

## "DRĂGAN" EUROPEAN UNIVERSITY OF LUGOJ



# INSTITUTIONAL

# SELF-EVALUATION

# REPORT



Lugoj  
October, 2019



Universitatea  
Europeana  
Dragan

Rectorat  
Cabinetul Rectorului

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**Către**  
**Agenția Română de Asigurare a Calității în Învățământul Superior**

*Stimate Doamnă Președinte,*  
*Prof. univ. dr. ing. Iordan PETRESCU*

Vă înaintăm *Raportul (documentația) de autoevaluare la nivel instituțional* în vederea evaluării externe a calității academice – schimbare calificativ, a Universității Europene "Drăgan" din Lugoj.

În baza Protocolului încheiat la data de 25.07.2019 între Agenția Română de Asigurare a Calității în Învățământul Superior, înregistrat sub nr. 4953/25.07.2019 și universitatea noastră, lista programelor de studii supuse evaluării sunt conform tabelului de mai jos, limba de desfășurare a activităților fiind română.

Nr. crt.	Facultatea	Domeniul de licență/master	Programul de studii	Forma de învățământ	Nr. de credite de studiu transferabile
1	Facultatea de Științe Economice	Finanțe	Finanțe și bănci	IF	180
2	Facultatea de Științe Economice	Finanțe (evaluare domeniu de masterat)	Management financiar ( <i>program selectat</i> )	IF	120

Menționăm că s-a semnat de către conducerea universității noastre Contractul de prestări servicii nr. 6466 din 04.11.2019, achitându-se taxa aferentă evaluării conform Op-ului atașat.

Vă mulțumim.

*Cu aleasă considerație,*



RECTO R,

*[Signature]*  
Conf. univ. dr. Dumitru CORNEAN



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## I. INTRODUCTION. PRESENTATION OF "DRĂGAN" EUROPEAN UNIVERSITY OF LUGOJ AND THE DYNAMICS OF ITS PERFORMANCES

### I.1. LEGAL FRAMEWORK OF ORGANIZATION AND FUNCTIONING OF THE UNIVERSITY. MISSION AND OBJECTIVES

"Drăgan" European University of Lugoj, hereinafter named University (UED), with headquarters in the the city of Lugoj, Ion Huniade Str., no. 2, postal code 305500, Timiș District, is a private institution of higher education and research, constituted as legal entity of private law and public service, being part of the national system of education. The University is an apolitical non-profit institution.

"Drăgan" European University of Lugoj was founded in 1992, at the initiative of Professor Josif Constantin Drăgan, Ph.D., having as a main goal to promote educational value, "to train specialists, who by acquired skills, are able to meet the demands of a society based on a market economy, integrated in the network of European legal, economic, social and cultural contacts, in this way promptly responding to a great today's imperative".

The legislative document based on which UED obtained its temporary authorization (its first authorization) as an institution of higher education, under the provisions of Law no. 88/1993, (for the Faculty of Law, Law major program, full time study, 5 years) was Government's Decision no. 568, dated July 28, 1995, published in the Official Journal of Romania (Monitorul Oficial al României), part I, no. 185, dated August 16, 1995 (Annex I.1).

UED has become legal person by Civil Decision no. 1645/2003 (Annex I.2) recorded at City of Lugoj Court House.

From an institutional point of view, "Drăgan" European University of Lugoj, has been accredited by Law no. 100, dated, March 21, 2003, published in the Official Journal of Romania, (*Monitorul Oficial al României*) part I, no. 184, dated March 25, 2003 (Annex I.3).

The mission of "Drăgan" European University of Lugoj, as it results from the University Charter revised and amended by the Decision of the University Senate no. 33/18.12.2017 and with the approval of the Ministry of National Education by notification no. 26057/12.02.2018 (Annex I.4), is to train and research in the legal, economic and health fields at high quality standards, in the real national and international environment, in order to develop the city of Lugoj, the West region and the entire Romania.

In this regard, the University closely cooperates with the social, economic and legal environment offering them the specialists they need, counselling and solutions to current problems, being receptive to their suggestions. "Drăgan" European University of Lugoj meets the aspirations of all Romanian and foreign citizens, through its mission aiming: to train specialists in these fields and prepare them for life as active, responsible citizens in a democratic society; to train continuously and increase the aptitudes and abilities of the graduates in the spirit of knowledge progress and continuous education; to involve the whole university community in the community life and create a civic, critical and responsible "voice"; to conclude academic partnerships with other representative universities, no matter the form of ownership; to conclude flexible partnerships with the business environment, commercial companies and employers, public institutions, NGOs etc.; to develop a strong academic community, where, the attraction, development and promotion of scientific, teaching, moral and ethics values take first place.

The university is a training and research institution which is based on the following principles, according to the UED Charter (Annex I.4): the principle of university autonomy; the principle of academic freedom; the principle of public responsibility; the principle of quality assurance; the principle of equity; the principle of management and financial efficiency; the principle of transparency; the principle of respecting the rights and freedoms of the students and the academic staff; the principle of the freedom of



thought and of the independence of ideologies, religions and politics doctrines; the principle of national and international freedom of mobility of the students, teaching staff and researchers; the principle of consulting the social partners in making decisions; the principle of supporting life-long education and training; the principle of focusing education on the student.

The University promotes an effective management of all its resources, no matter their source.

The values which define its activity and objectives, according to the UED Charter (Annex I.4), are: integrity, honesty, competence, adherence to principles and the respect of the law and of the beneficiaries of the academic services.

UED Charter (Annex I.4) has the following objectives: to protect and promote the fundamental rights and freedoms of the academic community members; to train specialists in the legal, economic and health sectors, who – due to their education - are able to answer to a society based on the rule of law and the market economy integrated into the circuit of European political, legal, social and economic contacts, thus answering to a current imperative; to conduct individual and institutional scientific research in the legal, economic and health sectors and to present the scientific performance of the University member in national and international scientific events, by granting material support to take part to these events; to structure, teach and assimilate a modern, flexible and comprehensive graduate and postgraduate education, according to international standards; to provide to students the possibility to study, by scheduling the programmes of study and seminars in such a way so that they are accessible, by adequately equipping the university library, where are bought and available new studies from the legal and economic sector and where the students may print and copy the programmes of study as well as view and download the programmes of study in electronic format through the service Microsoft CloudOneDrive, in order to ensure the programmes of study for all the subjects of study; depending on the extent and depth of the changes in the labour law and market, the University will morally and materially stimulate the efforts of the teaching staff in order to offer each year to the students programmes of study which accurately and clearly reflect these changes; to organise scientific events on current themes and invite some specialists from the country and abroad; to ensure to participation of worthwhile students to the scientific events organised by the University, as well as to other scientific events from the country and abroad.

