

AUO hosted an international Master, organized by the University of Malta, in partnership with the "San Pio V" University of Rome, Italy. Also, the Institute of Political Studies in Rome developed in partnership with Agora University a project financed by the Ministry of Labour and Social Welfare from Italy, worth more than \$800 000, designed for the local business environment. As a result of the recognition of the quality of professional and scientific instrument, AUO has become, through its representatives, member of the boards of Governors of the Institute of Political Sciences of Rome and of the Centre for Human Rights in the Mediterranean Area, based in Rome, Italy.

AUO was also requested to conclude partnerships in the countries of the Balkans, states that are in the process of accession to the European Union, concluding cooperation agreements with the University of Belgrade, Serbia and with the University of Montenegro. On the occasion of the signing of the partnership agreement at

Podgorica University, our delegation was received by the Minister of education of Montenegro.



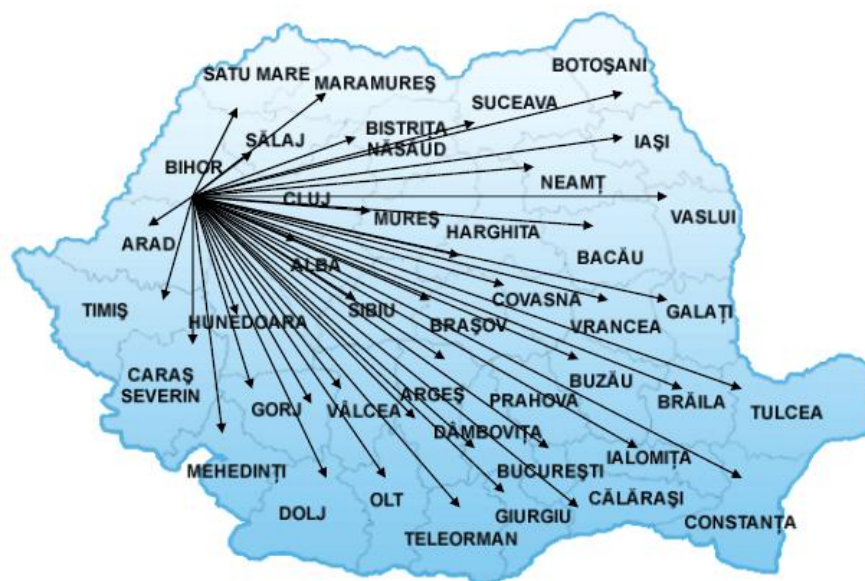
Receiving the AUO delegation at the Ministry of Education in Montenegro

External relations have transcended the boundaries of Europe, AUO becoming partner in several scientific projects with South-eastern University in Lakeland, Florida, United States of America, the School of Business of the above University being co-organizer of the International Conference: "Competence and performance of the European economy" held in Oradea.

Partnerships were concluded in Asian space too. Thus, our institution has concluded cooperation protocols with "Kalasalingam" University in India, and three prestigious Chinese institutions: University of Chinese Academy of Sciences, Beijing Jiatong University, and South-eastern University of Finance and Economics.

Also, the international dimension of the institution is confirmed by the appreciation and recognition that enjoys from numerous scientific figures from abroad, that have visited us. On our turn, we were invited to participate in the events organized in their country of origin, or have agreed to be part of the scientific committees of our scientific journals.

After almost twenty years of activity, if we look at the places of origin of our students, we can affirm that AUO regional aspiration was met and even exceeded, as one can observe on the next map, regarding the areas of origin of our students.



AUO has proposed, since its establishment to initiate and maintain a permanent dialogue with the economic, social and cultural community which it serves.

Companies in our area benefit of the following services offered by AUO:

- access to the database with the students and alumni who want to be employed, the presentation of the resumes of those enrolled in the database and which meet the requirements of the job offered;
- use of the database with job offers, on the basis of standard forms submitted by employers by email or fax, the beneficiaries being the students/university graduates;
- collaboration with public or private organisations focusing of HR specialization, based on the educational offer;
- conclusion of agreements under which students can carry out practical training within the partner organizations.

Concerned by the intensification of its links with business, ever since the first years of existence, AUO organized academic and economic missions abroad. Thanks to the good relations of cooperation with universities, research institutions and chambers of commerce Romanian and Italian, AUO hosted various events addressed to entrepreneurs from Bihor County. At the conclusion of the first program, funded by the Ministry of Labour and Welfare from Italy was founded the "Association of Italian Entrepreneurs from Bihor" AUO being its originator and founder.

Assuming the social mission as a community promoter, AUO held a series of meetings with public officials, where attended personalities from academia and politics, recognized at European level and internationally (Prof. Dr. Alfio D'Urso from University "Magna Greece" of Catanzaro; Prof. Dr. Salvo Ando, Rector of the "Kore" University in Enna, a former defence Minister in the Italian Government, etc.)



Visit of delegations of AUO and "San Pio V" of Rome in Debrecen, Hungary

AUO assumed, for 2012-2016's mandate, *the mission of education* and its commitment to transmit to his students' the spirit of Agora, based on the values of democracy and humanism that, our graduates, in turn, will propagate it further into society.

AUO's mission was first articulated on the vision of the founders, who chose as name, not incidentally, a symbol of democracy. The democratic spirit of Agora has been and will be its director vector for development and will bring added value and innovation.

At the beginning of the mandate of the new rector, on October 1st 2012, the situation of AUO was as follows:

- One faculty (Faculty of Law and Economics);
- Three accredited undergraduate programs (Law - 4 years, Management and Accounting & Informatics Management - 3 years);
- An undergraduate program with provisional approval (Local Police - 3 years);
- A total of 675 students;
- 25 academic staff (5 professors, 6 lecturers, 10 assistant lecturers, 2 assistants, 2 preparatory);
- Five international conferences;
- Four international scientific journals (an ISI one with IF = 0.441 and two listed in IDB);
- Five research centres;
- Three European projects in progress;
- 16 ISI articles published by authors with AUO affiliation.

On October 1st 2015, AUO had:

- Two faculties (Faculty of Economics and Faculty of Law and Administration);
- Four accredited undergraduate programs (Law - 4 years, Local Police - 3 years, Management and Accounting & Informatics Management - 3 years);
- Three accredited masters (Human Resource Management - 2 years, Criminal Sciences and Forensics - 1 year, Applied Researches on Forensics - 2 years);
- A total of 915 students;

- 33 academic staff (6 professors, 10 lecturers, 12 assistant lecturers, 5 assistants with limited contract);
- Seven Doctor Honoris Causa from Romania, China, and the USA;
- Nine honorary members of AUO Senate from Romania, Chile, Colombia, France, India, the U.S., and Greece);
- Five international conferences;
- Four international scientific journals (an ISI one with IF = 0.746 and two listed in IDB);
- Five research centres;
- E-learning platform <http://moodle.univagora.ro>;
- Nine European projects, completed (at the end of 2015);
- 44 ISI papers published by authors with AUO affiliation (28 in the period 2012-2016).

Specializations of 2015-2016, valid also for 2016-2017

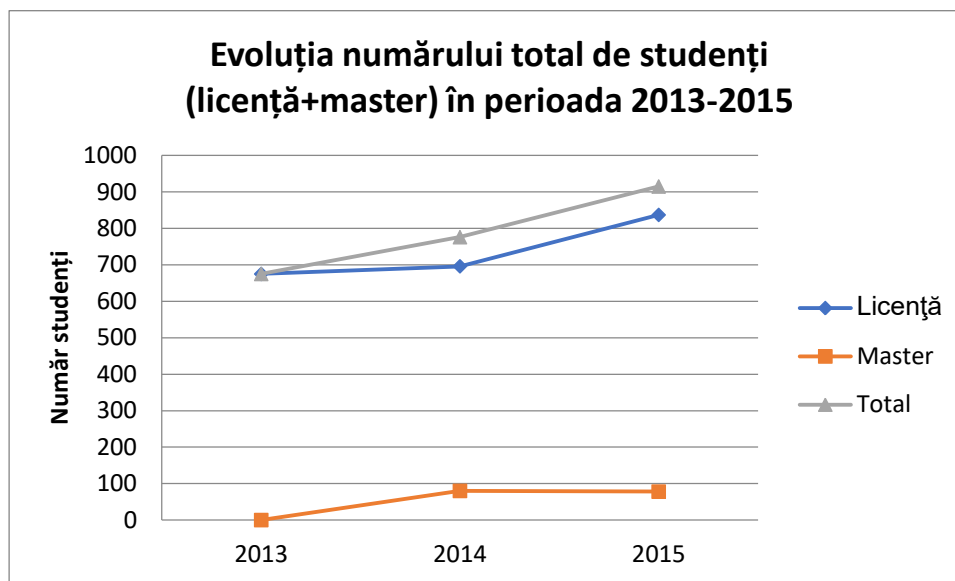
30. UNIVERSITATEA AGORA DIN MUNICIPIUL ORADEA							
Nr. crt.	Facultatea	Domeniul de licență	Specializarea/ Programul de studii universitare de licență [locația geografică de desfășurare *1 și limba de predare *2)]	Acreditare (A)/ Autorizare de funcționare provizorie (AP)	Forma de învățământ	Număr de credite de studii transferabile	Număr maxim de studenți care pot fi școlarizați
1	Facultatea de Științe Economice	Contabilitate	Contabilitate și informatică de gestiune	A	IF	180	100
		Management	Management	A	IF	180	50
2	Facultatea de Științe Juridice și Administrativ	Drept	Drept	A	IF	240	100
		Științe administrative	Poliție locală	A	IF	180	80
30. UNIVERSITATEA AGORA DIN MUNICIPIUL ORADEA							
Nr. crt.	Facultatea	Domeniul de licență	Specializarea/ Programul de studii universitare de licență [locația geografică de desfășurare *1 și limba de predare *2)]	Acreditare (A)/ Autorizare de funcționare provizorie (AP)	Forma de învățământ	Număr de credite de studii transferabile	Număr maxim de studenți care pot fi școlarizați
1	Facultatea de Științe Economice	Contabilitate	Contabilitate și informatică de gestiune	A	IF	180	100
		Management	Management	A	IF	180	50
2	Facultatea de Științe Juridice și Administrativ	Drept	Drept	A	IF	240	100
		Științe administrative	Poliție locală	A	IF	180	80

Masters for 2015-2016, valid also for 2016-2017

TOTAL STUDENTS IN UNDERGRADUATE & MASTERS PROGRAMMES
2013-2015

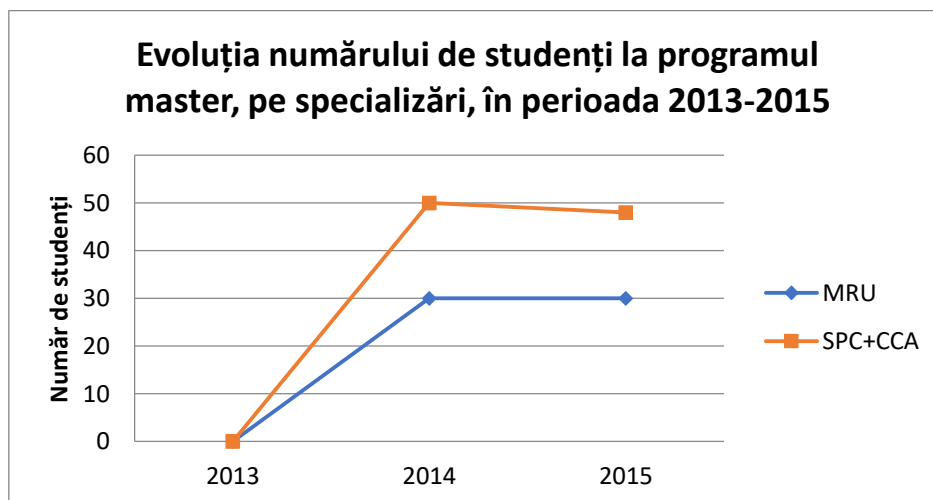
OCT. 1 st Year (admission for first year)	Undergraduate	Master	Total
2013 (350 undergraduate + 0 master)	675	0	675

2014 (350 undergraduate + 100 master)	696	80	776
2015 (330 undergraduate + 100 master)	837	78	915



The dynamics of the number of students in 2012-2016

The total number of students kept a rising trend over the period considered, with a substantial jump of around 150 students in undergraduate programmes from 2014 to 2015.



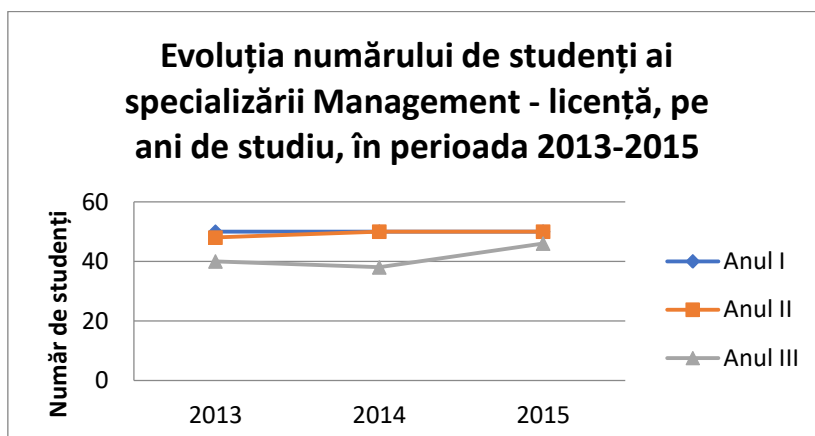
Starting 2014, the year from which the AUO had allocated places for Masters Programs, one may notice a relatively constant trend in the number of students. Also the number of students from the master programs seems to be correlated with the number of graduates of the undergraduate programs (more at Law and Local Police than from Accounting and Management).

Management Specialization chosen by ARACIS for 2017 is operating in AUO since the very beginning (2000).

MANAGEMENT - Number of students 2013-2015

OCT. 1 st Year	Year I	Year II	Year III	Total
2013 (50 places)	50	48	40	138

2014(50 places)	50	50	38	138
2015 (50 places)	50	50	46	146



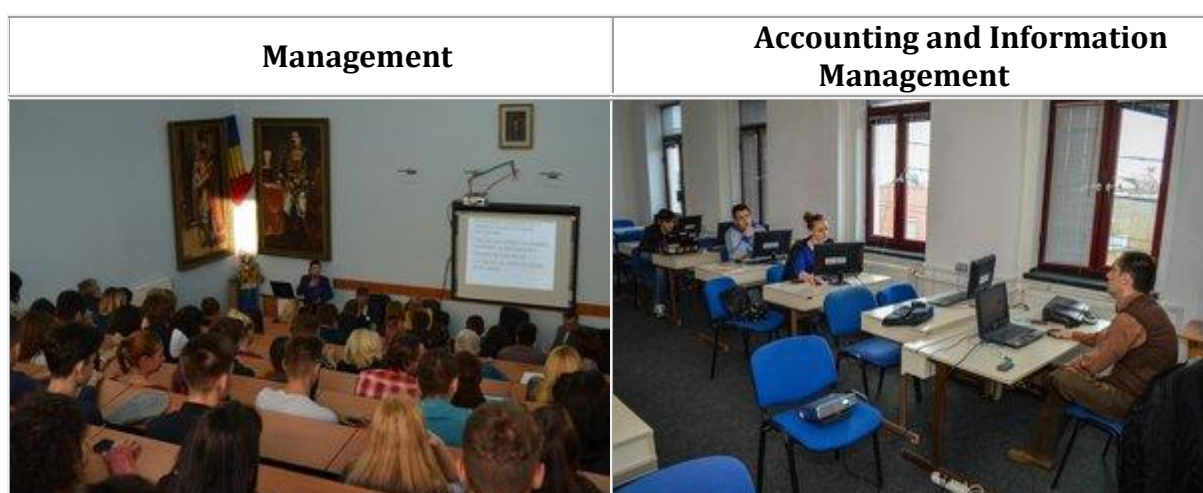
The number of students from this specialization has kept a steady trend, close to the maximum number (50 students) assigned throughout the period under review.