UED Strategic Plan of Lugoj assumed for the period 2017-2020 approved by the University Senate in the meeting of November 29, 2017, by the Decision no. 32 dated 29.11.2017 (Annex I.5) and UED Operational Plans for the academic years: 2017–2018, 2018-2019 and 2019-2020 with Senate Approval Decisions (Annex I.6), are made public to the entire UED academic community.

The UED Strategic Plan for the period 2017–2020 (Annex I.5) was based taking into account the mission assumed by UED, the situation identified at the level of the faculties and the University as a whole, the existing human and financial resources, as well as the requirements of the next stage of development, being permanently adapted according to the current legal provisions.

The UED Operational Plans for the academic years 2017–2018, 2018–2019 and 2019–2020, with Senate Approval Decision (Annex I.6) were developed and detailed at the level of the Faculty of Law (Annex I.7), as well as at the level of the Faculty of Economics (Annex I.18).

## **I.2. PERFORMANCE DYNAMICS AT "DRĂGAN" EUROPEAN UNIVERSITY OF LUGOJ**

### **I.2.1. INSTITUTIONAL STRUCTURE**

In 1992 the Faculty of Law was proposed to be founded, with a Law major program, full time attendance, 5-year-duration of studies, the first temporary authorization was granted by Government's Decision no. 568/1955, published in The Official Journal of Romania, part I, no. 185/ 1995 (Annex I.1) and reconfirmed through Government's Decision no. 535/1999 dated July 1st, 1999, regarding temporary authorization to function or majors accreditation in public or private institutions of higher education,



published in The Official Journal of Romania (*Monitorul Oficial al României*), part I, no. 324 dated July 7, 1999, (Annex I.9) where appear the full time attendance and 4-year- duration of studies, and respectively 5-year-duration of studies for extramural courses. According to Law no. 100, dated March 21, 2003 published in The Official Journal of Romania (*Monitorul Oficial al României*), part I, no. 184, dated March 25, 2003, "Drăgan" European University of Lugoj was founded with the Faculty of Law, the Law major being accredited (Annex I.3).

In 2009 an evaluation report was submitted in order to request re-accreditation of the Bachelor program of study for a Law major. Ensuing inspection, on May 13, 2010, the notification given by the Council of the Romanian Agency for Quality Assurance in Higher Education was to "maintain accreditation". (Annex I.10).

In December 2014, the Faculty of Law submitted a Self-evaluation Report in order to request re-accreditation for the Bachelor program of study for a Law major. Following the inspection of February 11-12, 2015, the notification given by the Council of the Romanian Agency for Quality Assurance in Higher Education was to "maintain accreditation" with a qualification of „limited confidence”, with an approved schooling capacity of 75 students/ year and a new evaluation a year later. (Annex I.11).

The above-mentioned approval, being valid for one year only, led to submitting in 2016, the Institutional Self-evaluation Report for periodic evaluation of the Bachelor study program in Law. Following the evaluation, the Decision of ARACIS Council, in the meeting of 27.04.2017, was 'non-confidence', with an approved schooling capacity of 50 students/ year. (Annex I.12). Ensuing the appeal submitted by UED by notification no. 84 of 27.06.2017, the Report of ARACIS Council, in the meeting of 27.07.2017, was 'limited-confidence – maintain accreditation' with an approval schooling capacity of 50 students to be enrolled in the first year of study (Annex I.13).

In 2018, after submitting Self-evaluation Report in order to reverse the received qualification for the Bachelor study program in Law, after 17-19 April 2019 inspection, ARACIS Council, in the meeting of 27.05.2019, granted 'confidence – maintain accreditation', with an approved schooling capacity for the first year of study of 50 students/year. (Annex I.14).

The Faculty of Economics was authorized to function temporarily through the Government's Decision no. 1371, dated 03.12.1996, regarding the granting of authorization to function temporarily, according to the provisions of Law no. 88/1993, regarding the accreditation of higher education institutions and the recognition of diplomas, published in The Official Journal of Romania (*Monitorul Oficial al României*), part I, no. 340, dated 11.12.1996 (Annex I.16), with Finances and Accounting major program, full-time attendance, 4-year-duration of studies.

In order to meet the educational needs of high-school graduates, as well as employers' demands, the university diversified its educational offer.

Beginning with the academic year 2002-2003, according to the new nomenclature of major programs in higher education, the major program authorised to function temporarily at the Faculty of Economics, according to Government's Decision no. 410/2002 dated 25.04.2002, regarding the university structures and major programs accredited or authorized to function temporarily in institutions of higher education, published in The Official Journal of Romania (*Monitorul Oficial al României*), part I, no. 313 dated 13.05.2002 (Annex I.17) is Finances and Banks, accredited according to Government's Decision no. 693/2003 (Annex I.18).

In 2009 an evaluation report was submitted in order to request re-accreditation of the Bachelor program of study for Finances and Banks. Ensuing the inspection of February 2-4, 2010, the notification given by the Council of the Romanian Agency for Quality Assurance in Higher Education was to "maintain accreditation" (Annex I.19).





"Drăgan" European University of Lugoj underwent an institutional evaluation in December 6-9, 2011, being given the qualification of "confidence" through the Decision of ARACIS' Council during the meeting of 29.03.2012 (Annex I.20). During the institutional evaluation the major program Finances and Banks (Faculty of Economics) was re-accredited with the qualification of "confidence" and the master program Criminal Investigation Management (Faculty of Law) was also given the qualification of "confidence" (Annex I.21).