FACULTIES AND SPECIALIZATIONS TODAY

In 2015, in the spirit of the recommendations of ARACIS from 2010 evaluation, the Faculty of Law and Economics was divided into two faculties:

1. FACULTY OF ECONOMIC SCIENCES (FES)

- Undergraduate: MANAGEMENT and ACCOUNTING AND INFORMATION MANAGEMENT;
- Masters: HUMAN RESOURCES MANAGEMENT.



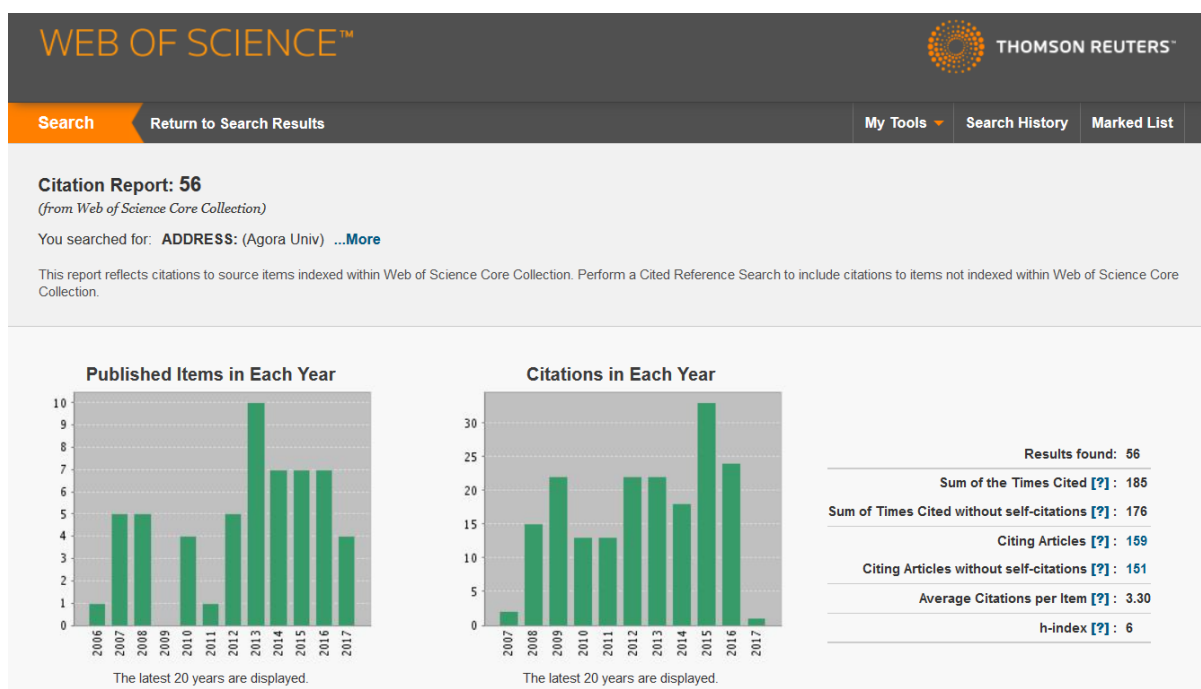
2. THE FACULTY OF JURIDICAL AND ADMINISTRATIVE SCIENCES (FJAS)

- Undergraduate: LAW and LOCAL POLICE;
- Masters: CRIMINAL SCIENCES AND CRIMINOLOGY, APPLIED FORENSIC RESEARCHES.



The Rector was elected by the Agora community for the 2016-2020 mandate too, and was confirmed by the Minister of National Education (OMECTS no. 3710 / 28.04.2016).

With this new mandate AUO took a step forward, adding *scientific research* to its mission. This enterprise is based on the progress made in the previous mandate.



Authors with articles indexed in ISI Web of Science with AUO affiliation

International Journal of Computers Communications & Control

ISSN: 1841-9836

CCC PUBL-AGORA UNIV
PIATA TINERETULUI 8, ORADEA, JUD, BIHOR 410526, ROMANIA
ROMANIA

[Go to Journal Table of Contents](#) [Go to Ulrich's](#)

Titles
ISO: Int. J. Comput. Commun. Control
JCR Abbrev: INT J COMPUT COMMUN

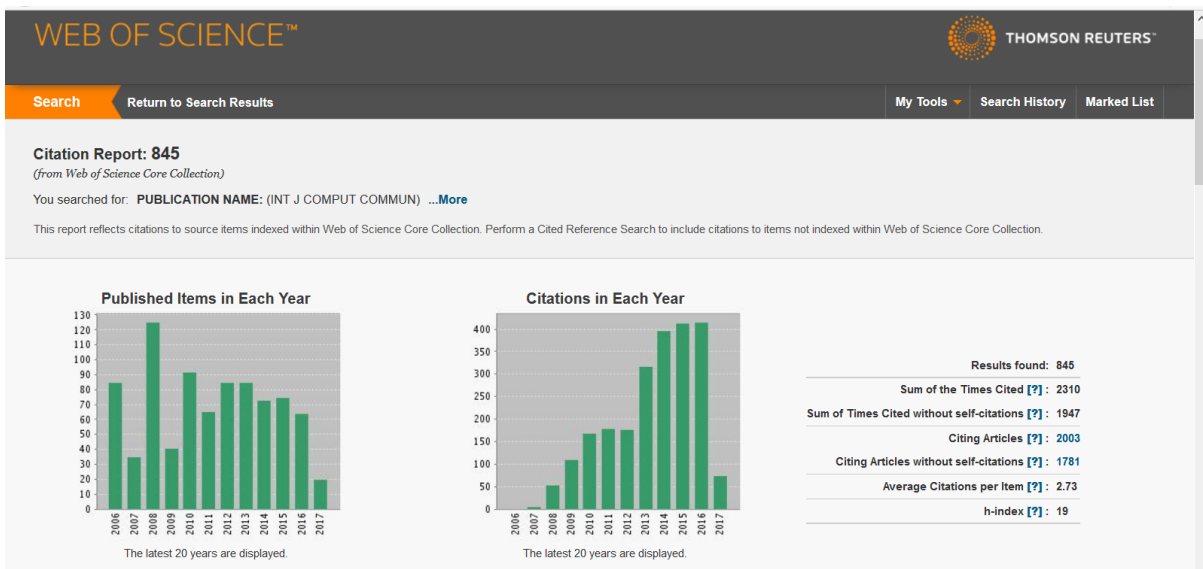
Categories
AUTOMATION & CONTROL
SYSTEMS - SCIE;
COMPUTER SCIENCE,
INFORMATION SYSTEMS - SCIE;

Languages
ENGLISH

6 Issues/Year;

Key Indicators													
Year	Total Cites	Journal Impact Factor	Impact Factor Without Journal Self Cites	5 Year Impact Factor	Immediacy Index	Citable Items	Cited Half-Life	Citing Half-Life	Eigenfactor Score	Article Influence Score	% Articles in Citable Items	Normalized Eigenfactor	Average JIF Percentile
	Graph	Graph	Graph	Graph	Graph	Graph	Graph	Graph	Graph	Graph	Graph	Graph	Graph
2015	391	0.627	0.537	0.635	0.297	74	4.2	8.2	0.00078	0.131	100.00	0.08893	19.642
2014	391	0.746	0.615	0.739	0.178	73	4.2	7.9	0.00106	0.185	100.00	0.11861	25.561
2013	305	0.694	0.585	0.622	0.165	85	3.7	7.8	0.00083	0.126	100.00	0.09197	26.070
2012	175	0.441	0.289	0.436	0.060	84	4.0	7.8	0.00057	0.093	100.00	Not A...	17.800
2011	144	0.438	0.335	Not A...	0.095	63	3.2	8.4	0.00059	Not A...	100.00	Not A...	20.591
2010	174	0.650	0.380	Not A...	0.079	89	2.6	7.0	0.00045	Not A...	100.00	Not A...	31.055
2009	95	0.373	0.272	Not A...	0.205	39	Not A...	7.2	0.00011	Not A...	100.00	Not A...	11.715

Impact factors for International Journal of Computers and Communications in the JCR



Articles published in the International Journal of Computers, Communications & Control indexed in ISI Web of Science

The management Paradigm of the AUO has some specific features in relation to other State and private universities, but is in accordance with the Law no. 1/2011 and subsequent amendments.

The University Senate is the decision-making forum for all teaching and scientific activities which take place within the institution. The Senate is made up of elected representatives of faculties - teachers (max. 75%) and students (min. 25%).

AUO Senate currently has 16 honorary members, from Romania, Italy, France, Greece, Colombia, Chile, India, China and the United States.



The President of the AUO Senate during a Doctor Honoris Causa ceremony

Legal representation is exercised via the AUO executive management, as follows:

1) The Rector legally represents the AUO in front of the Romanian Council of Rectors, the Ministry of National Education, the Central and Local Administration, as well as with the institutions of education and research in Romania and abroad, with other national and international public bodies.

2) The President of Administration Council (AC-AUO) is the credit officer and legally represents AUO in relationships with financial institutions, banking, and economic actors and advises all documents involving financial commitments on behalf of the AUO.



The AUO Rector and the President of the Administration Council

Students are organized into Agora Students' Association and have representatives on the boards of faculties and the University Senate in a percentage equal to at least 25%.

Students practice is taking place in institutions and socio-economic organization in the region, or in the Simulated Company of Agora University.

AUO Students participates in the Olympics organized by various institutions, such as AFER Romania.

Starting 2015 AUO organizes the national symposium "Brainstorm in Agora Student Circles" (BACStud) that enjoyed a good participation at national, and even international level in the latest edition. Within these manifestations are organised exhibitions, demonstrations of Police and Romanian Intelligence Agency activities, as well as simulated processes.



Student practice - European program POS DRU: "STAPROS"



Opening ceremony of BACStud 2015



Images from a simulated process at BACStud 2016

One of the fundamental principles on which is based the foundation and operation of Agora University is that of interlinkages with the regions where it is established. This is why Agora University assumes a regional responsibility in preparing professionals with a high level of theoretical and practical training in the areas required by the labour market and who have interdisciplinary competence and innovative spirit, sustaining at the same time, through research, the development of the region and beyond. Assuming these responsibilities implies the entire orientation of the activities towards achieving concrete results, noted and appreciated by the community. The large number of partners in business and administration, with which the University has concluded agreements of cooperation is still an argument to that effect.



AUO, in partnership with the Chamber of Commerce and Industry held in Bihor Centre for Entrepreneurship and the Relationship with the Business Environment (DARMA), meetings between representatives of the academic, institutional, and businesses in Oradea, last one being on December 14th, 2016 (aspects in the image above).

AUO has received many recognition internationally too.



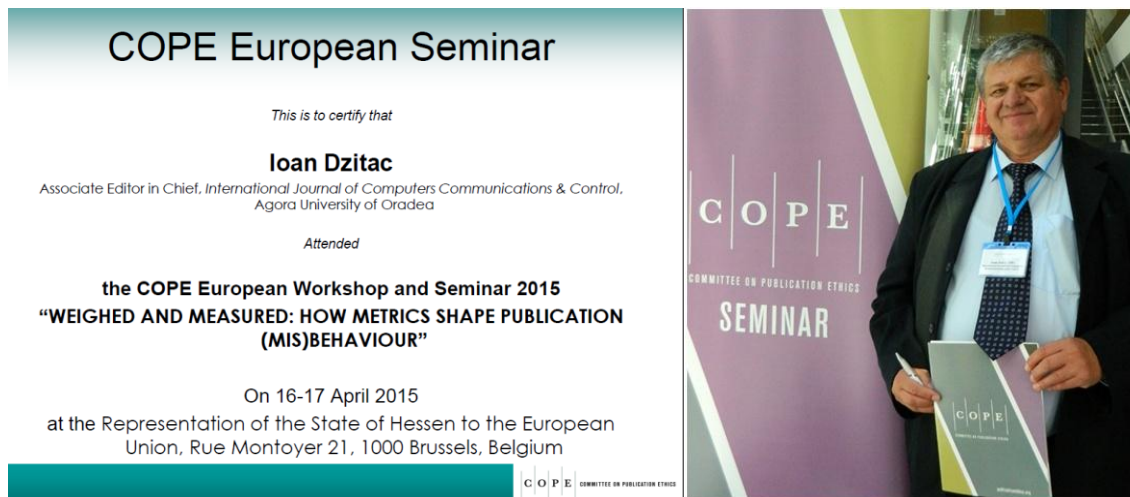
Following the assessment of EUA-IEP (2014) AUO was characterized as "AN ENTREPRENEURIAL UNIVERSITY":

EUA-IEP Team: "The team has enjoyed learning about the characteristics of the Agora University and its role as provider of higher education in the fields of law, management and social science. It has been an interesting year experience to discuss with staff, students, and external stakeholders the challenges faced by AUO and the university's efforts to address constraints and to explore future opportunities. We believe the university has the potential to take successful steps in its next stage of development."

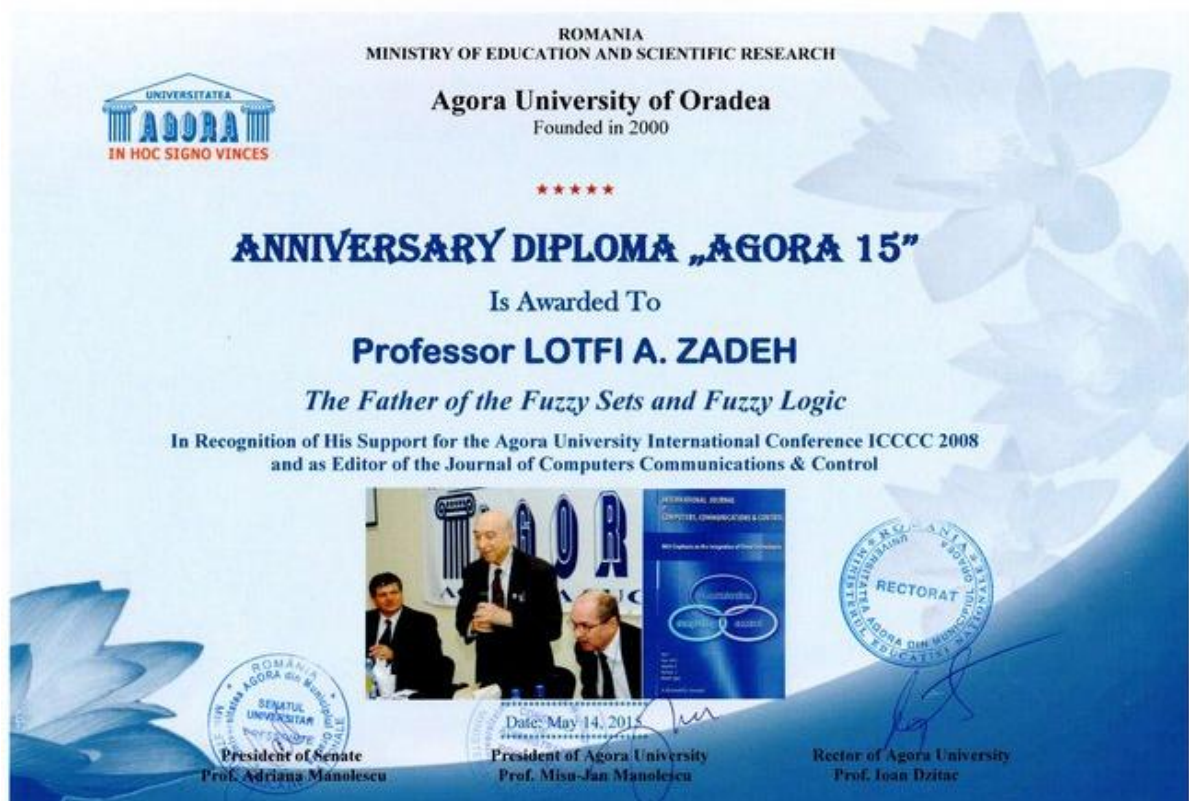


IJCCC, an international brand of the AUO, was considered in 2015 by Elsevier as no.1 in Romania in the field of COMPUTER SCIENCE-INFORMATION SYSTEMS and was nominated for a Scopus Awards 2015.