"Drăgan" European University of Lugoj Senate, through Decisions no. 22 of 25.04.25, 2013 and no. 32 of 20.06.2013, also based on UED Rector's Decision no. 5 of 26.04.2013 (Annex I.22) approved that the university can undergo an external institutional evaluation by a team of experts of the European University Association (EUA) within the POSDRU project: "Ready to innovate, ready to better answer to local needs. Quality and diversity of the universities in Romania", financed by the European Social Fund and coordinated by UEFISCDI in partnership with the European Universities Association (EUA) – Institutional Evaluation Programme (IEP).

The team of evaluators, composed of teaching staff of well-known European universities, Fuada Stanković (Serbia), Lewis Purser (Ireland), Laust Jakobsen (Denmark) and Erazem Bohinc (Slovenia, master student), after the two visits (February 12-14, 2014 and May 7-9, 2014), evaluated "Drăgan" European University of Lugoj as an essential institution for the city and the region. Also, it was appreciated that our institution identified the challenges and opportunities that they included in the mission to offer education at a high level. In the evaluation report of July 2014 (Annex I.15), recommendations and suggestions were made, among which the following:

- to permanently update UED mission, so that the university can continue to bring its services to the city of Lugoj and the region as efficiently as possible in the following decade;
- to pay an increased attention to the students' abilities at the end of the studies (acquired abilities);
- to continue to develop a strong strategic approach, through the performances of the teaching staff, through inter-disciplinarity and internalisation;
- to use UED graduates to promote the University services in society;
- to communicate the results of the quality processes, as a means of improving its image to the key partners from the country and abroad.

UED management together with the representatives of the two faculties (Faculty of Law and Faculty of Economics) analysed the recommendations and suggestions made by the team of evaluators, having implemented many of them.

The structure of UED for the major programs of academic studies (Table no. 1.1), according to Government's Decision no. 326 dated 23.05.2019 for the approval of the Nomenclature of fields and major programs of academic studies and the structure of higher education institutions for the academic year 2019-2020, published in The Official Journal of Romania (Monitorul Oficial al României), part I, no. 467/467 bis, dated 10.06.2019 (Annex I.23), is the following:

**The structure of "Drăgan" European University of Lugoj  
Bachelor degree study programs**

**Table no. 1.1.**

No	Faculty	Field of bachelor program	Major/ Bachelor program Accreditation (A)	Form of study	Number of transferrable credits	Maximum number of students
1.	Law	Law	Law	A	full time attendance 240	50
2.	Economics	Finances	Finances and Banks	A	full time attendance 180	90

At the moment, besides the bachelor study programs, "Drăgan" European University of Lugoj delivers master degree programs, education form – IF (full attendance).



The first master degree programs were authorised to function through the MECT's notification 36925/2003: Financial Management – Faculty of Economics, respectively Public Administration and Children's Rights Protection – Faculty of Law (Annex I.24).

The UED structure corresponding to the master degree programs was established by the MECT's Order no. 5538/2008 dated September, 30 2008, to amend the MECT's Order no. 3628/2008 regarding the approval of master degree study programs evaluated by the Romanian Agency for Quality Assurance in Higher Education, published in The Official Journal of Romania (Monitorul Oficial al României), part II, no. 741, dated 03.11.2008 (Annex I.25), based on which the following master degree programs: Criminal Investigation Management (Faculty of Law) and Financial Management (Faculty of Economics) were granted accreditation.

In 2013, following the periodical evaluation of the master degree program of study Financial Management within the Faculty of Economics, the notification of ARACIS was to "maintain accreditation" (Annex I.26). For the academic year 2019-2020, the fields and master degree study programs within UED (Table no. 1.2) function according to the Government's Decision no. 318 dated 23.05.2019 regarding the fields and accredited master degree programs and the maximum number of students to be enrolled during academic year 2019-2020, published in The Official Journal of Romania (Monitorul Oficial al României), part I, no. 500, dated 20.06.2019 (Annex I.27).

**The structure of "Drăgan" European University of Lugoj  
Master degree study programs**

**Table no. 1.2.**

No.	Field of master degree	Name of study program	Geographical location	Teaching language	Form of study	Number of transferrable credits	Maximum number of students
1.	Law	Criminal Investigation Management	Lugoj	Romanian	full time attendance	90	50
2.	Finances	Financial Management	Lugoj	Romanian	full time attendance	120	50

The master degree has been organised at the level of academic standards and demands imposed and approved by the Ministry of National Education, approaching the latest and most interesting economic and legal aspects in the country as well as from the perspective of integrating the Romanian education into the European Union.

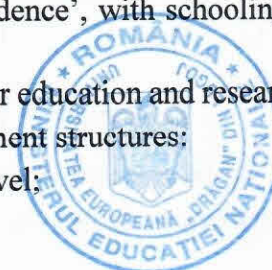
We can appreciate that the master degree programs prove the university capacity to organise in the future too master degree study programs, this time as an integrated education.

Within UED, beginning with the academic year 2012-2013, function, with the approval of the Ministry of Education, Research, Youth and Sport through the notification no. 51333/2012 (Annex I.28) six postgraduate programs of continuous professional training and development (four in the field of Finance and two in the field of Law).

"Drăgan" European University of Lugoj was institutionally evaluated in the period between 7-9 June 2017, receiving the qualification of 'limited confidence level', ARACIS Council Decision on the meeting of 31.08.2017 (Annex I.29). During the institutional evaluation, the major program Finances and Banks (Faculty of Economics) was re-accredited with the qualification of 'confidence', with schooling capacity for the first year of study of 90 students/year.

"Drăgan" European University of Lugoj is a private institution of higher education and research, a legal person of private law and public service, which has the following management structures:

- a) University Senate and the Council of administration, at university level;
- b) Faculty Council;





c) Department Council.

The duties, responsibilities and relations between these structures are established by the University Charter, according to the law (Annex I.4).

The management structures are chosen or are appointed according to the provision of the Charter and the National Education Law no. 1/2011, with subsequent amendments and completions. They represent, from a democratic point of view, the members of the university community, no matter the ethnicity or confession.

Thus, the management functions within UED are the following:

- a) Rector, vice-rector, general administrative manager, at University level;
- b) Dean, at faculty level;
- c) Head of Department, at department level.

The management staff members of "Drăgan" European University of Lugoj (rector, vice-rector, deans, heads of department) are tenure teaching staff in higher education with permanent positions in the University, have the academic title of associate professor and senior lecturer and hold a doctor's degree. The academic autonomy is exerted within the University through the specific competences granted to the university Senate, the President of the Senate, the Council of Administration, the Vice-rector, the General administrative manager, as well as to Faculties Councils, Departments Councils, the Deans, Heads of departments (Annex I.4).

UED Senate represents the university community and the highest body of decision and deliberations at the level of "Drăgan" European University of Lugoj. The decisions of the Senate are mandatory for all the executive and administrative bodies and for all the university community. All the academic, administrative and executive structures of UED are subordinated to the University Senate. All these provisions are mentioned in the Rules of organisation and functioning of the UED Senate (Annex I.30).

According to UED Charter (Annex I.4), Rules of organisation and functioning of UED Senate (Annex I.30) and UED Organisational Chart (Annex I.31), there are five specialised commissions which are subordinated to the Senate (the commission for study programs, the commission for scientific research, the commission for university governance, the commission for student activities, the commission for drafting-amending the Charter).

The Senate of "Drăgan" European University of Lugoj is made up of seven members, according to the university Charter (Annex I.4).

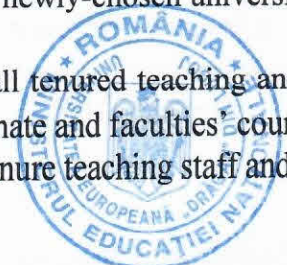
UED Rector is associate professor Dumitru Cornean, Ph.D. who was confirmed by the Order of the Ministry no. 3526 of 23.03.2017 (Annex I.32), who ensures the management and operational leadership of the University on the basis of the management contract (Annex I.33).

The following positions are subordinated to the rector: the vice-rector, the University secretary in chief (to whom the faculties secretaries are subordinated), the deans of the faculties, the Department of Scientific Research and Economic Projects, the International Relations Department, the Career Counselling and Guidance Centre, the Library and the Archives, the IT networks administrator, according to UED Organisational Charter (Annex I.31).

According to the university Charter, article 69 (1) the rector of the University is chosen in one of the two ways (Annex I.4):

- a) by open competition, according to a methodology approved by the newly-chosen university Senate, according to the law;
- b) by general elections through universal, direct and secret vote of all tenured teaching and research staff of the university and of students' representatives in the university Senate and faculties' councils.

The persons who hold the position of rector, vice-rector or dean are tenure teaching staff and are not in the situation of having the position reserved.





The following administrative structures are subordinated to the Council of Administration: the Financial, Accounting and Human Resources Department and the Administrative and Service Department, according to UED Organisational Chart (Annex I.31).

### **I.2.2. ACADEMIC STRUCTURES AND DECISION-MAKING COMPETENCES**

According to Government's Decision no. 326 dated 23.05. 2019 regarding the approval of Nomenclature of fields and major programs of university studies and the structure of higher education institutions for the academic year 2019-2020, published in The Official Journal of Romania (Monitorul Oficial al României), part I, no. 467/467 bis dated 10.06.2019 (Annex I.23), and according to Government's Decision no. 318 dated 23.05.2019 regarding the accredited master's fields and programs and the maximum number of students that can be trained during the academic year 2019-2020, published in The Official Journal of Romania (Monitorul Oficial al României), part I, no. 500 dated 20.06.2019 (Annex I.27), "Drăgan" European University of Lugoj is composed of two Faculties: the Faculty of Law and the Faculty of Economics.

The faculties represent the functional units which elaborate and manage the study programs and include in their structure, the teaching staff, the students and the auxiliary teaching staff. They benefit of academic freedom in the teaching and scientific fields, according to UED Charter (Annex I.4) and the current law. According to UED Charter, the faculties are managed by the Faculties Councils. Separately, the Faculties Councils of are made up of the teaching staff and students, they being set up according to the Election methodology mentioned by the university Charter (Annex I.4). The students are represented according to the legal provisions in these Councils. The operational management of the faculties is ensured by the deans of the faculties and the heads of department. Within each faculty there is a department, for the Faculty of Law – the Department of Law and respectively, for the Faculty of Economics – the Department of General Economy.

The Department of Scientific Research and Economic Projects within UED operates, according to the organisational Chart (Annex I.31), as separate structure subordinated to UED rector coordinating two Research Centres, each for one of the two fields (Law and Finances) –The Centre for Legal Research (legal consultancy) and The Centre for Economic Research (economic consultancy) - and one Centre for both fields – Research and Development Centre (consultancy in entrepreneurship, management and marketing) (Annex I.34).

### **I.2.3. EDUCATIONAL OFFER (FIELDS, STUDY PROGRAMS)**

According to Government's Decision no. 326 dated 23.05.2019 regarding the approval of Nomenclature of fields and major programs of university studies and the structure of higher education institutions for the academic year 2019-2020, published in The Official Journal of Romania (Monitorul Oficial al României), part I, no. 467/467 bis dated 10.06.2019 (Annex I.23), and according to Government's Decision no. 318 dated 23.05.2019 regarding the accredited master fields and programs and the maximum number of students that can be trained during the academic year 2019-2020, published in The Official Journal of Romania (Monitorul Oficial al României), part I, no. 500 dated 20.06.2019 (Annex I.27), "Drăgan" European University of Lugoj has the following educational offer for the two Faculties:

1. Faculty of Law, UED organises two study programs as follows:

a. Bachelor degree program in the field of Law, Law major – accredited for teaching in Romanian, full time attendance, the maximum number of students schooling capacity for 1<sup>st</sup> year– 50 students, 240 ECTS credits (Table no. 1.3.);





b. Master degree program, Criminal Investigation Management (MIP) – accredited for teaching in Romanian, full time attendance, the maximum number of students schooling capacity for 1<sup>st</sup> year – 50 students, 90 ECTS credits, in the field of Law (Table no. 1.4.);

2. Faculty of Economics, UED organises two study programs as follows:

a. Bachelor degree programs in the field of Finances, Finances and Banks major– accredited for teaching in Romanian, full time attendance, the maximum number of students schooling capacity 1<sup>st</sup> year – 90 students, 180 ECTS credits (Table no. 1.3.);

b. Master degree program, Financial Management – accredited for teaching in Romanian, full time attendance, the maximum number of students schooling capacity for 1<sup>st</sup> year – 50 students, 120 ECTS credits, in the field of Finances (Table no. 1.4.);

Beginning with the academic year 2012-2013, within UED of Lugoj functions, with the approval of the Ministry of Education, Research, Youth and Sport through the petition no. 51333/2012 (Annex I.28) 6 postgraduate programs of continuous professional training and development (four programs in the field of Finances: Fiscal expert, Internal audit and financial audit, Business financing and management, Educational and financial management, and two programs in the field of Law: Observing and sanction of offences and arbitration of misbehaviour, Career in law).