IJCCC Editor attending a COPE Seminar in Bruxelles (2015)



Anniversary Diploma "15" granted to Prof. Lotfi A. Zadeh from the University of California Berkeley, USA (2015)



Diploma offered by the Rector of Obuda University of Budapest, Hungary, Prof.Dr. Janos Fodor, at "Agora 15" anniversary (2015)



Signing of the collaboration agreement with South-eastern University in Florida, USA (2011)

Relations with China have developed much, through visits of Chinese representatives at AUO (2012, 2014, 2016), and visits to China of AUO Rector (2013, 2015, 2016).



Collaboration agreements with the Chinese Academy of Sciences - the Fictitious Economy & Data Sciences and Southwestern University of Finance and Economics, China (2012)

On the basis of cooperation agreements concluded, several AUO students were invited for free at summer schools and international conferences in China (2014, 2015, and 2016).



Students from the of Agora University at a summer school at Southwestern University of Finance and Economics, China (2014)

Relations with India have been established and strengthened by visits of the representatives of the Indians at AUO (2012, 2013, and 2016) and Rector's visits and a AUO lecturer of Romanian language in India (2014).



Collaboration agreement with Kalasalingam University, India (2013, 2014)



AUO became involved in initiation of Indian students at Kalasalingam University to study Romanian language (2014)



AUO Professor' lecture in front of PhD students from Kalasalingam University, India (2014)



AUO Professor as keynote speaker at a Conference in Dalian, China (2015)



An AUO teacher presenting a tutorial at a Conference in Asan, Korea (2016)

Agora University of Oradea adheres to the ideals and principles enshrined in the Magna Charta Universitatum (<http://www.magna-charta.org/>), as adopted in Bologna in 1988 and act for incorporation into the space of higher education and scientific research of values, norms and regulations promoted within what is called the "Bologna process".



A. INSTITUTIONAL CAPACITY

A.1. EXISTING INSTITUTIONAL, ADMINISTRATIVE AND MANAGERIAL STRUCTURES,

1.1. Objective and Mission, Academic Integrity

1. Mission and Objectives

Agora University is a private institution of higher education and scientific research established by the Agora Foundation decision of March 17th 2000, organized in accordance with the Education Law No. 84/1995, with the Law on accreditation of higher education institutions no. 88/1993 and with Gov. Decision no. 88/2005 regarding the organisation of University studies. The University was established on the initiative of the Agora Foundation in 2000, by the Civil Sentence No. 3/7/2000 rendered by the Tribunal in Bihor. Through the Foundation Statute and its bylaws was decided the establishment of an university, in accordance with Romanian legislation.

The ARACIS Council granted on 20.12.2010 ARACIS Agora University with "trust" qualification and proposed its institutional accreditation, later confirmed by Law No. 59 from 29.03. 2012.

University identity is enshrined by:

- a. name: Agora University of Oradea (Acronym AUO);
- b. Emblem and seal (established by the University Senate, Figure 1);
- c. Slogan: Success!
- d. the University Day: March 17th (establishment day).



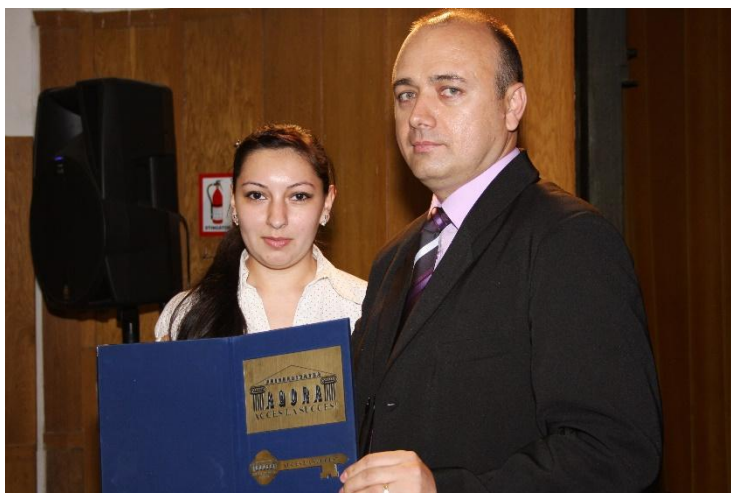
Agora University Emblem

Areas of study for which the University organises undergraduate studies are as follows: Law, Management, Accounting & Informatics Management, and Administrative Sciences.

Corresponding to these areas, there are the following programs of study: Law, Management, Accounting & Informatics Management, and Local Police.

The study programmes in the University gives students a viable alternative in their process of training and personal development.

The education is organized on intramural basis, and the duration of study is three years for the study programmes in the fields of Economics and Administrative Sciences, respectively four years in Law.



ACCESS to SUCCESS – handover of the relay to the next generation

All four programs of study that operates within the University are accredited by the Romanian Government, on the basis of the opinions and proposals of accreditation of the Romanian Agency for quality assurance in higher education (ARACIS) and of the Ministry of National Education, being included in the decisions of Government institutions relating to the structures of higher education accredited or provisionally authorized to work and study in the fields of undergraduate studies.

Thus, the University received authorization of operation for the study programmes “Law” and “Management” starting with the academic year 2000-2001 (Annex II, 30 of Government Decree No. 1215/2000, published in the Official Gazette no. 639 from 07/12/2000.

There were approved by this normative act for Agora University 100 places for **Management** (intramural studies) and 150 seats for **Law** (100 intramural studies and 50 extramural studies).

Later it appeared Government Decision no. 410 from 25.04.2002, published in the Official Gazette no. 313/13.05.2002, concerning “private education institutions authorized to operate provisionally” at position No. 37 with its two specializations, only for intramural studies as a result of the abolition of extramural studies.

In 2002 the University has obtained the authorization for “**Accounting & Informatics Management**” – by the Gov. Decision no. 944 from 29/08/2002, published in the Official Gazette, part I, no. 675 from 11/09/2002.

The undergraduate programme “**Economic Informatics**” was approved in 2004 by the Gov. Decision no. 940 from 10/06/2004, published in the Official Gazette no. 617 from 07/07/2004.

The undergraduate programme “**Community Police**” was approved in July 2010 and accredited by ARACIS in 2015.

With the fulfilment of the legal conditions have been drawn up and submitted the self-evaluation reports to ARACIS with the purpose of accreditation of the programs of study: Management, Accounting & Informatics Management. As a result of the visits made by specialized commissions and analysis of the existing situation, the Council for the accreditation of ARACIS decided favourably for all of the three programs of study, submitting the proposal to the Ministry of National Education. Agora University is currently listed with four programs of study in the most recent decision of the Government concerning the structures of higher education institutions accredited or

approved to operate provisionally and specializations in undergraduate studies (Gov. Dec. no. 635/2008, published in the Official Gazette no. 766 from 23.08.2008 766, annex III, item No. 37).

In 2007, after three promotions graduates, began the procedures for accreditation for the programs of study "Management" and "Law", both being accredited.

In 2008, after three promotions graduates, began the accreditation procedures for the undergraduate programme "Accounting & Informatics Management", this program being accredited in the same year.

Starting with 2013-2014 academic year, according to [Gov. Dec. no. 581/30 July 2013 Official Gazette from 2013](#) regarding the undergraduate and master studies accreditation, AUO operates two master programs, as follows:

- Human Resources Management, 120 ECTS, 165 places;
- Criminal Sciences and Criminology, ECTS, 60, 50 places.

Starting with 2015-2016 academic year, according to [Gov. Dec. no. 581/30 July 2013](#) AUO operates the master: "Applied Forensic Researches" with 120 ECTS.

Starting with 2012-2013 academic year, following the approval of the Ministry of National Education, in accordance with the Law on education no. 1/2011 with modifications and completions, AUO operates postgraduate programmes and ongoing professional development courses, with IF as follows:

- Labour Law Institutions, with 224 hours;
- Private law Institutions, with 224 hours;
- Criminal Sciences and Criminology, with 224 hours;
- Human Resources Management, with 210 hours;
- Financial Accounting Audit of 210 hours.

The legal framework for the certification of establishment and operation are set out in the annexes of documents establishing the University.

[Agora University Charter](#) (see annex) represents a fundamental act, stating the mission and objectives of the University, principles of organization and operation, academic and institutional framework of the University. It complies with the Romanian Constitution and applicable laws. On the basis of the Charter of the University, regulations, procedures and operational systems covering the entire area of the University have been elaborated. The Charter and its annexes were discussed and approved in the AUO Senate and are periodically reviewed, in the light of the changes of internal and external conditions.

Agora University assumes a dual mission: [teaching and research](#).

The mission of the Agora University, as an institution of higher education, is *teaching and scientific research*, carried out by assuming a full public responsibility, being focused on:

- higher education student-centred quality, meant to ensure the formation of European specialists in professions recognized and necessary on the labour market that, either are not covered by the existing University education in the North-West part of the country, whether they represent alternatives to public education;
- fundamental and applied scientific research in the fields of economic, legal and social, carried out in collaboration with other universities and research institutes in the country and abroad and aimed to support economic and social development;
- transfer of knowledge to and for the benefit of society.

The Mission of the University lies in contributing to the development of University tradition in the western part of Romania, in the maintenance and

transmission of culture and science, in the creation of new scientific knowledge in the fields of forming part of the proposed objectives.

The University offers to the young generations the necessary conditions for harnessing their skills through education, scientific research and other complementary activities.

Agora University aims to become a cultural and civic centre, meant to contribute to the formation and dissemination of values of national and universal culture, to promote the pluralism of opinions and to contribute to the development of the civic and political culture, and thorough its graduates and scientific research, to contribute to improve the performance of the companies in the area.

In order to achieve its mission, the University has established the following strategic objectives:

- recognition of the quality of educational services in the context of the University in Europe and the Agora;
- optimization of research;
- creating an "Agora" academic culture.

2. Academic Integrity

Agora University continues the traditions of culture and higher education in the western area of the country and is driven according to the principles formulated in the [Declaration of Lima](#) on the academic freedom and autonomy of the institutions of higher education, [the Universal Declaration of human rights](#), the international human rights agreements signed by Romania and adhere to the Magna Charta of European Universities.

The Code of ethics of the University functions as a moral contract between the people involved in the University, student-body, teaching and administrative staff - contributing to increase the prestige and morale of the institution's capital, to deepening and strengthening the cohesion of its members, the formation of a university-based climate cooperation (vocational and social) and competition rules.

In order to strengthen the academic prestige and ensuring performance and professional development of each member of the academic community, AUO promotes values and principles in line with the evolution of knowledge, under the rule of law and respect for human rights.

The purpose of the AUO Code of Ethics is:

- to identify the core values underlying the mission of higher education in the framework of the Agora University;
- to establish a set of standards of professional conduct in the context of the maintenance of the quality of the academic community;
- to bring clarity in responsibilities and actions of persons involved in the supply and demand of educational services, scientific research, and other services based on science.

By adhering to this code, the Agora University community participates in its application, taking effective measures to deter, prevent, and correct unethical behaviour.

Through the code are identified the values, principles and responsibilities of all those involved in the life of the Agora University. The following constituents of ethical profile in AUO are essential: moral integrity; academic freedom; justice; equity; tolerance; honesty; intellectual fairness; professional and civic responsibility.

Monitoring the application of the code of ethics shall be conducted by the Commission of Ethics and Academic Integrity within the University Senate. The Commission has jurisdiction to investigate violations of the principles and values of the University code of ethics and to propose to the Senate to take action. At the same time, the Commission draws up annual reports and the Senate debates and approves them.

In our institution has not so far been noticed any violation of the Code of Academic Ethics.

3. Responsibility and Public Accountability

Rector coordinates strategically, supervise and control all activity from the University and is responsible for the quality and effectiveness of the University's development in line with the multiannual and annual plans and ensures compliance with the legislation applicable in the domain.

At the end of each year, the Rector draw up a [report on the State of the University](#), presented to the Senate. The report contains quantitative and qualitative information regarding the educational offer, the results of teaching and research in the academic year ended, internal and external collaborations of the University, human resources and materials and facilities for students.

Organizing and coordinating the periodic audit missions, aimed at evaluating the quality of the educational process, it is in charge the Director of the Commission for Evaluation and Quality Assurance (CEQA), which has the powers delegated by the rector. To fulfil the tasks assigned, the Director leads the work of CEQA. The Director of CEQA prepares an annual [evaluation report of the internal quality](#), which are submitted to the Senate. After discussion and approval, the reports are published on the University website.

S.A. 1.2 MANAGEMENT AND ADMINISTRATION

1. Management System

According with the Romanian legislation (Law no. 84/1995, Law no. 128/1997), the Charter and internal regulations, the AUO management is ensured by the following management bodies: the Board of Governors, the Senate, the Faculty councils.

The Administration Council is the supreme administrative, financial and economic governing body, and the University Senate is the governing body for all didactical and scientific activities.

The Senate is made up of faculties elected representatives – professors (max 75%) and students (min 25%). The term of Office of Senators is four years, democratic elections are held in accordance with the legislation in force and the procedures are described in the University Charter and internal rules for both teachers and students' representatives.

The Faculty Council is the governing body of all teaching, scientific and administrative activities that takes place within the Faculty and is composed of elected representatives of the teaching staff and students, in accordance with the norm of representation determined by the Senate.

In accordance with the regulations in force, the management personnel of the institution consists of full-time teachers in higher education, with the basic norm in the

institution, having the function of teaching professor or associate professors and are not in booking conditions.

The election of the students in the governing bodies at the level of Faculty and University is governed by the "[Rules of the election of the representatives of the students](#)", annex to the University Charter, which shows clearly that the elections are transparent, non-discriminatory and do not restrict the right of students to represent and be represented.

2. Strategic Management

Strategic plan and annual operational plans are developed at the Senate level. It includes overall strategic lines of development of the University and its integration as an institution, but also for each programme of study and is brought to the attention of all members of the academic community, pursuing their application using the mechanisms and procedures laid down in the Charter of the University and other internal rules approved by the University Senate.

The plan is in line with the role of higher education, with the needs of our society in the present and with the mission of Agora University, building on the results achieved so far, being structured by strategic objectives.

I. Educational Strategy: achieving a high level of integrated education at national, European and global levels.

Within this strategy are outlined the following objectives, accompanied by appropriate strategies:

- Academic offer: extending and adapting the offer to the needs of educational society;
- Recruiting new students: improving the admission process; stepping up actions to attract the best graduates from high school, through an improved outreach and direct information actions; continuation of the policy of granting scholarships to attract students with very good results in school, especially for those who come from rural areas;
- The education process: continuous improvement of syllabuses and educational programs; stimulating research through training of students in the activity of research; improving teaching methods and encouraging interactive working style with students; stimulating students' self-study and awareness regarding the importance of the subjects; supporting and encouraging students who participate in professional competitions and Olympiads, and rewarding those who achieve outstanding results; consolidating and developing relations with the economic and social environment, the conclusion of partnerships with companies and institutions in order to ensure the practical activity of students with a maximum reliability and efficiency;
- The process of authorization and accreditation: deepening, tracking and implementation of legal norms, requirements and standards;
- The quality of educational services: adapting the educational process to the requirements of the law on the organisation of University studies on cycles and harmonization of curricula and syllabuses with the requirements of the "Bologna" process; extension and active promotion of educational offer to integrate as much candidates as possible in the undergraduate programmes, implement mechanisms for quality assurance at the University level; development of the quality of educational services.