**The educational offer of "Drăgan" European University of Lugoj  
Bachelor degree study programs**

**Table no. 1.3.**

No.	Faculty	Filed of bachelor programs	Specialization/ Bachelor study programs (geographical location & teaching language)*A	Accreditation (A)/ Temporary authorisation (AP)	Form of study	Number of transferable credits	Maximum number of students
1.	Faculty of Law	Law	Law	A	full time attendance	240	50
2.	Faculty of Economics	Finances	Finances and Banks	A	full time attendance	180	90

**The educational offer of "Drăgan" European University of Lugoj  
Master degree study programs**

**Table no. 1.4.**

No.	Field of master programs	Name of master programs	Geographical location	Teaching language	Form of study	Number of transferable credits	Maximum number of students
1.	Law	Criminal Investigation Management	Lugoj	Romanian	full time attendance	90	50
2.	Finances	Financial Management	Lugoj	Romanian	full time attendance	120	50





## I.2.4. ANALYSIS OF THE NUMBER OF ENROLLED STUDENTS

The number of enrolled students on years of study at "Drăgan" European University of Lugoj from the last institutional evaluation was correlated with the training numbers approved by ARACIS and published in the annual Decisions of the Government, at all bachelor and master study programs.

"Drăgan" European University of Lugoj does not organise doctoral study programs.

The number of students enrolled at UED at bachelor and master degree study programs in the period 2016-2019 is presented in Table no. 1.5.

### Number of students enrolled at the bachelor programs and the master degree programs at UED Faculties beginning with the academic year 2016-2019 –until the present

Table no. 1.5.

No.	Faculty	Study Program	Form of study	Year of study	No. of students 2016-2017	No. of students 2017-2018	No. of students 2018-2019
<b>Cycle I – Bachelor degree study programs</b>							
1.	Law	Law	full time	I	41	38	50
		Law	full time	II	-	34	33
		Law	full time	III	17	-	32
		Law	full time	IV	18	12	-
	<b>Total Law</b>				<b>76</b>	<b>84</b>	<b>115</b>
2.	Economics	Finances and Banks	full time	I	75	61	63
		Finances and Banks	full time	II	55	72	53
		Finances and Banks	full time	III	52	51	69
	<b>Total Economics</b>				<b>182</b>	<b>184</b>	<b>185</b>
<b>Total UED Bachelor degree study programs</b>					<b>258</b>	<b>268</b>	<b>300</b>
<b>Cycle II - Master degree study programs</b>							
1	Law	Criminal Investigation Management	full time	I	11	14	12
		Criminal Investigation Management	full time	II	7	11	13
	<b>Total Law</b>				<b>18</b>	<b>25</b>	<b>25</b>
2	Economics	Financial Management	full time	I	40	35	42
		Financial Management	full time	II	34	37	34
	<b>Total Economics</b>				<b>74</b>	<b>72</b>	<b>76</b>
<b>Total UED Master degree study programs</b>					<b>92</b>	<b>97</b>	<b>101</b>
<b>TOTAL UED Bachelor + master degrees study programs</b>					<b>350</b>	<b>365</b>	<b>401</b>

The statistics regarding the number of students on years of study, including for academic year 2019-2020, is presented in the Annex regarding the number of students on years of study at "Drăgan" European University of Lugoj between 2017-2020 (Annex I.35).

As a consequence of the implementation of ARACIS recommendations during the last institutional evaluation of UED, which took place from June 7 to 9, 2017, in Table no. 1.5., it can be noticed an increase in the number of students enrolled at Cycle I - Bachelor study programs for the academic year 2018-2019:

- At the Faculty of Law, compared to the previous academic year, the number of enrolled students increased from 84 students in the academic year 2017-2018, to 115 students in the academic year 2018-2019, representing a steady increase of 37%;

- At the Faculty of Economics, compared to the previous academic year, the number of enrolled students increased from 184 students in the academic year 2017-2018, to 185 students in the academic year 2018-2019, representing a steady increase of 0.6%.

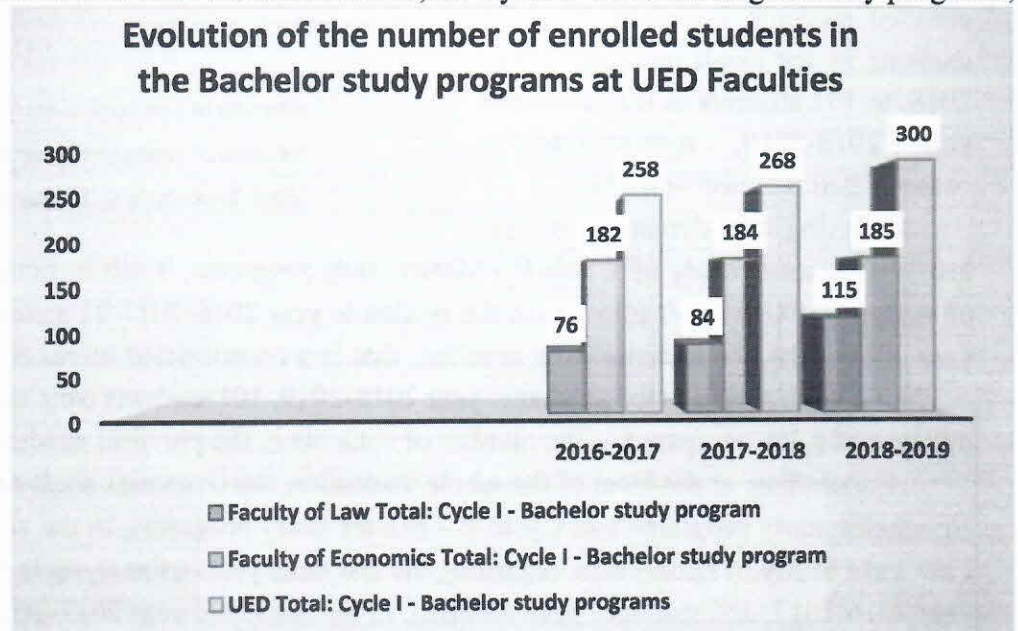
Thus, centralising this information at the level of "Drăgan" European University of Lugoj and taking into account the present situations at the two Faculties: the Faculty of Law and the Faculty of Economics, in the case of Cycle I - Bachelor study programs, it may be noticed that the number of enrolled students increased from 268 students in the academic year 2017-2018, to 300 students in the academic year 2018-2019, representing a steady increase of 12%.



Also, if we make a dynamics analysis over the last 3 years of study, in the case of Cycle I - Bachelor study programs, it may be noticed an increase of the total number of enrolled students within UED as it follows: in the academic year 2016-2017 258 students were enrolled, in the academic year 2017-2018, 268 students were enrolled, that is an increase of 4% compared to the previous academic year, and in the academic year 2018-2019, 300 students were enrolled, representing a consolidated increase of 12% compared to the number of students in the previous academic year.

This situation is graphically presented in Chart no. 1.1. Evolution of the number of enrolled students at the Bachelor study programs at the Faculties of UED.

We mention the fact that, in the case of UED Admission 2018, for Cycle I - Bachelor degree study programs, Faculty of Law, the whole capacity was occupied within the limit of assigned places, according to Government's Decision no. 158 dated 29.03.2018 regarding the approval of the Nomenclature of fields and major programs of university studies and the structure of higher education institutions for the academic year 2018-2019, published in The Official Journal of Romania (Monitorul Oficial al României), part I, no. 313 dated 10.04.2018 (Annex I.36).



In the case of Cycle II – Master degree study programs, the situation is almost the same as in the case of Cycle I – Bachelor degree study programs, regarding the situation of the number of enrolled students.

Thus, from the data presented in Chart no. 1.3., the following situation of enrolled students at Cycle II - Master study programs may be noticed for the academic year 2018-2019:

- At the Faculty of Law, compared to the previous academic year, the number of enrolled students is situated at the same level of 25 students in the academic year 2017-2018 as well as in the academic year 2018-2019;
- At the Faculty of Economics, compared to the previous academic year, the number of enrolled students increased from 72 students in the academic year 2017-2018, to 76 students in the academic year 2018-2019, representing a steady increase of 5.5%.

The evolution of Master study programs is graphically presented in Chart no. 1.2. Evolution of the number of enrolled students at the Master study programs at the Faculties of UED.





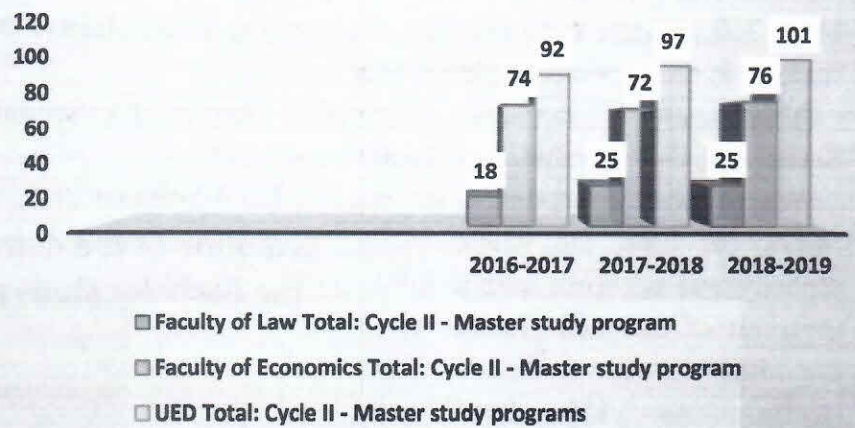
Taking into consideration the general situation and centralizing the information at the level of "Drăgan" European University of Lugoj, and taking into consideration the situations of both Faculties (Faculty of Law and Faculty of Economics, for Cycle II - Master study programs), it can be noticed that the number of enrolled students increased from 97 students in the academic year 2017-2018, to 101 students in the academic year 2018-2019, representing a consolidated increase of 4.1%.

Analysing the dynamics of the last three years of study of Cycle II - Master study programs, it can be noticed an increase of the total number of students of UED as it follows: in the academic year 2016-2017 92 students were enrolled, in the academic year 2017-2018, 97 students were enrolled, that is a consolidated increase of 5.5% compared to the previous academic year, and in the academic year 2018-2019, 101 students were enrolled, representing a consolidated increase of 4.1% compared to the number of students in the previous academic year.

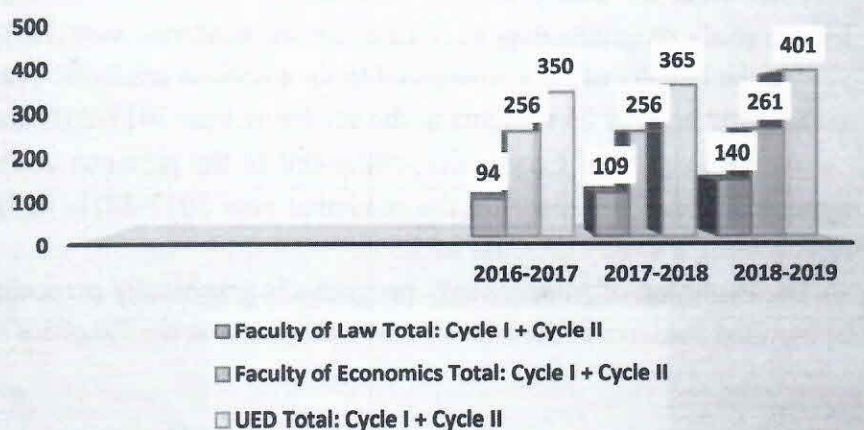
Concluding, at the level of the whole institution, the dynamics analysis of the two Study Cycles - Cycle I - Bachelor study programs and Cycle II - Master study programs, in the case of the two Faculties: Faculty of Law and Faculty of Economics, regarding the last three years of analysis is presented as it follows: in academic year 2016-2017, 350 students were enrolled, in the academic year 2017-2018, 365 students were enrolled, that is a steady increase of 4.3% compared to the previous academic year, and in the academic year 2018-2019, 401 students were enrolled, representing a steady increase of 9.9% compared to the previous academic year. This statistic is illustrated in Chart no. 1.3. Evolution of enrolled students at the Bachelor and Master degree programs at the UED Faculties.