Acad. Florin Ghe. Filip alongside students in economics



Prof. Dr. Stephen Olariu from Old Dominion University, USA deliver a lecture to our students regarding the US educational system (2008)

II. *The Research Strategy*: full coverage of the mission of the University through the concrete results and their dissemination through publications. Included in this are:

- The University Research Centre: the concentration of all human and material resources for certification and accreditation of research directions; participation in the joint programme with the European institutions of higher education; establishment of strategic partnerships with firms and companies in the country and abroad;
- Involvement of students in research: motivating and stimulating students to participate in research; the inclusion of students in mixed teams of educators and specialists engaged in research projects and contracts; priority funding of research projects in which are included students, Master students and PhD students of the AUO;
- The physical basis for research: the adaptation of the equipment at the present level of technical and technological development; purchase of new means for research laboratories; purchase of new equipment and computers necessary for research centres activity; identifying new financing resources for research;
- Publication of research results: maintaining the accreditation of journals; fostering teachers' publication of articles in common with authors from abroad;
- Publication in co-operation with foreign publishing houses of AUO papers. In March 2017 was signed a contract with the publishing house "CUAM Research Centre of the "Luigi Vanvitelli" University in Naples, Italy.

III. *The Financial Strategy*: attract resources and enhancing equity, comprising:

- Financial resources: efficient distribution of financial resources, depending on priorities and results anticipated;
- Additional financial resources: attracting additional financial resources from the didactic activity: short-term courses intended for the unemployed, employees in the private sector or from budgetary institutions; attracting additional resources from the research activity; attracting additional financial resources by participating in the competition for obtaining grants, grants, or regional financing programs.

IV. *The Human Resources Strategy*: capitalizing on the most valuable potential of the University:

- Employment, promotion: recruiting the best graduates, primarily from AUO to begin their academic career and research; continuing the promotion of professors exclusively on criteria of professionalism and morality; supporting documentation activity abroad for all staff; ensuring optimal conditions of work; improving the content of the procedures; encouraging the participation of teachers in activities of national and international scientific societies; the participation of every teacher at least at two prestigious scientific events each year;
- Evaluation: improving assessment methods: self-assessment, peer assessment, evaluation by students; recognition and awarding of staff with good results; removal of academic staff with inappropriate behaviour; the salaries of all employees depending on responsibilities, involvement and results.

V. *The strategy in the field of material resources*: effective management, creation of optimum conditions for education and research:

- Modernization and development of the material base, in order to improve its own permanent dwellings, required for the didactic activities; development and arrangement of the research spaces, equipping them with adequate equipment; renovating of "B" building in campus, completion of the arrangement of the Library.

VI. *Image Strategy*: Agora University = Access to Success!

- Promotion: promoting the institution's image nationally and internationally, through promotional materials and through the actions AUO personalities; permanent updating and continuous improvement of the AUO website; development and distribution of advertising material; organization of cultural and sporting events with the participation of members of the academic community, assuring a proper media coverage; involvement in programs carried out by local, regional and national communities.

VII. *Management Strategy*: clear objectives, resources for the future:

- Administrative structure: analysis of how each employee performs his/her duties; periodic consultation of students, thorough their representatives in the Senate and the Faculty Council with respect to the quality of services; knowledge of and compliance by all members of the academic community of the University Charter and all regulations;
- Strategic management: planning and justification of decisions in a transparent manner and with the active participation of the academic and administrative staff; exercise control at all levels and measures to be taken promptly to ensure the proper conduct of activity; stimulating initiatives and personal responsibility;
 - Creating an "Agora" academic culture. Agora scholarships, as a recognition tool of the best students; support of the "Agora Artistic Club"; supporting the activity of the

"Agora University Sport Club"; attract students and faculty in various cultural activities.

3. Effective Administration

University management process shall take into account the relevant Romanian legislation, the University Charter and other internal regulations and normative acts approved by the Senate.

In its work, the University Administration put particular emphasis on leveraging the advantages derived from a hierarchical pyramid, without very many levels and at the same time, on the preparation and perfection of the teaching and research personnel to stimulate participation in training courses and refresher.

The Administration is particularly concerned about achieving the objectives of each program of study and of students' affairs, providing quality educational services.

A.2. The Physical Basis

S.A.2.1. Patrimony, Financial Resources Allocated

1. Spaces for Education, Research and Other Activities

To support teaching and research activities the Agora University has own and leased spaces, in Oradea, Piata Tineretului no. 8, respectively, "1 Decembrie 1918" Park no. 1 (Union Hall).

In 2000 the University has leased space within the House of culture of trade unions in Oradea, under a lease agreement (see annex):

- 3 seminar rooms, equipped with furniture, in total area of 150 m²;
- 2 classrooms, the total area of 258 m²;
- Auditorium with a number of 715.

On Piata Tineretului no. 8 address, the University has a campus consisting of five buildings (four in own property, and one in use free of charge -contract described in the annex), with a total area of 5353 m², from which useful 3803 m², as follows:

- 8 seminar rooms, in total area of 335 m²;
- 5 lecture halls, in total area of 554 m²;
- 4 laboratories, in total area of 203.7 m² 154.5;
- administrative spaces, offices, rooms, in total area of 1553 m²;
- The Library, in total area of 470 m²;
- The Gym, the total area of 339 m².



Course in the Blue Auditorium

The surface of Computer Science Lab and the number of work stations are in accordance with the number of students.

The Research Centre has spaces corresponding to the unfolding of the work and is fitted properly.

AGORA RESEARCH CENTER	
LEGAL AND ADMINISTRATIVE SCIENCES	ECONOMICS
1. Cross-Border Crime Direction <ul style="list-style-type: none"> • CEPCT • CONEXIS 	1. Business Direction <ul style="list-style-type: none"> • DARMA
2. The Human Rights Direction <ul style="list-style-type: none"> • OBM 	2. Research and Development Directorate
3. Community Law Direction <ul style="list-style-type: none"> • Jean Monnet • Europe direct 	3. Direction Jean Monnet

The AUO Research Centre Chart

For social, cultural and sport activities the university made available for students:

- The Festive Hall, 715 seats;
- The Gym, in the area of 400 m².

In terms of accommodation, the University has lease agreements for facilities which are available to students (contract set out in the annex).

All educational and research facilities are adequate in terms of the number of jobs, the size of the teams (space indicators actually do comply with the standards in force) and comply with the technical regulations for safety and hygienic-sanitary regulations.

Agora University shall make available to the academic community a total spaces in area of over 11 000 m², of which lecture halls and seminar in the area of 3800 m², equipped for more than 1200 students.

2. Equipment

Lecture and seminar halls have necessary teaching equipment: video-projectors, overhead projectors, flipcharts, magnetic whiteboards, etc.

The furniture is proper, the classrooms being spacious, bright and ensuring the necessary comfort to teachers and students.

The computer lab is equipped with 20 computers, colour printers, video projectors and internet connection via optic cable. Computer Science Lab inventory is presented in the annex.

Accounting Lab is equipped with a no. 20 computers, with accounting licenced programs whereby students carries out specific practical tasks, in accordance with the plan of training related subjects.

Forensics Lab respect the requirements (kits, specialty equipment, electronic audio-video equipment, etc.) required by regulations.

Interactive Learning Lab endowment was designed to support the development work in mixed teams — teachers, students with the possibility of quick access via the Internet to information sources available online.

The Research Centre and the Library are equipped with specialized literature (books and periodicals from Romania and from abroad), networks of computers connected to the internet, and other electronic equipment.

The University has its own Library, equipped with two reading rooms, one with access to shelter and one with internet access. The total area is almost 300 m², and students' access in the reading rooms is provided five days per week, being assisted by specialized staff.

The library has 5183 titles and 24757 volumes, of which in past years students consult/ borrows a 2500 average books per annum. Also the Library possess periodicals, from subscriptions or exchanges between university libraries, such as: Romanian Journal of Labour Law, Public Law Review, Romanian Journal of Private Law, Romanian Journal of European law, Criminal Law Review, Law Magazine, Romanian Journal of Criminology, Annals of the University of Bucharest, the Romanian Border, Studies in Informatics and Control, Computer Sciences Journal of Moldova, Les Annales de l'Université Valahia, Romanian Journal of Public Administration, Capital, Economic Tribune Accounting Audits, Business Expertise and Entrepreneurial, Transylvanian Magazine, Official Gazette,, AFER-highlights of organization and operation, AFER-Roundup, Intelligence Management Market Watch.

AUO Library makes available to its readers via network computers linked to the internet, access to numerous libraries and specialized online sites, "open source" or subscription paid by the University, which can be viewed on the website of AUO: <http://univagora.ro/ro/calitate/editura-agora/biblioteci/>. Among them:

- Legis;

- SAFARIbooks (over 40 000 titles and access to online courses)-
<https://www.safaribooksonline.com/>
- <http://www.sciencedirect.com/science/journals/sub/7/14/all/open-access>
- ISI Thomson scientific
- Journal of Economic Literature- <https://www.aeaweb.org/journals/jel>
- American Economic Review- <https://www.aeaweb.org/issues/446>
- American Economic Journal: Applied Economics-
<https://www.aeaweb.org/issues/448>
- ACADEMY of digital library-University courses- <http://www.biblioteca-digitala.ase.ro/biblioteca/model/index2.asp>
- BookBoon- <http://bookboon.com/en/economics-and-finance-ebooks>
- EU bookshop- <https://bookshop.europa.eu/ro/c-r-i-electronice-cbDyaep2OwDPcAAAFH2zdqoBpl/>

Each teacher has instrumented classes within AUO e-learning platform (<http://moodle.univagora.ro/>), where each student can find a list of bibliographic resources or other types of learning "open access" resources, carefully selected by the teacher on the specifics of the respective course.

All computers in the University are equipped with operating systems with the licensed software. In addition to these there are a number of specialized software (accounting, law, etc.). Internet access is being provided throughout the education, research and public administration through the UPC network.

The University shows great attention to the permanent updating of computers and related programmes, allocating funds to acquire them from own income or attracted by research programmes and through various programs with external financing.

3. Financial Resources and Policy

Convinced that education and quality research can only take place in optimal conditions with appropriate financing, since its founding the Agora University was concerned with ensuring sufficient financial resources intended for arrangement of education and maintenance of the leased spaces, the purchase of the current campus, the rehabilitation of buildings owned by the Foundation, maintenance and modernisation of the entire database.

During the first ten years of activity, these resources have been secured mainly from the contribution of the founders, tuition fees, scientific research, donations and sponsorships, sums deriving from the European projects being relatively small during this period. This situation has allowed the large-scale investments, however, to develop their own material base, which represented more than 30% of total revenues.

Through the Foundation's own budget of revenue and expenditure and strategic and operational plans (see appendix), proved that the Agora University has diversified sources of funding and appropriate in the planning and definition of policies of investment and financial management, both in the short term, and in perspective, for the achievement of the mission and the objectives set.

Without having funding from the State, being obliged at one time even to contribute 10% of the income to finance state education, despite the deep economic crisis, the Agora University is continuing investment policy and modernization of the material base, as well as the allocation of funds for students' scholarships.

Attached are audit reports in the annex of the financial activity of the University. These are made available to the academic community and all interested parties by publishing them on AUO website: www.univagora.ro.

4. The System of Granting Scholarships and Other Forms of Material Support for Students

Agora University, as a private institution of higher education has proposed, since its establishment, to stimulate from its own resources the students' performance, or to support the students with special needs. Agora University grants scholarships and social aid to its students from undergraduate studies.

Article 101 of the Charter of the University stipulates: "*scholarships, specialization and trainings abroad of teachers and students are assigned by contest organized by the University.*" A student may receive only one scholarship in a single semester.

Agora University Senate decided that students can benefit from three categories of scholarships: the Agora scholarship, merit scholarship, and social scholarship. To encourage the spirit of competitiveness, the Agora University Senate decided the granting of scholarships to the most deserving students.

Agora scholarship covers tuition fee in full and is granted following an entrance exam.

Agora scholarship will be granted for the following semester, under the following conditions: no failure of an exam in the normal session of examinations; the overall average for each semester less than 7.00 (seven).

Merit scholarship covers tuition fee in full. For students in years I, II, III at IF studies, according to the results obtained at the end of the previous academic year student's scholarship is granted to him/her who has obtained the highest average that year, where the average is greater than or equal to 9.00 (nine).

For all categories of scholarship students must meet the following requirements:

- attendance at all teaching activities provided for in the plan of education;
- participation in all forms of verification throughout the semester, set by the holder of the discipline.



Best graduates attending the "Festive Course"

Merit scholarships are granted for the following semester, under the following conditions: no failure of an exam in the normal session of examinations; the overall average for each semester less than 9.00 (nine).

Social Scholarship covers 50% of the amount of the tuition fee. The rest of the payment must be paid not later than three staggered instalments.

Social scholarship will be granted for the following semester, under the following conditions: no failure of an exam in the normal session of examinations; the overall average for each semester less than 7.00 (seven).

A.3. Teaching Staff

A. 3.1. Recruiting and Employing Staff

The Management of the University pays particular attention to the recruitment of competent staff and with pedagogic vocation. The organization of the contests for academic posts, conditions for participation in the contest of candidates, the contest, the appointment of committees and conducting contests, their completion are in accordance with the legal provisions in force, in accordance with the AUO Charter.

Teaching and research staff in the University is recruited on the basis of competition. Proposals for the competitions launch belong to Department, and the Faculty Council shall examine, endorse the proposals and forward them to the Senate for approval. The posts put up for competition are published in the Official Gazette, in a daily newspaper of national circulation and on the University website.

After submitting the contest files, candidates are evaluated by the Commission of competition, which draws up a report stating the results of the competition. After validation of the results of the competition by the Senate or, where appropriate, the National Council for the accreditation of titles, diplomas and certificates, the candidate is tenured with a permanent contract, taking effect from the following semester, by decision of the AUO Rector.

The hiring of new teachers is done by concluding a contract of employment with the University, represented by the President of Administration Council, and the duties of the post are recorded in the job description.

A. 3.2. Permanent Teaching Staff

The AUO teaching staff employee meets all the requirements for their job position.

The discipline holders have Ph.D.-s with topics related to the disciplines they are teaching and have attested pedagogical training.

All discipline holders developed courses and other works necessary for the educational process, which covers subjects issues provided for in the plans for education programs of study. University leadership ensures multiplication of works and making them available to students through the library, in a sufficient number of copies. The situation in detail on subjects with the number of copies and books from the library share is presented in self-evaluation report of the selected study programmes as part of the institutional assessment.

In order to ensure the quality of teaching activities, permanent teaching staff in higher education covers in a year, no more than three jobs, regardless of the educational institution in which they operate. The degree of compliance with this criterion of quality is checked by the management of the University, at the beginning of each academic year.

A. 3.3. Associate Teaching Staff

The posts of State functions of the departments are partially employed with associated teachers, which correspond in terms of qualifications and legal conditions required. Teachers have made known associated number of hours and types of teaching activities provided by assigning to other universities and have the consent of the institution in which they function, by certificate signed by its leader.



Summer school: "Educational Policies. Relevance and efficiency" - organized

with the Romanian Academy

B. INSTITUTIONAL EFFECTIVENESS

B.1. The Contents of the Study Programmes

S.B. 1.1. Admission of the Students

1. Principles of the Policy for Admission to Programs Offered by the Institution

According to Art. 78 para. (1) of the Charter of the University, admission of candidates for the first year of studies in the academic community is based on general criteria laid down by the Ministry of National Education, the Charter of the University and by the regulation on the organisation and proper conduct of the competition for admission.

The assessment of candidates is objective, non-discriminatory, relying solely on the candidates' competencies.

All information regarding admission are posted and updated on the University website, are displayed at the premises of the University and published regularly in the media.

In order to recruit students and to increase the visibility of the institution, the University organizes publicity campaigns in the media and social media, through actions aimed at informing the general public. These campaigns and actions are aimed to promote the University mainly in the north-western part of the country.

University marketing department conducted an intense activity of presentation of the educational offer of the University, both at the headquarters and to the target segments at their own premises, for the creation of a real and fair images over educational act that took place at the University.

2. Admissions Practices and Organisation of Studies

Admission is organized on faculties and degree programs, file-based, hierarchical order of high school graduation.

At the contest for admission in the first year are admitted only the high school graduates who have passed the examination, on the basis of baccalaureate degree (or an equivalent diploma).

For obtaining scholarships, competition is organised by AUO. The enrolment period for candidates, competition disciplines and programming support, programs and related bibliography, the number of seats on faculties and programs of study, as well as other information regarding the competition for admission are brought to the attention of interested parties at least six months in advance, at the headquarters of the University, as well as on the site www.univagora.ro.