"Drăgan" European University of Lugoj does not have students financed from the state budget, all UED students being enrolled on places requiring tuition fee payment.

### Evolution of the number of enrolled students in the Master study programs at UED Faculties



### Evolution of the number of enrolled students in the Bachelor and Master study programs at UED Faculties



## 1.2.5. STRATEGIC MANAGEMENT AND INSTITUTIONAL CAPACITY TO ADAPT

The university has a management which makes efforts to ensure a solid strategy regarding the quality of processes developed by the institution.

To this goal, the management structures elected in the year 2017, drew up and approved UED Strategic Plans for 2017-2020 (Annex I.5). Subsequently, based on these plans, UED Operational Plans for the academic year 2017-2018, 2018-2019 and 2019-2020 (Annex I.6) are drawn up.



Also, it can be noticed, that the long-term strategy, and especially UED Operational Plans, take into account the newest social and economic aspects which influence the activities of the University, these being correlated with the Plans of the subordinated structures.

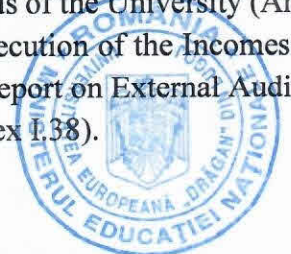
The content of UED Strategic Plan for 2017-2020 (Annex I.5) and UED Operational Plans for academic years 2017-2018, 2018-2019 and 2019-2020 (Annex I.6), being mainly with present realities of "Drăgan" European University of Lugoj. Because these realities are permanently changing, the University ensures the continuous update of these Plans and their inter-correlation, inclusively drawing up quarterly analyses regarding the status of their implementation in the UED management structures.

"Drăgan" European University of Lugoj has Rules for organization and functioning of UED internal audit activity, revised and approved by Senate Decision no. 8 of 30.01.2019 (Annex I.39). UED internal audit activity is takes place through a designated person, named internal auditor, in order to develop internal audit activities, on the basis of a contract regarding the internal audit professional activity (Annex I.40). The internal auditor conducts a functionally independent and objective activity, meant to ensure and give recommendations to the management for wise administration of the institution's incomes and expenses, helping the University to meet its objectives through a systemic and methodical approach, that evaluates and improve the efficiency and effectiveness of the management system based on risk management and administration processes, without undertaking managerial responsibilities. According to the law in force, within the institution insurance and counselling missions may take place. The insurance missions are conducted according to the types of internal audit regulated by the law, and they may be: system audit, which represents a profound assessment of management and internal control systems, in order to determine if they function in an economic, efficient and effective way, to identify the deficiencies and make recommendations to correct them; performance audit, which examines if the criteria established to implement institutional objectives and tasks are correct for results evaluation, and assesses if the results are consistent with the objectives; legal audit, which represents the examination of the actions on the financial effects based on UED funds and patrimony, if the principles and the procedural and methodological rules are applied. The counselling mission represents the activity conducted by internal auditors meant to add value and improve the governance process within the University, the auditors not having managerial responsibilities. Among the fundamental tasks of the internal auditor we mention the drawing up of UED Internal Audit, as well as the Annual reports regarding the activity of internal audit within the institution for the years 2017 and 2018, with Senate Approval Decision (Annex I.41).

The activity of academic internal audit within "Drăgan" European University of Lugoj is conducted through the Commission for Academic Internal Audit whose activity is regulated by the Rules of the organisation and functioning of the Commission for Academic Internal Audit, revised and approved by Senate Decision no. 9 of 30.01.2019 (Annex I.42). The Commission for Academic Internal Audit annually drew up Reports on academic internal audit for the academic years 2016-2017 and 2017 – 2018, debated in the UED Senate (Annex I.43). The Commission for Academic Internal Audit audits the structures/entities which are included in the Plan for academic internal audit of the University. In order to achieve the missions of academic internal audit, the Commission conducts its activity according to it.

UED financial activity is subject to internal and external audit and it is conducted based on accounting documents drew up by the Financial, Accounting, Human Resources Department.

Regarding the financial audit, a Contract of internal audit was concluded (Annex I.40), as well as a contract with an external auditor was concluded in order to audit the financial records of the University (Annex I.37). The results of the financial audit, together with the annual analysis of the execution of the incomes and expenses Budget at UED from the latest institutional evaluation, as well as of the Report on External Audit for 2017 and 2018, were debated by the University Senate and were made public (Annex I.38).