Contractual relations-Student University are well defined by contracts which stipulates the rights and obligations of both parties.

In accordance with provisional operating authorizations obtained by Government decisions, in accordance with the Law no. 1/2011 republished with amended and supplemented, Bachelor studies are organized in the form of intramural studies on campus (IF).

Undergraduate studies organized by the University have different duration, as follows:

a) four years for students in Law;

b) three years for economic sciences students enrolled beginning with the academic year 2005-2006 and the next.

During the undergraduate studies students accumulate a number of 180 or 240 credit points, depending on the duration of studies (3 or 4 years).

A year of study has a minimum of 60 credit points from the compulsory and optional subjects. The student can obtain an additional credit points through the promotion of optional disciplines. Each semester has, on average, 30 credit points.

Three year license is, by law, the equivalent of four years of the previous promotions before the application of Law no. 288/2004. Undergraduate studies graduates have access to master's studies programs.

The funding of University studies is ensured by annual fees approved by the University Senate, and from other sources made available by the Agora Foundation.

The content of studies is differentiated through plans drawn up on education programs by the Faculty Council for a complete cycle of preparation and approved by the Senate.

Educational plan for each study programme defines and delimits the general competencies and the speciality ones for the undergraduate studies.

Any change in the educational plan is made at the initiative of the Department, with the Faculty's opinion and approved by the Senate and will enter into force with the first promotion of students to the next academic year.

Educational plan ensures an adequate level of qualification of pursuing a profession defined by "the National Framework of Academic Qualifications".

The entire contents of the educational plan is centred on the student, meaning that the subjects included in the plan are chosen from the stringent needs of the practical activities specific to the areas in which they will work.

The plan, approved by the Senate of the University contains fundamental disciplines, specialized and complementary, each discipline may have optional or mandatory, character. The share of the different classes of subjects in the educational plan structure correspond to the national standards of academic evaluation.

Classification of disciplines of studies in the educational plan, the number of hours of teaching activities, and their classification into one category or the other disciplines are set according to the norms in force. For the "economic" domain AUO participates in collegial consultations organised at national level, within the framework of the Association of Faculties of Economics in Romania (AFER), Agora University being a founding member of it.

Discipline of study represents the formative element that represents the activities of a unit assigned to distinctly formative content.

A discipline of study may consist of teaching activities (course) practical work, seminars, laboratory work, development projects etc.

Each subject of study is characterized by:

- length of the study, represented by its deployment during semester and/or academic year;
- the number of weekly hours by types of activities: laboratory, course, seminar, etc.;
- the number of credit points associated to the discipline; final evaluation form (E-examination, Colloquium-C checking along the way-V), following which the student obtains a final note from 10 to 1.

Fundamental disciplines ensure students a basic scientific training, requested by a profession, sufficient to achieve specialized preparation in accordance with the objectives.

Specialized disciplines ensures a thorough knowledge of certain branches of science restricted to one area of activity well delimited and which allow students to devote themselves to the study of the content of the domain in question.

Complementary disciplines ensures completion of fundamental knowledge and expert knowledge from other areas but that converge towards the completion of the training of the future specialist.

The compulsory subjects are made up of fundamental disciplines, specialized and complementary, that must be met even through a program of study.

Optional courses allow the student to choose the educational plan of one or more disciplines from a package, establishing its own trajectory. The package of optional subjects, composed of at least two disciplines is unique in a semester. It is distributed in the IInd and IIIrd years. The package consists of disciplines which, as a rule, are specialized or fundamental disciplines other than those belonging to the program of study as defined by the plan, but are included in the plans of other educational programs of studies inside AUO and which belong to the same domain.

Compulsory subjects and optional ones chosen by the students, represent the global package of subjects to be studied for the Bachelor diploma. They must be completed in full, in order to get the 60 credit points required for promotion.

The optional subjects are chosen freely on subjects the student they browse on a voluntary basis and aimed at broadening knowledge in the fields of culture, scientific or program of study, as well as the expansion of knowledge in the field of chosen study. As a result of repeated consultations with representatives of the business environment, education plans also consists of optional disciplines proposed by the economic agents responding to market requirements.

An educational plan may cover no more than three, four optional subjects, respectively, for the entire duration of the cycle.

The optional subjects are assigned extra credit points than those of 180, respectively 240 for undergraduate studies.

The disciplines set out in the plans of the education curricula of the Agora University have a logical sequence so that the knowledge gained from all previous disciplines enables the appropriation of knowledge from the disciplines referred to in subsequent semesters.

Practical training in undergraduate studies is provided in two ways:

- Emphasizing pragmatic character of disciplines, giving a larger share of the hours of application activities;
- Through practical internships in compact special periods laid down in the structure of the academic year.

The practice is mandatory. It is provided compact, with different periods as it specifies and provides in the educational plan, and weekly since the academic year 2016-2017 for Management Studies, AIM and local police.

Within the time limits and according to the criteria communicated in a timely manner, the student will choose optional and facultative courses referred to in the plans. Upon election, expressed in writing, one can't return after signing the contract on an annual basis.

Educational plans, according to the national assessment standards, have a load average weekly of 20-24 hours of didactic activities (courses, seminars, laboratories, projects, etc.) for the compulsory and optional subjects.

Discipline sheets contain the cognitive, technical, professional and emotional skills that are accomplished, the way of review and evaluation, the organization and content of the exam for the certification of assimilated competences.

Studies ends with "*license examination*".

B.2. Learning Outcomes

S.B. 2.1. Capitalization of Academic Qualifications Obtained

1. Valorification Through the Employment Capability

Investing in education is carried out for the purpose of training of professionals able to engage in economic and social progress; the integration of graduates in the labour market by making use of the skills acquired during their studies represents the recognition of the AUO study programs. That's why it's important the adjustment of the educational dimension of the Agora University according to forecasts on the medium to long term requirements for quality and content, expressed by the employers, in the collaboration with the business.



Agora students meeting with representatives of the business community in Transylvania

Periodically, the University and its Alumni Department carried out analyses of the insertion of its graduates on the labour market, the job type and hierarchical levels attained in employing organization.

Data obtained from the Department are processed and analysed by the University. Here, it appears that a number of more than 50% of our graduates took jobs in accordance with the specialisation programme they graduate.

<i>Specialization</i>	<i>Promotion</i>	<i>The number of students who have passed the licence exam</i>	<i>Employees at university level qualification</i>	<i>Weight (standard ARACIS – min 50%)</i>
Law	2012	68	35	51.47%
	2013	64	33	51.56%
	2014	76	40	52.63%
	2015	59	31	52.54%
Management	2012	38	20	52.63%
	2013	28	14	50%
	2014	29	15	51.74%
	2015	23	15	65.21%
Accounting and Informatics Management	2012	27	16	59.25%
	2013	24	13	54.16%
	2014	16	9	56.25%
	2015	11	7	63.63%

Employment situation of AUO graduates in accordance with the graduated specialization programme

Adapting existing programmes of study and extension of the educational offer, taking into account the needs of the labour market is an important aspect of the valorisation of competencies through employment.

2. Capitalization of Qualification by Ongoing Academic Studies

Knowledge, skills and abilities acquired during the years of study are sufficient to allow graduates to embark on the labour market, to learn and to continue the academic studies in the next cycle. Alumni have the opportunity to develop their professional skills through continuation of the academic studies.

Starting with 2013-2014 academic year, according to [Gov. Dec. 581/30 July 2013](#) regarding the accreditation of undergraduate and master studies, within the AUO there two master programs:

- Human Resources Management (4 semesters), 120 ECTS, 165 places;
- Criminal Science and Forensics (2 semesters), 60 ECTS, 165 places.

Starting with the academic year 2015-2016 began the Forensic Applied Research master degree (4 semesters), approved by the decision of the ARACIS Council on 27.11.201 (see [Gov. Dec. 581/30 July 2013](#)). Form of education for this master is IF, 120 ECTS.

The situation of Agora licensees that followed the second cycle of higher education is presented in the following table:

<i>Specialization</i>	<i>Promotion</i>	<i>The number of students who passed the licence exam</i>	<i>The number of students admitted to master studies</i>	<i>Weight (according to the ARACIS standard – min 20%)</i>
Law	2014	76	16	21.05%
	2015	59	12	20.33%
Management	2014	29	9	31.01%
	2015	23	6	26.08%
Acc and Informatics Management	2014	16	4	25.00%
	2015	11	3	27.27%

3. Level of Satisfaction of Students in Relation to Personal and Professional Development provided by the University

Agora University is continuously concerned with the degree of satisfaction of students in relation to the educational offer of the University and with the services provided, as well as to the way in which the students believes they contribute to their professional and personal development.

To be able to quantify the level of satisfaction of students in relation to the educational act, but not only, the marketing department, in collaboration with the Centre for information, advice and guidance in career develops and administers the annual survey among university students.

Through this questionnaire aims to quantify how the students appreciate the following:

- the teaching mode (the questionnaires differ depending on the program and year of study);
- communication with the staff of various functional compartments;
- networking and communication with teachers;
- educational plan and schedule;
- the method of evaluation throughout the semester and exams;
- the manner in which it is considered just the assessment system applied by the teachers;
- the structure of the timetable;
- material conditions;
- educational opportunity;
- the opportunity of providing the value added service (example: opening a Childcare Centre for the students' kids). As a result, since 2012 operates within the Agora campus a Kindergarten and an Elementary School.

As a result of the processing data for the previous five academic years resulted the following data:

How do you appreciate the contribution of AUO to your professional and personal development?		Very satisfied	Satisfactory	Satisfied	Not-satisfactory	No opinion
2012-2013	Faculty of Law and Economics	71,00%	25,00%	0,50%	0,00%	3,50%
2013-2014	Faculty of Law and Economics	41,00%	45,00%	10,00%	0,00%	4,00%
2014-2015	Faculty of Law and Economics	40,00%	41,00%	14,00%	0,00%	5,00%
2015-2016	Faculty of Economics	38,00%	46,00%	10,00%	0,00%	6,00%
	Faculty of Law and Administrative Sciences	35,00%	49,00%	10,00%	0,00%	6,00%
2016-2017	Faculty of Economics	37,00%	46,00%	12,00%	0,00%	5,00%
	Faculty of Law and Administrative Sciences	33,00%	52,00%	10,00%	0,00%	5,00%

Regarding the level of students' satisfaction related to their professional and personal development assured by AUO, after the centralization of the results of the questionnaires it is observed a balanced repartition between the level of satisfaction "satisfactory" and "very satisfied", around 40%, respectively between 10% and 15% for the level "Satisfied" for the whole five years period. A slightly higher deviation, from 40%, is found in students from the Faculty of Law and Administrative Sciences. In 2015, in line with the 2010 ARACIS recommendations, the Faculty of Law and Economic Sciences was divided into two faculties.

The academic year 2012-2013 is the year when AUO began evaluating student satisfaction in electronic format. A discrepancy can be noticed between the "very satisfied" levels of satisfaction this year compared to the following years where the degree of satisfaction was relatively stable. This difference can be explained by the reluctance of the first year over the objectivity of the method in the electronic format (the students' tendency was to score very well).

4. Focus on Student Learning Methods

If within the classical seminars the student is obliged to follow a logical scheme proposed by the teacher to acquire the speciality knowledge, within the interactive learning workshop, referring to the bibliography indicated by the teacher, has its own rhythm and logical structure of learning, being guided by the teaching during the consultations.

Interactive learning workshop (multimedia room) is equipped with modern means, which facilitates the access of the students to several sources of information, giving them the opportunity to study individually, taking it along with the explanations necessary for teaching.



High school students visiting Agora

In these workshops, as well as in seminars, consultations and tutoring activity, teachers have the opportunity to communicate electronically with each student, through the Agora University web portal, all the teachers and students of the University having email addresses on AUO server.

5. Orientation of the Students in their Career

For students is organized *The Counselling Centre and Career Guidance* (accredited by the Ministry of Labour, in accordance with the law) under which teachers guides the students and advise them throughout their academic career, as follows:

- management of student activity by advisors, which coordinates the activity of the students and their needs, and summarized the proposals concerning the manner of conducting the educational act;
- information on the transferable credit system, University regulations, , the structure of the academic year;
- information on the ways in which they can benefit from the technical and material facilities of the University:
 - access to the Library,
 - internet access and other facilities in the laboratory of computer science,
 - allocation of a personal e-mail boxes hosted on the University server,
 - the opportunity to receive information on the activities organised inside AUO by email;
- the modality to consult the University courses as well as other documents recommended by teachers during the courses and seminars;
- competencies presentation that can be acquired through a particular path completion of studies;
- advice in choosing the optional and facultative subjects so that the knowledge gained within these courses to meet the individual requirements to deepening of a field of study, or the need for knowledge of complementary information in areas that the student opted to specialize;
- involvement in research projects developed and coordinated by University teachers, as well as in organizing various cultural, sportive or scientific events, hosted by the University;

- consulting for developing the practice, so in period to come to support the students in choosing a domain in which to work after completion of undergraduate studies;
- support to establish a strategy for employment after graduating and implementing the means necessary in the realization of this endeavour;
- how to complete a CV (making available to those interested in the European CV form);
- how to draw up a letter of intent;
- what are the stages of preparing and conducting a job interview;
- what are the skills and abilities necessary for employment in a certain area;
- what are the important steps in building and enhancing a career depending on the chosen field and the category of institutions concerned;
- organisation of debates which have as themes: rights and obligations of young employees, the ways in which they can capitalise on programs to encourage entrepreneurship, employers etc.
- adaptation to the extent of educational programmes and teaching methods with the necessary skills for a good integration on the labour market;
- the organization of workshops aimed at training teamwork skills, career management, negotiation techniques, etc.
- presentation of the employment opportunities offered by public or private organizations locally, nationally and internationally;
- information and counselling in order to obtain study grants and/or internships abroad;
- the organisation of thematic trips during which students can gain practical information to facilitate the assimilation of the theoretical information discussed within the working hours of the course or seminar and to assist them in the selection of an area where they can build a career;
- the application of questionnaires in the basis of which shall be determined in collaboration with the heads of the department and holders of disciplines the topic of the licence thesis and the steps of its development;
- advising on choosing the thesis theme and the elaboration strategy;
- establishing the most efficient means of accumulating knowledge through:
 - developing a concrete plan of study;
 - efficient management of time accorded to the study;
 - optimum techniques of assimilating making notes during lectures and seminars;
 - the formation of efficient lecture habits;
 - acquiring effective learning techniques;
- identification, depending on the requirements of each applicant and his/her professional aspirations of the most effective ways of improvement: master classes, adult training programs, etc.
- presentation of student employment offers during the holidays, or after graduation;
- creating a database with students and alumni that want to be employed;
- creation of a data base for the evolution and career management of those that graduated AUO.

Students in Economics participates in the two scientific circles organized within the Department: Accounting Circle and Management Circle, organized under the direction of Associate Professor Dr. Nicușor Burta, namely Assoc. Prof. Dr. Ionuț Pandelică.

Students from the Faculty of Law and Public Administration have at their disposal two scientific circles: Private Law, coordinated by lecturer PhD Radu Florian, respectively, Public Law, coordinated by Associate Professor Dr. Laura Popoviciu.

Starting from the second year of study students can choose the theme for their license, mostly continuing research done during their participation in the scientific circles, the coordinator guiding them through a tutoring activity type, till the final exam. In addition, holders of disciplines are required to deliver consultancy hours, on the basis of a programme established within the Department.

B.3. Scientific Research

S.B. 3.1. Research Programmes

1. Programming Research

Since its founding, the Agora University assumed a dual mission of training elites, but also through involvement in applicative research activities, and specialized consultancy in the process of the development of the region. Promoting scientific research has led to an increase in the level of preparation of specialists and strengthen the prestige of the institution, contributing also, to modernize and equip the laboratories continuously.

The University's research strategy is adopted in the Senate of the University and become an integral element of the multiannual plans and operational annual plans proposed by the Faculties Councils.

Milestones in devising strategy for research and development

Research is one of the main vectors in the activity of any institution of higher education. Preparing for re-accreditation Agora must necessarily realize the preconditions for lifting the level of competitiveness in this field too.

Research strategy (presented in the annex) take account of the following general highlights: competitive funding policy and employment concepts used nationally and internationally.

Conceptual framework used internationally and nationally

International organisations, as well as national institutions such as the Ministry of National Education (MEN), the National Authority for Scientific Research (ANCS), or the National Council of Scientific Research in Higher Education (CNCSIS) promotes a number of concepts and strategies, which are taken into account by Agora University too.

Competitive funding policy

Research activity can be satisfied successfully when there are financial resources, as well as those of competence and creativity required. For this reason in the Agora University it is done a rigorous assessment of human and material resources, which may be involved in research activity and, if necessary, AUO shall make investments to complement these resources by employing specialized personnel.

In the practice of national and international organizations that finances, manages or coordinates the research it has become widespread the practice of **selective funding competitions**, through open and transparent contests of **the research projects**, on the basis of competence, and creativity. The adoption of this policy within the framework of the Agora University constitutes a prerequisite for recording progress in the field.

Although Agora University is a relatively small institution, through inter-institutional linkages at national and international level managed to attract funds for research through partnership programmes and joint projects with research institutions from Romania and from China, India, USA and Norway.

AUO is also oriented in the following main directions:

- research with immediate results, producing additional funds (contracts with SMEs or larger enterprises seeking specific turnkey solutions that a research team from the AUO can provide in a timely manner);
- internal studies, without claiming them as genuine research, for its own development and expansion of the teaching activity (study of the feasibility and opportunity for establishing a new Faculty with specializations well rated on the job market, for which the Agora University would be able to secure the necessary resources and could have a comfortable resource of candidates);
- participation as associate partners, through solitary researchers or research groups at different type projects Consortium (both to gain expertise and creating a portfolio that would make us more competitive in the future, as well as for fundraising);
- creating the prerequisites for the consolidation of research collectives, which may propose and manage projects with good chances of being financed in the increasingly tough competition imposed by EU requirements.

Scientific research is an important component of the mission undertaken by the University, which should ensure the strengthening of the institution's image nationally and internationally and, at the same time, contribute-through contracts to improve the whole-financing activities. The University has proposed, the approach of some topics of national interest, but also addressed to the Euro-regional community of which belongs:

- two “Jean Monnet” modules;
- one “Jean Monnet” Chair;
- the European Documentation Centre;
- the European Information Centre;
- the ECDL Centre;
- the Euro-regional Centre to Prevent and Combat Cross-border Crime;
- European funded programs (POSDRU type) to support students and graduates.

Agora University teachers are pursuing scientific and research activities based on the themes established in their doctoral programmes, or through internal research plans drawn up at the level of the Department. Within the research centres there are themes that are part of the structure of some grants, or research projects of excellence.

2. Developing Research

The sectoral classifications used by international bodies, including the international statistical institutions, [higher education is considered as a sector of the national economy](#) (alongside the private sector of industry and services, government sector, non-profit sector and international institutions).

From this perspective, the allocation of funds for research and experimental development [is considered to be an investment](#).

Through its research strategy, the AUO adopted this conceptual framework and took into consideration a number of types of activities to allocate resources for the research and experimental development, applicable within its own programs.

The conduct of research and experimental development from the perspective of the strategy adopted by the University Senate assumes significant components of

information, communication, establishing contacts with potential partners and funding agencies of the research.

This situation led to the development of faculties' research groups, with minimal infrastructure required: high-end computers with internet and e-mail addresses, printers, collections of scientific journals, research groups where members meet periodically.

In accordance with the strategy adopted the research groups are encouraged to mobilize the majority of resources required for specific research projects through grants allocated on a competitive basis by the funding agencies, nationally or internationally.

Taking as its starting point the specific tasks of collecting and disseminating information on areas of interest, the criteria for eligibility of projects, funding applications, the format of the calendar of competitions organised by various funding agencies, the Faculty Council organizes regular trainings, conferences, exchanges of experience, with the participation of heads and members of research teams. From these activities are invited representatives of funding agencies or academics in the University and outside it.

Members of research teams are supported in order to participate in scientific events (conferences, symposia, workshop, or specific products fairs).

Agora University is acting for rewarding research activity of collectives in accordance with the income obtained through research contracts.

In the last five years there have been notable advances in terms of performance in scientific research, during this period bringing out the most notable successes:

- listing of the first Romanian economics information journal on ISI web of science;
- winning in 2008 to 2 of the 4 "Jean Monnet" modules allocated to Romania;
- winning the first project of Euro-regional funding, amounting to 54 000 euros;
- winning 4 European projects in 2010, amounting to over EURO 5 million: two in partnership with the Academy of Economic Studies in Bucharest, one in partnership with the Tibiscus University of Timisoara and the last one in partnership with the Chamber of Commerce and industry of Bihor County;
- winning 5 projects in 2014, as a beneficiary, in the amount of RON 15,769,457.94. The projects were implemented in partnership with the Chamber of Commerce and industry of Bihor County, the Chamber of Commerce and industry of Dâmbovița County, the Agency of Labour in Dâmbovița County, and some consulting companies from Oradea, Cluj and Bucharest, as well as the "Babeș Bolyai" University of Cluj -Faculty of Psychology;
- implementation in the period 2014-2015, of two projects as a partner, along with the Western University of Timisoara, a foundation and an association of Timișoara, respectively.

3. Harnessing Research

Research results are exploited through publication in University' journals, as well as by presenting in conferences, symposia and scientific events organized by the University, or nationally and internationally.

To disseminate the results of the scientific research the AUO Senate approved the establishment of five specialized journals: Agora International Journal of Economical Sciences, Agora International Journal of Juridical Sciences, International Journal of

Computers, Communication and Control, Agora International Journal of Administration Sciences and Agora International Journal of Masters Studies.

Agora University Publishing House, accredited by CNCIS, publishes textbooks, books, courses, tutoring lab, monographs, in order to make available to students and the community the results of teaching and scientific pursuits of the staff. AUO' teachers are required, by the decision of the Senate, to publish every year at least one scientific paper and to participate in at least two national conferences.

University benefits from human resources with high specialization, capable of sustaining the double mission of university: teaching and research. Scientific research is dominated by several leaders, people with experience and outstanding results, around which were formed teams of interdisciplinary research.

Applicants also are engaged in an intense training activity, research and training in the context of preparation for their doctoral studies in prestigious universities in the country and abroad.

Agora University operates a research centre, with several areas:

1. "*The Agora Research and Development*" was founded in 2005, by the decision of the University Senate no. 4668/11.10.2005, as a unit of scientific research and technological development. It works after its own regulation and includes in its structure academics, researchers, doctoral students, graduate students and students interested in economics and information technology.

Research and development manages and coordinates the activities of four collective:

- a) The research team in the field of computer aided decision and "knowledge management";
- b) Collective development and implementation of methods for automated driving processes and implementation of information technologies in economy;
- c) Team of organization of scientific research of the "International Conference on Computers, Communications and Control (ICCCC);
- d) Editorial team of the journal "International Journal of Computers, Communications and Control (IJCCC), indexed by ISI Thomson Scientific.

2. In 2005 the AUO, in collaboration with the Institute of Political Studies "San Pio V" in Rome has signed a protocol establishing in Oradea the "*Romanian-Italian Research Centre*" (Ce.R.I.R.). The Centre received UNESCO recognition in 2006. Research areas are: law, economics, European studies, political science, and history.

3. In December 2006, it was decided the establishment of the "*Centre for European Studies*" (CSE). It aims at initiating new research directions of current procedures for the application of European legislation, popularizing the use of assets by Romanian and foreign citizens to civic and legal means at their disposal, in order to ensure optimum and safe conditions of work, scientific support and the communitarian acquis of the European economic operators, and NGOs in order to increase the competitiveness of products and services, tracking the impact of the free movement of goods, free movement of persons, free movement of capital, freedom to provide services in the community, the intensification of the collaboration between academia and business, by providing data on common economic policies, the common agricultural policy, but also to other Community policies, the organisation of information campaigns about the Romanian and European law. Within this Centre had been established, as a result of winning European grants, *The European Documentation Centre*, namely the *European Information Centre*, funded by the European Commission and the AUO,

financed by the EU Commission with more than 200.000 Euros till now, for the actions organised by the two centres.



Yearly Symposium devoted to human rights

4. *The Euro-regional Centre for Crime Prevention and Cross-border Control* was created in 2008 as a result of obtaining the financing non-refundable financing European contract: RO-2006/018-446.01.01.02.20 from PHARE CBC Programme Ro-Hu 2006. The founding members of the Centre, beside AUO are: the Bihor County Border Police Inspectorate, the Police Inspectorate of Bihor County, and the Faculty of Law of the University of Debrecen, Hungary, Police Inspectorates, and Border Police respectively in Hajdu-Bihar County, Hungary.

5. In December 2016 was formed an International Centre for research in the field of human rights – CONEXIS - in collaboration with the "Luigi Vanvitelli "University in Naples, Italy.

Agora University Publishing House publishes five scientific journals with ISSN, and the papers of several conferences.

[Agora International Journal of Economical Sciences](#), ISSN 2067-3310, pops up regularly since 2001, one number per year (originally bearing the name Agora Studies, changed in 2009). The journal publishes reviewed articles on economic topics, and their adjacent topics (mathematics, informatics, legal informatics, etc.) and it has an editorial board made up of renowned specialists from Romania and abroad. Articles may be published in English only. The magazine is currently rated by the CNCSIS in category C being indexed in international databases: Copernicus and Google Scholar.



Opening of the Euro-regional Centre to Prevent and Combat Cross-border Crime - May 7, 2008

[International Journal of Computers, Communications and Control \(IJCCC\)](#) ISSN 1841-9836 (print), ISSN 1841-9844 (online), 2006, appears quarterly in print and on-line versions. It is published in English and there are accepted only original scientific articles, each article being checked independently by two reviewers. The journal has an Editorial Board of internationally renowned personalities, 5 members of the Romanian Academy being in this board. The editor-in-Chief is academician F.G. Filip, Vice-President of the Romanian Academy. The journal is indexed in numerous international data bases, such as: [ISI Thomson Scientific](#); [ISI-Journal Popularity Computer And Applied Science Complete \(EBSCO\)](#); [Current Abstracts \(EBSCO Publishing\)](#); [Information Systems Journals \(ISI\)](#); [The Collection of Computer Science Bibliographies \(CCSB\)](#); [Open J-Gate](#); [FIZ KARLSRUHE's informatics portof io-port.net](#); [Nassar's Periodicals Directory](#); [MathSciNet](#); [DOAJ](#); [SCIRUS](#); [Google Scholar](#); [Genamics JournalSeek](#). In March 2008 the journal was indexed by ISI Thompson Scientific.

[International Journal of Juridical Sciences \(IJJS\)](#), ISSN 1843-579x appears annually since 2007 and includes specialized studies, structured on the following areas: private law, public law and criminal science, criminology, sociology, psychology, legal informatics. Publication of articles and studies is only in English. The magazine has an international Editorial Board. Recently the magazine was rated B + by the CNCIS.

Starting in 2015, the magazine has four appearances a year, recently being included in the Stanford University Library.

[Agora International Journal of Administration Sciences \(AIJAS\)](#) ISSN 2399-800X, occurs annually starting 2015, and holds specialized studies chiefly in the field of administration. Papers are published in English language.

[Agora International Journal of Masters Studies \(AIJMS\)](#) ISSN 2392-8670, is a magazine in which articles of master students are published, in English language.

Agora University is organizing the International Conference "[International Conference on Computers, Communications and Control \(ICCCC\)](#)" every two years since 2006. The first edition was a great success, having a rich and a high scientific level, 91 papers (from 142 sent) were published in an additional number of IJCCC. The second

edition took place in the period 15-17 May 2008, being accepted 110 papers. Honorary Chairman of this edition was the famous US mathematician [Lotfi A. Zadeh](#).

The following editions, from 2010, 2012, 2014, 2016 attracted researchers and famous guests from Brazil, Chile, China, Columbia, France, India, Mexico, Romania, Spain, USA, Hungary and Lithuania.



ICCCC2008

Acad D. Tufis, Prof. I. Dzitac, Prof. L.A. Zadeh, Prof. M.J. Manolescu, Acad F.G. Filip



ICCCC2016

Guests from Spain, Lithuania, China and Romania

B.4. Financial Activity of the Organization

S.B. 4.1.1. Budget and Accounting

1. Budget Revenue and Expenditure

Agora University elaborates an annual revenue and expenditure budget, which is approved by the Senate and respected rigorously.

Justification annual budgets took into account the following criteria:

- during 2012-2016, in the buildings owned by AUO were made the following investments:
 - furniture worth 194,877 RON;
 - IT equipment and peripherals worth 583,386 RON;
 - the share of the wage costs in total expenditures remained below 60%;
 - the amount of the fees is similar to that practiced by the majority of universities.

No.	YEAR	SALARY EXPENDITURES IN INCOME
1	2012	30.76%
2	2013	31.13%
3	2014	29.84%
4	2015	20.21%
5	2016	51.25%
TOTAL		38.64%

Tuition fees are published on the University website and displayed inside the premises of the institution. Also, in the same way students are informed of the possibility of obtaining assistance from the University, tuition scholarships, reductions or exemptions from taxes, rescheduling rates, etc.

2. Accounting

Since its establishment, the Agora University organized its own accounting, at of institution level, through the registry inventory, balance sheet, income statement of budget implementation and the annual report.

As follows from the institution's organizational structure, annual activity takes place inside a compartment, headed by an economist with higher education.

Computerized accounting activity is transparent and permanent.



Rotonda at the first floor, the "A" building, after the completion of the renovation works

3. Audit and Public Liability

Internal Audit of administrative activity and accounts is carried out by the Internal Audit Committee.

After the end of the budget year, and completion of the balance sheet, the Senate examines and approves the budget exercise, on the basis of the report drawn up by the Commission for Internal Audit. After an external audit of the financial activity by an approved auditor, its conclusions and decisions are presented and discussed in the Senate.

C. QUALITY MANAGEMENT

C.1. Strategies and Procedures for Quality Assurance

S.C. 1.1. Structures and Policies for Quality Assurance

1. The Organisation of Quality Assurance System

Taking into account the requirements arising out of its vision and mission and on the basis of the quality policy, AUO develops and improve its own quality assurance system of educational services and scientific research.

Quality assurance system of educational services and scientific research of AUO aims to:

- a) to ensure a correlation as full as possible of the services offered with the students' requirements;
- b) to improve the quality of educational services and of scientific research;
- c) to develop a *culture of quality*, which shall become a true *State of mind* within the Agora University, in order to ensure real protection of the interests of the students and others interested of the services offered by the University;
- d) to define and implement an internal evaluation system of the quality of teaching and research processes, in order to align them with the conformity of these processes with national, European and international ones;
- e) to bring more clarity over responsibility of members of the academic community towards the concept of quality of educational services and scientific research;
- f) to ensure the necessary transparency as regards the use of financial resources earmarked for the achievement of objectives relating to educational and research services;
- g) to facilitate mutual recognition, at European level, of the documents of studies (certificates, diplomas) and academic titles by developing ties of cooperation with professional and scientific organization inside the EU.

Quality assurance system of educational services is focused on learning outcomes expressed in terms of professional knowledge, skills, values and attitudes, obtained through the completion of a level of education (Bachelor, master) of a program of study.

In the structure of the University was constituted the Commission of Evaluation and Quality Assurance at University level and the Quality Departments at the level of the faculties, which operates on the basis of the strategy and regulation drawn up and approved by the University Senate.

Quality Director and members of the Commission of Evaluation and Quality Assurance maintain a permanent exchange of experiences with people in charge of similar committees in the country and abroad at partner universities, and participate in all information seminars organised by ARACIS.

2. Policies and Strategies for Quality Assurance

Politics and academic quality assurance and continuous improvement of it constitutes an essential pillar of the strategic plan of the Agora University, representing at the same time the main goal intended to lead to the achievement of academic excellence.

The main objectives of the academic quality policy are:

- a) the elaboration and application of academic quality standards to govern the whole of the didactic activity and research;
- b) ensuring the proper inventory for the whole activity;
- c) training, specialisation and career development of all members of the academic community;
- d) conditions conducive to learning and initiation in research of all students.

Agora University quality educational services and scientific research is ensured by:

- a) planning of activities of the provision of educational services;
- b) didactic processes and scientific research monitoring;
- c) internal assessment of the results of the teaching and scientific research processes;
- d) external evaluation of the results of the teaching and scientific research;
- e) continuous improvement of educational services and scientific research.

Quality assurance policy has the following dimensions:

- **Internal** – assured through internal processes, defined by specific procedures for the preparation, approval and review of the programs and disciplines of study, as well as methods for collecting the opinions of students, through the internal audit procedures, etc.
- **External** - ensured by external processes, i.e. audit visits made by external examiners, representatives of national or international bodies of certification in the area of quality in higher education.

Each of these dimensions is reflected in **the strategic plan** of the University, which constitutes a source of information on the various regulations and procedures relating to quality assurance.

Through its policy of quality assurance Agora University defines and sets up the framework for the development of educational and research processes, procedures, aiming at ensuring appropriate quality standards, as well as the mechanisms used for that purpose.

Within the quality assurance policy shall be pursued consistently, the following processes:

- a) the **quality assurance Process** - defined by checking and analysing the results generated by the processes of teaching and research conducted in the University and, if appropriate, the necessary measures to safeguard the functioning of these processes in the parameters prescribed by the norms in force;
- b) **Process of raising quality** - defined by checking and analysing the feedback regarding the offer and the conditions of university education, as well as by determining the measures necessary for raising the quality of the constant;
- c) **Process of academic analysis** - defined by a set of periodic analyses of subjects, modules, course of study disciplines, to ensure, in a transparent and effective way, the needed feedback, both for students and teachers.

The management of the University is the institution's permanent concern to strengthen and increase its prestige domestically and internationally. University

development is achieved through the implementation of annual or multiannual measures and a quality management system continually improving the performance. It is supported through an organizational culture of quality, based on the fundamental principles of academic culture.

C.2. Procedures for Initiating, Monitoring and Periodic Review of the Programmes and Activities

SC 2.1. Approval, Monitoring and Periodic Evaluation of the Programmes of Study and Diplomas that Correspond to the Qualification

1. The Existence and Application of the Regulation on the Initiation, Approval, Monitoring and Periodic Evaluation of the Programmes of Study

As a private institution of higher education, the University has been concerned with the identification of those degree programs for which there are the greatest opportunities for graduates on the European labour market. As a result, proposals for the initiation of a new study programme are centralized at the level of the Faculty Council, discussed in the meetings of the Senate and subject to approval by the Administration Council of the University. In the University there are commissions and departments created for monitoring the activity of each program of study.

Initiation, approval, monitoring and periodic review of programmes of study is carried out in accordance with the rules established in this respect. It describes the ways for initiating new programs of studies, monitoring and periodic evaluation.



Agora Students presenting their institution at an educational fair

2. The Correspondence between Diplomas and Qualifications

The correspondence between diplomas and qualifications is governed at national level by the competent authorities, AUO being strictly in compliance with all the rules in force.

As a result of collaboration with many universities in the country and abroad the Agora University succeed to revise the curricula, with the purpose of harmonization with the requirements of the European Space of higher education. At the same time, we benefited from the conclusions resulting from the collegial consultations from professional bodies of which Agora belongs, such as AFER, SSMAR, as well as from the specialized commissions within ARACIS.

C.3. Objective and Transparent Procedures for the Evaluation of the Results of Learning

S.C.3.1. Assessment of Students

1. The University has a regulation concerning the examination and registration of students that is applied rigorously and consistently

According to art. 87 of the Charter of the University and of the regulation on the examination and students' notation, the evaluation of the knowledge assimilated, is provided in the curricula and syllabus of the subjects of study and is made in the form of examination, checking along the way or Colloquium (for practice). These provisions are brought to the attention of the students. Data sheets of the disciplines are prepared by the discipline holders, are discussed in the Department and approved by the head of Department.

Conduct assessments chart it is determined by the teaching staff along with the students, it is approved by the Faculty and displayed with 15 days before the beginning of the session of exams.

Noting the outcome of the assessment is made with integer marks, from 10 to 1, the minimum for promotion being 5 (five). At least 30% of the final mark comes from the evaluation of the students' knowledge during the preparation of the sessions, labs, projects, etc.

The way the final evaluations are shaped (written and/or oral) it is determined for each discipline by the Faculty Council at the beginning of the academic year and bring to the students' attention.

Knowledge assessment through written exam is done on the same day with all students, the presence of the discipline holder and other supervisory staff. Submission of the results it is made no later than 48 hours from the date the exam.

Knowledge assessment through oral exam is based on the exam ticket, the student choosing from the total the drawn up tickets, signed by discipline holder and approved by the head of Department. Assessment is made by the discipline holder, in consultation with the seminarian, assisting the exam.

The student has the right to be present at the final evaluation only if he has fulfilled all professional obligations (projects, practical work, laboratory work, essays, monographs, etc.) laid down in the respective discipline record.

Students can present in a re-examination session the evaluations where they have been absent, or do not pass in the normal sessions, regardless of the accumulated number of credit points.

A failed assessment can be sustained no more than two times in the course of the studies. If a student does not promote an evaluation at all, he/she will be expelled. Revaluations must be paid.

The teacher establishes the marks for the students and is required to write down them in the catalogue and in the student book, under his/her signature.

Not showing to an evaluation is recorded in the register as absence.

Any change of mark that the teacher is operating in the catalogue must be made stating the date and signature, followed by: "*corrected by me*".

Evaluation for those disciplines failed in the previous years is done according to the content and the corresponding sessions plan and analytical programmes in force at the time when the assessment is made.

Where some subjects are no longer present in the educational plan in force, management faculty will determine other subjects, equivalent to the previous ones in order to ensure the necessary credit points needed for the promotion of the year.

The assessment through written test students' papers are submitted to the Secretariat of the faculty with the catalogue, within 48 hours from the date of the exam, and are kept 15 days after.

For the optional subjects, the knowledge assessment is done through checks along the semester. Notes from the evaluation are taken into account for the calculation of the final mark only by written request of the student.

Knowledge evaluation for specialized practice is made through a Colloquium with marks from 10 to 1. Failure of the Colloquium leads to full or partial restoration of the practice, according to the assessment of the practice manager.

Disputes over the results of the evaluations must be submitted in writing to the Dean of the faculty, within 24 hours after receiving the results and are analysed by a Commission appointed by the Dean; the final mark cannot be less than the initial one, written in the catalogue.

Students trying to promote evaluation through fraud, are expelled. In the case of substitution of the person or attempting to bribe teachers, those in question (the one who substituted and substitutes or who attempted bribing) will be expelled without the possibility of reinsertion in the Agora University.

The University Senate and the Faculty Council decided to impose teachers the conception of the activity so as to combine teaching, learning, assessment and examination along the semester.

Laid down in the schedules, subjects of examination and assessment procedures are made available to students by every teacher, at the first hour of lecture and can be consulted at any time on the website of the University. In addition, the teaching hours of consultations, but also via e-mail, is at the disposal of students for possible and additional explanations.

C.4. Periodic Assessment Procedures of the Quality of the Staff

S.C.4.1. The Quality of Teaching and Research Staff

1. Ratio of the Number of Teachers and Students

The ratio between the number of teachers and students in AUO is 1 to 20, University Senate considering that as optimal for achieving the strategic objectives and ensure a high level of academic quality.

2. Collegial Evaluation

Inside AUO were developed and brought to the attention of the staff methodological procedures that facilitate each teacher uniform and objective self-evaluation, allowing colleagues and Department' head to materialize through quantitative appreciation the opinion toward each member of the Department.

Thus, the University Senate has elaborated and approved peer review questionnaire, aimed mainly to performance indicators and their dimensions: development of teaching materials, scientific research, national and international recognition, work with students in the academic community.

The assessment is mandatory and is done annually by the teaching of the whole collective, both for teaching and research performance of each teacher. Following the analysis of the results of the evaluations it is drawn up by the Commission of evaluation and quality assurance, an annual report on the quality of teachers.

3. Evaluation of Teachers by Students

Evaluation by students is an essential part of the process of evaluation of the quality of educational services. Thus, at the Senate level a questionnaire was developed designed to identify the opinions of the students who participated in academic activities. All responses are confidential, being accessible only by the Rector, Dean and the assessed person. Students ' opinions are used to establish actions to improve the teaching activity, actions that are communicated at a later stage of the evaluation process.

The questionnaire comprises questions relating to the organization of the course, the teacher's interest, the explanations offered, interaction with students, availability for consultation, the materials made available, addressing mode, the bibliographic references, and so on.

Evaluation by students is mandatory, the results being discussed individually, processed and analysed statistically by the Department, at the College and university level, in order to improve transparency and activity.

4. Assessment by the University Management

The Management of the University evaluates the activity of each teacher in accordance with its own policy of quality assurance, the Commission Regulation of Evaluation and Quality Assurance, internal documents that refer to this aspect: the self-assessment questionnaire for the evaluation of teacher's activity by the students, peer appraisal questionnaire, the assessment prepared by the head of Department, the

ranking of teachers according to performance, to serve as informational support for restrictive promotion, reduction of activities, as well as applying a salary level depending on the level of performance.

The assessment is carried out on the basis of an annual multi-criterial evaluation form for each teacher, depending on its results the promotion is done.

The Rector and the Director of the Quality Assurance Department is responsible for introducing and maintaining these procedures.

Faculty members' performance is determined by assessing the overall performance of a coefficient that aggregates the results of two evaluations:

- self-evaluation, espoused by members of the Department and confirmed by the Director of the Department: 80 %;
- evaluation by the students: 20%.

C.5. Accessibility of the Adequate Resources for Learning

S.C.5.1. Learning Resources and Student Services

1. The Availability of Resources for Learning

Learning resources include a wide range of issues. AUO focus mainly on:

- individual preparation (self-improvement);
- attending or navigate some course modules;
- students' participation in conferences, symposia, congresses, etc. organized in the area of their main activity or in interdisciplinary areas;
- participation in research activities within the laboratories, workshops and research centres of the University;
- participation in competitions and in national and international academic Olympiads;
- organizing academic exchanges among universities in the country and abroad;
- stimulation of innovation activities.

Agora students have free access to the books and periodicals from the University Library, and free and unlimited internet access.

The University Library has a sufficient number of volumes for each of the disciplines contained in the educational plan of the program of study, as well as subscriptions to major magazines.

The quality and quantity of learning resources, allow free access to any resource, per student, depending on their objectives and specific characteristics of each study programme.

Agora University is coming to support students and teachers, through a series of subscriptions at the magazines in the area of undergraduate study, as follows: the Official Gazette, Economic Tribune, Economic Management and Accounting of the Company Magazine, the Journal of Public Finance and Accountancy, the New Romanian Law, Public Law Review, Legal Magazine, Romanian Journal of European Law, Journal of Labour Law, etc.

To support its students, AUO has been engaged in a sustained effort regarding the [radical redesign of business processes, organization and mentality](#), whose purpose was to provide a totally new vision on how should be organized and conducted teaching and research activities at present. Division of labour and excessive bureaucratization of the organizations were the models that have worked well for organizations in the past. Those of today can no longer function in that way. An essential element of the economic

and social environment is now **the Change**. Change has become the norm, the pace of change has accelerated, the products and services have life cycles increasingly shorter, and technological innovations are more and more rapid.

In the classical situation nobody was overseeing the whole process, no one was responsible for it and none of those involved could provide solutions.

The derived is that the model of the organization on the basis of *separate operations* is outdated. Institutions, and not only, should organize activity-based processes. A process is a collection of activities that take one or more types of inputs, and that creates something out, something that *has value to the student*.

Agora University decided to drop the old approaches and seek new models of organisation of activity within an integrated educational process, this leading to a reduction in administrative costs, academic community members benefit of more power, finding most of the time together with the students creative solutions.

AUO, as a private institution of higher education aims to stimulate students to their performance in school, or to support those with special needs. Agora University grants scholarships and social aid to its students from undergraduate studies.

Art. 101 of the Charter stipulates: "*scholarships, specialization and training periods abroad for teachers and students are assigned through a contest organized by the University, on the basis of specific criteria laid down by the Senate.*"

AUO Senate decided that students can benefit from three categories of scholarships: the Agora scholarship, merit scholarship, and social scholarship. Through these three types of scholarships is intended to create a core of well-trained students within each group, which are models of earnestness, study, bending to the search for their colleagues who were admitted on paid places.

For students who have difficulties in terms of assimilation of knowledge taught, or are coming with loopholes from their pre-university education, the head of the Department establishes consultation programs for discipline holders.

2. Students' Services

Concerned about creating a mood and a specific academic emulation, AUO has created, since its establishment, the necessary means for the organisation of student services modelled on Western University campuses: counselling services made through the Centre for Counselling and Career Guidance (CCOC); possibility of assigning students in organizations; the opportunity to take part in cultural and sporting activities.

For the students who do not have their residence in Oradea there are conditions of accommodation, which are made available to them in the agreement of cooperation concluded with a high school in Oradea, for at least 10% of the number of students.

AUO enriches annual agenda of events by organizing cultural and artistic events organized by and for university students.

Through such events, the Agora academic community wishes to install to its students passion and appreciation of the Cultural Acts, and to support those who are talented. In this regard, in 2002, was founded "**Agora Artistic Group**", a band of artists composed of University students working under the guidance of a Director from the State Theatre of Oradea and a teacher of singing from the Popular School of Arts of Oradea. This student band is present in all the festive events, openings courses or final one, etc.



Agora Artistic Group

We intend to support in the future, on the basis of international agreements concluded, members of the "Agora Artistic Group" to deliver performances at foreign universities as well.

Agora University Senate decided on 7 May 2002 to establish a sports associations, called "[Agora University Sport Club](#)" (UASC). The Association has chess, badminton and martial arts sections.

UASC participated with accredited players, from 2004 till present, to numerous national and international competitions.

The objectives of the popularization of chess - the "mind sport" - among all social strata, regardless of age, is creating easy access to initiation into practicing this game and to develop those skills that allow sportive performance.

These objectives are pursued by all the activities carried out and in particular through the successful participation in national and international competitions, as well as by organizing tournaments to stimulate the spirit of competition and fair play.

Currently in UASC, 22 chess players are enrolled, of which 15 seniors.

Among the performance with which boasts the chess club include: participation in the National Junior Championships and the Junior Division, numerous medals obtained nationally and internationally.

Since 2004 the UASC is organizing a chess tournament titled "Agora Cup" involving each time Grand Masters and international masters.

Tournaments have enjoyed and were supported also by the Directorate for Bihor County Sports, Youth Association of Bihor, being included in the strongest tournaments in the country, brought together under the name Chess Grand Prix.

By holding these tournaments UASC has sought and seeks to boost the University's sporting life, by bringing together the most valuable players.

In its programme of supporting continuously the chess activity, AUO organizes a yearly tournament called "Monthly Rapid Chess Circuit". At this tournament are invited to participate any one that likes chess, classified or not, amateur or professional.

The results of the martial arts section are just as spectacular. Since 2005, in the national and international championships, our athletes have obtained dozens of gold and silver medals, most athletes being world champions or vice-champions.

The martial arts section of UASC participated in many national and international competitions, winning numerous medals in national championships, in Europe and beyond.

In 2010 UASC has been enriched with the badminton section, within which are 26 athletes representing the emblem of the Club successfully in national and international competitions.

Monitoring and evaluation of these services are made permanent by tutors and coordinators of the sportive club sections, the artistic group respectively.

C.6. Systematically updated Database, relating to Internal Quality Assurance

S.C.6.1. Information Systems

1. Databases and Information

Having a computer system that facilitates the collection, processing and analysis of data and information relevant to the assessment of institutional quality assurance, the University manages the flow of information through *the IT service*.

To achieve this system were used relational databases.

Taking into account the needs of the University was made a database containing all the information necessary for the data processing. The computer system is divided into several modules:

- student record;
- students' fees;
- the education plan record;
- the teaching staff record;
- the licensees record;
- statistics for the National Institute of Statistics;
- personal reports and statistics;
- tracking the activity of users of the system.

Within the module *students record* enter data about students, or can be changed the existing data. One can also display the student's card that contains data about a particular student, including information about the didactical situation and the situation of school fees.

Through the *fees record* may be placed data about a fee, or a payment rate. This module allows both introduction and modification of data about a fee, as well as the way to display receipts within a specified period.

Given the database stored all the existing academic subjects through the module *the educational plan record* can easily create a new educational plan or add a new matter if it does not already exist in the database.

Through the [record of staff](#), one can see all the important data for a teacher that has in its norm and also the teacher timetable. Of course, the data about a teacher can be updated.

Module for the [record of the licensees](#) is used by the Department for the ALUMNI information.

[Statistics](#) module is divided into two parts, one part with the necessary statistics for the National Institute of Statistics, which are carried out in an automatic mode, the user being asked just where he wants to save or print the data. The second part of the statistics module is the internal statistics. Such reports are carried out in tabular format with the number of students in each year, their situation concerning fees and exams; report in tabular format with students who have not yet paid fees etc.

The computer system has implemented different levels of access username and password, depending on the nature of the data for which one want to access. This system has implemented also a [way to track users' activity](#), where has access only the information system administrator and other persons designated by the rector. In this way one can see exactly how much time a user stayed connected to the system, what modules accessed and any modifications or queries were made in the database.

As server for databases it is used Microsoft SQL Server Express Edition.

In the internet there is a program for the management of the University Library, through which one can check online the availability of the courses, laboratories, seminars, or other books. There are also databases related to journals published by the University, containing data on authors, papers and bibliography. For these two functions has been used the database server MySQL.

With the help of information systems, the University collects, stores and analyses the quality of the Education Act in other Romanian or foreign academic institutions, in order to introduce the elements of good practice within its own process.

Models in this regard are partner universities like “Luigi Vanvitelli” from Naples, Italy, namely the Southeastern University in Florida, the United States, institutions from which we took the care of the student, materialized also in the information transparency, made possible by the widespread use of electronic communication.

C. 7. Public Information Transparency with respect to Curricula and as appropriate, Certificates, Diplomas and Qualifications Offered

S.C.7.1. Public Information

1. Public information

Educational offer of the Agora University is continually updated on the University website, Facebook page, as well as in local and national newspapers.

The most faithful image about the proper University, the present level of development of contemporary society is provided by its Web site, www.univagora.ro, which provides updated information concerning permanent: study programs, full-time training, admissions, departments, research centres, publishing house, the structure of the academic year, the program timetable, regulations, sport club, law, international relations, ALUMNI, important announcements, useful links etc.

Official documents, internal rules, program schedule, schedule exams, scientific demonstrations, cultural programme and sports, other relevant information relating to

students are also extensively publicized. Periodically we organize press conferences, and events are announced publicly through press releases.

Students and teachers have email addresses allocated to one of the servers of the University, through which the exchange of information between teachers and students, as well as liaison with the Secretariat and the various functional departments and services.

Transparency of data and information in printed form and in electronic form, of all the qualifications and study programmes, topicality, correctness and validity of such information, are demonstrated. Agora provides information and data, quantitative and/or qualitative, current and accurate about the qualifications, diplomas, programs of study, teaching and research staff, students and facilities of any matters of interest to the public in general and for students in particular.

The information provided by the public Agora University is comparable quantitative and qualitative as that offered by universities in the European Space of higher education.

C. 8. Functionality of Quality Assurance of Education according to Law

S.C.8.1. The Institutional Structure to ensure the Quality of Education is conforming to the laws and operates permanently

1. The Commission shall coordinate the implementation of procedures and the activities of evaluation and quality assurance

The academic Senate's judgment about the quality of education is a separate document management and shall be published on the website of the institution.

At the level of the Senate *Commission for evaluation and quality assurance* that has an important role in informing the decisions on policy and objectives relating to quality. The Commission consists of five members and is managed by the rector, as President.

The Commission shall coordinate and ensure legislative support necessary to ensure conformity of the quality management system with reference standards, according to the powers set out in its rules of procedure.

On the basis of policy and quality objectives, the Commission shall draw up an annual programme of measures for improving the quality of teaching processes and scientific research within the University of Agora "and" annual activity report "by submitting proposals for improving the quality and which has a public character.

The Commission is implementing measures to permanently improve the quality of education proposed by the Commission and cooperate with other universities in the country and abroad for the identification and adoption of best practices in the areas of quality.

On the basis of good relations among ruling collaboration agreements with universities and institutions abroad is a permanent exchange of information which contributes to positioning, by comparison to our institution in relation to the european educational space and beyond.

Thus, in its seventeen years of existence, AUO succeeded to establish relationships with numerous academic and research institutions, among which:

Europe

1. Università degli studi della Campania „Luigi Vanvitelli”, Napoli, Italia

2. Libera Università degli "San Pio V", Roma, Italia
3. Istituto di Studi Politici "S. Pio V", Roma, Italia
4. Associação para Formação Profissional e Desenvolvimento do Montijo,
Portugalia
5. Università „Kore” di Enna, Italia;
6. Associazione Culturale „PF-ON-LINE”, Roma, Italia;
7. Associazione „Nuovi Cittadini Ciociari”, Italia;
8. Consorzio Universitario d'Isernia, Italia;
9. Istituto di Scienze e Tecnologie della Cognizione (ISTC) del Consiglio Nazionale delle Ricerche (CNR), Roma, Italia;
10. Istituto di Ricerche Sociali, Economiche e Ambientali (IRSEA), Roma, Italia;
11. Istituto di Scienze e Tecnologie della Cognizione (ISTC)-CNR, Italia;
12. O.Di.S.E.A. Onlus, Roma, Italia;
13. Università degli Studi di Modena e Reggio Emilia, Italia;
14. Istituto di Ricerche Sociali Economiche e Ambientali (IRSEA), Roma - Italia
15. Istituto di Scienze e Tecnologie della Cognizione (ISTC)-CNR , Roma, Italia
16. Regional Centre for Development and Retraining of Manpower (DRMKK) -
Debrecen, Ungaria
17. Alexander Technological Educational Institute of Thessaloniki , Grecia
18. Universidade de Santiago de Compostela, Spania
19. Università degli Studi di Roma "La Sapienza", Roma, Italia
20. Università degli Studi di Cassino (Frosinone), Italia
21. Università degli Studi di Modena e Reggio Emilia, Italia
22. Università degli Studi di Palermo, Italia
23. Universidade de les Illes Balears, Spania
24. Université de la Sorbonne Nouvelle Paris III, Franța
25. University of Belgrade, Belgrad, Serbia
26. University of Malta, Malta
27. University of Montenegro, Muntenegro
28. University of Thessaly Greece
29. University Tunis El Manar, Tunisia
30. University Consortium Africa and Mediterranean
USA
- Southeastern University Lakeland, Florida, SUA
CHINA
- University of Chinese Academy of Sciences
- Beijing Jiatong University
- Southwestern University of Finance and Economics
INDIA
- Kalasalingam University

As a result of this international presence, AUO has developed a wide-ranging international cooperation activities, organizing scientific cooperation programs and internships, participation in national and international scientific activities, involvement of University teachers' in national and international programs of research.



American students visiting the Agora

Ensure the quality management is one of the basic principles to govern the entire business. This is stated explicitly in the Charter of the University, at Art. 19, paragraph 2: *"the University expresses and promotes the criteria requirement toward teaching staff and research. Under its autonomy depend solely on the quality of didactic and scientific benefit, managerial competence. Thus, the autonomy of the University in the limits of the powers of management of the Foundation and the University"*.

Entity-level functional-faculty, Department, compartment, responsibility for implementing service-measures relating to improving the quality of teaching processes and scientific research, to the maintenance of conformity of quality management system with the reference standards is the responsibility of their management along with quality officers and internal auditors. The specific objectives, as defined in the annual programmes of these entities are correlated with overall objectives relating to quality, established at the University level.

Quality assurance system of educational services and scientific research adopted by Agora University Senate aims to:

- to improve the quality of educational services and research offered by the University;
- to develop a culture of quality, that to become a real State of mind within the Agora University, in order to ensure real protection of the interests of students and other recipients of services offered;
- to define and implement an internal evaluation system of the quality of teaching and research processes for certification of the conformity of these processes with national, European and international;
- to bring more clarity over responsibility towards members of the academic community, the concept of quality educational services and research;
- to ensure the necessary transparency as regards the use of the financial resources allocated to the University by the Agora Foundation for the attainment of its educational services and research.

Taking into account the fact that the fundamental purpose of the Agora University is the development and continuous improvement of professional competences acquired by its graduates, their capacity for scientific research and innovation in the areas of legal and economic, quality management is constituted as a defining component of the general policy of the University and its development strategy.

In order to accomplish its mission, the Agora University follows, with priority:

- to ensure a high level of competence in teaching and scientific research;

- recruitment, promotion and improvement of teaching staff by applying the quality criteria laid down in the national standards;
- linking teaching with research activity, in the sense of connection to the requirements of contemporary society;
- connecting the University national and international network of universities, for the exchange of teaching and scientific methods aimed at integration in social and cultural structures of the European Union;
- application and improvement of managerial strategy based on the exchange of information and the efficient management of all resources in order to achieve international standards in the entire business.

According to his vision, the Agora University wishes to become a prestigious institution of higher education, through the quality of educational services and scientific research.

According to the strategy on medium and long term, the University has held in the Agora's own regulation as basic principle: *"providing quality educational services and scientific research."*

AUO seeks continuous improvement of educational services through:

- updating and redefining the criteria for assessing the quality of educational services, in relation to the new demands of customers and all stakeholders as well as with the new quality standards, promoted in the European area of higher education;
- continuous improvement of the quality of educational services;
- continuous improvement of the effectiveness and efficiency of all processes;
- recognition of the contribution of each Member of the University community in regards to continuous improvement in educational processes.

Quality assurance system of educational services is focused on learning outcomes expressed in terms of professional knowledge, skills, values and attitudes, obtained through completion of an educational level, i.e. a programme of study.

Within the educational AUO is ensured by:

- planning activities for the provision of educational services;
- monitoring processes;
- internal evaluation of the results of the teaching processes;
- external evaluation of the results of the teaching processes.

Educational effectiveness refers to the ability to achieve expected results through the appropriate use of resources. The evaluation will assess the effectiveness of the AUO education based on the following elements:

- The contents of programmes of study. It is established by the educational plan (University curriculum) prepared in accordance with the requirements imposed by the "Bologna process" as well as customer requirements;
- Learning outcomes are obtained by evaluating the knowledge and skills acquired by the students and trainees according to their own procedures, in compliance with national regulations.

The quality management system applied in the context of development and implementation involves AUO some specific internal procedures defining, monitoring and periodic review processes and technologies, aimed at continuous improvement of results in accordance with the requirements and developments with changes in legal regulations on the matter.

AUO organizes and carries out activities to ensure educational services in accordance with international standard ISO 9001/2000 concerning the quality management system in order to obtain certification.



Class of 2013

2.3. THE SWOT ANALYSIS OF THE CURRENT STATE OF THE AGORA UNIVERSITY

The whole strategy of the University through the Agora is based on an objective assessment of the current state in which the detached and objective, identify the skills and capacities of the Organization, knowledge and actions that support the existence of the University but also the adverse aspects, weaknesses, which prevents change and institutional development.

An analysis of the forces and weaknesses that the University currently has them Agora reveals the following.

Strong Points

1. Agora University is a private higher education institution, which enjoys national and international recognition;
2. The existence of an effective management of the Organization, specific relatively small, with few hierarchical levels, therefore with decision-making flexibility. The existence of a competent management team, which promotes the principles of autonomy, democracy, participation and accountability seeking to maximize the efficiency of the educational process and research;
3. Quality education, centred on the student and the educational offer adapted to developments in the labour market;
4. The existence of some well organized and functional compartments;
5. Organizational structure adapted to the continuous teaching and research mission, integrated into European culture, which, backed by information system creates the possibility of the development of each student;
6. Good policy, adapted to the environment: human resources-most teachers with PhD or doctoral students;
7. Good policy academic marketing based on the fact that the educational offer is adaptable to the labour market;
8. Good image enjoyed by University both at home and abroad;
9. Level of preparation of students;
10. Students and student bodies are stimulated and inquire into specific social activities and management;
11. Modern infrastructure for education and research. Conditions of the University constitutes an argument in attracting young people to the Agora University and from other regions of Romania;
12. The opening to the collaboration with universities and prestigious bodies;
13. Participation in European funded programmes. With effect from academic year 2010, in collaboration with the Academy of economic studies of Bucharest, West University of Timișoara, Babes Bolyai University in Cluj, but also with a number of foundations, associations, consulting companies, a number of European funded 5 projects, focusing on practical student).

Weaknesses

1. Still there is dysfunction in the dissemination and reception of information to and from the targeted segment of the educational offer of the University;
2. The solutions implemented to reduce educational failures have not always given the expected results;
3. "Inheriting" a slightly altered due to some private universities that have failed in the educational approach;
4. Although the practical activity is well organized (guiding practice, tutoring, conventions with undertakings), is found insufficient build up of practical skills, what induces the weights of graduates (to reduce this phenomenon, beginning with the academic year 2010-2011 was launched, in cooperation with the Academy of economic studies of Bucharest, a European project);
5. Some University students are demotivated, the causes of this status can be intuited but are insufficiently investigated; the phenomenon must be analysed and monitored accordingly.

Opportunities and Objectives

1. Romania's integration into the European Union has stepped up programs particularly dense, with the aim of bringing social and economic life in the Community acquis, and Agora University aims to become a pole of innovation and implementation of European experience in most areas of social, economic and industrial. Due to its location, the University can benefit from significant funding through cross-border cooperation programmes and regional;
2. The fast pace of economic development, the economic environment in the country is in the middle of restructuring but with obvious tendencies of stabilization and development, so that the need for specialized education can be structured and forecasted data, realising the dynamic approach of the supply of superior education;
3. The region's development program "Centre VII" included as a priority area some of the projects promoted by Agora University;
4. The existence of a potential untapped human resources that requires preparation, thus, it finds a growing interest towards the vocational education sector in which continuous Agora University will strengthen formative educational structures and adult education. An important approach will represent and aligning national University programmes Agora for advanced vocational training and retraining;
5. The emergence of new requirements management continues at the level of organisations which can be satisfied through the University's educational services, many industrial enterprises and organisms manifested their lucrative interests to establish partnerships in education with the University of Agora, the interest can be materialized through a policy in order to ensure jobs for university graduates;
6. The existence of a request for training, retraining and continuing training;
7. The close relationship be maintained since the establishment with the business and with the institutions of the Central and local administration for providing specialists and carries out applied research;
8. The recognition enjoyed by the University in the country and abroad;

9. Stabilization of the national currency and reducing inflation creates the basis for drawing up the revenue and expenditure budgets more realistic and development of investment projects relating to the repair, facilities and spaces.

Threats

1. Educational offer of some private institutions of higher education and State of Oradea has some points in common with the Agora University offer, and future strategic developments must include in the calculation the existence of competition in the areas of economic, legal, electronic data-processing;
2. Disruptive economic context;
3. Teaching methods have diversified and there is a tendency as a cognitive training to be promoted and training methods that integrate more quickly into productive activities graduate. Ignoring the modern methods of teaching may induce negative consequences in compliance with the University's mission;
4. Problems related to poor training of high school graduates;
5. There is a danger that the message of education and the University's involvement in the social life of the region may not be properly received by citizens and local or national bodies;
6. Specific legislation in higher education is still incomplete and unstable, with the danger of destabilizing influence and strategy of university-level education, the University curriculum offer etc.

* * *

We are aware that only through an optimum connection to the economic environment in the country and in the European Union we can realize the primary objective: the creation of European specialists, able to act in the knowledge society.