## II. QUALITY ASSURANCE PROCESS OF STUDY PROGRAMS AND STANDARDS AS PART OF INSTITUTIONAL STRATEGIC MANAGEMENT

### II.1. STANDARDS AND PERFORMANCE INDICATORS

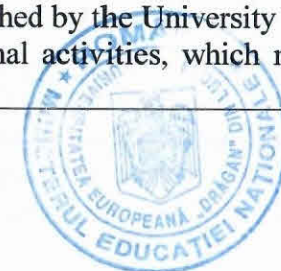
<b>A. INSTITUTIONAL CAPACITY</b>	
<b>A.1 Institutional, administrative and management structures</b>	
<b>S.A.1.1. Mission, objectives and academic integrity</b>	
IP.A.1.1.1. Mission and objectives	<p>"Drăgan" European University of Lugoj, with a history of 25 years, was founded according to the Law no. 100/2003. (Annex I.3). University Charter was reviewed and completed according to the Senate Decision no. 33/18.12.2017 and with the approval of the Ministry of National Education through the notification no. 26057/12.02.2018 (Annex I.4).</p> <p>The mission of "Drăgan" European University of Lugoj, according to the University Charter, (Annex I.4), is to offer education and research in the juridical, economic and health areas, at a high standard of quality, in the real national and international context, for the economic and cultural development of the city of Lugoj, the West region and Romania.</p>
IP.A.1.1.2. Academic integrity	<p>UED possesses and applies consistently the Code of academic ethics and integrity, with efficient practices and implementation mechanisms (Annex I.4). According to the National Educational Law no. 1/2011, with subsequent amendments and completions, the Code of university ethics and professional deontology is a constitutive part of the University Charter.</p> <p>UED Commission for University Professional Ethics and Deontology is independent, functions according to Code of university ethics and professional deontology and contributes to creating an academic environment based on cooperation and competition, controlling the applicability of norms of ethics in management, research, teaching or evaluation activities (Annex II.2). The results of this control are made public (Annex II.3).</p> <p>UED uses an Anti-Plagiarism – software with licence (Plagiarism Detector), installed on university computers (Annex II.4).</p>
IP.A.1.1.3. Public liability and responsibility	<p>UED organises the activity of internal audit regarding the main fields of the university activities: financial and accounting, academic integrity, teaching and examination, research.</p> <p>"Drăgan" European University of Lugoj has drawn up the Rules of organization and functioning of internal audit activity (Annex I.39). The internal audit implies the drawing up of the University Plans for internal audit, as well as the elaboration of the Annual Reports regarding the activity of internal audit within the institution for the years 2017 and 2018, with Senate Approval Decision (Annex I.41). The activity of internal audit within "Drăgan" European University of Lugoj is performed by The Commission for Academic Internal Audit, whose activity is regulated by the Rules of organisation and functioning of the Commission for Academic Internal Audit, with Senate Approval Decision no. 9. Of 30.01.2019 (Annex I.42). The Commission for Academic Internal Audit annually drew up UED Plans for academic internal audit for the academic years 2016 – 2017, 2018, debated by UED Senate. (Annex I.43).</p>
<b>S.A.1.2. Management and administration</b>	



IP.A.1.2.1. Management system	<p>The management system (Annex I.31), democratic and efficient, is based on the provisions of the Rules for internal order. (Annex II.1). The University Charter (Annex I.4) presents the mechanism by which the students are elected in the management structures (Councils and Senate). The elections took place on the basis of its own Election rules regarding the constitution and election of UED management structures and positions (mandate 2016-2020, accompanied by Senate Approval Decision no.1 of 28.01.2016 (Annex II.6).The mechanism for electing the students' representatives in Councils, Senate and other structures is regulated in Chapter VII of the UED Charter (Annex I.4).</p> <p>The management system is based on the electronic communication systems, Internet type, in disseminating the information of university interest. The connection and communication with the teaching staff and the students is also made on the Internet. The University website (<a href="http://www.universitateaeuropeanadragan.ro">www.universitateaeuropeanadragan.ro</a>) contains various data, from legislation to the teaching, research activities etc., the annual events, as well as other specific activities.</p>
IP.A.1.2.2. Strategic management	<p>UED has a Strategic Plan for 2017-2020, with objectives on stages and deadlines (Annex I.5). The objectives included in the Plan are: to increase the number of students, to evaluate periodically the institution, to authorize new study programs, research, cooperation, to assure the necessary of own teaching staff. The strategic plan is updated permanently, according to the evolution and context of the Romanian higher education.</p> <p>UED Operational Plans for the academic year 2017 – 2018, 2018-2019 and 2019 – 2020, with Senate Approval Decisions (Annex I.6) are drew up according to the main directions of UED Strategic Plan (Annex I.5)</p> <p>Both, UED Strategic Plan 2017-2020, with Senate Approval Decision, as well as the UED Operational Plans, with Senate Approval Decision, are known by the academic environment, being published on the University website (<a href="http://www.universitateaeuropeanadragan.ro">www.universitateaeuropeanadragan.ro</a>).</p> <p>At each faculty level there is a Strategic Plan, as well as Operational Plans on years of study, these being drawn according to those existing at University level.</p>
IP.A.1.2.3. Efficient administration	<p>UED administration is legally structured, correctly sized, being made of qualified people for the positions and working efficiently, offering appropriate services to the academic community. (Annex II.7).</p> <p>UED implemented IT systems for the financial and accounting activity – CIEL (Annex II.8) and for the schooling capacity administration - GISC (Annex II.9).</p>
<b>A.2 Educational facilities</b>	
<b>S.A.2.1. Patrimony, equipment, allocated financial resources, student support</b>	
IP.A.2.1.1. Spaces for education, research and other activities	<p>UED educational facilities correspond to the standards which assure the development of a quality academic education process. Thus, UED has an assembly hall with 434 seats, 3 lecture rooms with 192 seats each, 1 lecture room with 57 seats, 4 seminar rooms with 30 seats each, 1 IT laboratory with 22 seats, a criminal laboratory with 14 seats. For study, the UED students benefit of: 1 reading room with 80 seats, 1 study room with 50 seats, a press centre with 18 seats, a research centre with 15 seats and a student room with 6 seats (Annex II.10). The spaces sum up 2,167 square meters for education and research activities. UED has its own library. The library's book fund is completed on the basis of the proposal lists made by the teaching staff, inclusively regarding the specialised books.</p>



	<p>"Drăgan" European University of Lugoj purchases specialized journals and periodicals adequate to the domains of study (Annex II.11). At the library, the students may do research in the University fields of interest, the volumes and journals covering the subjects existing at the level of each specialization (Annex II.12 and Annex II.13).</p> <p>UED, through its library, makes available to its students, courses books and other study materials specific to each academic subject from the educational plans of the Faculties (Annex II.46. Annex II.47).</p> <p>Exterior to the academic facility, the University has an outdoor amphitheatre with 228 seats, used for University educational, cultural or sports events, or events of the local community.</p> <p>According to the protocol concluded with the "Valeriu Braniște" Technical College from Lugoj, the University offers 100 places for student accommodation (Annex II.15). Physical Education activities took place for academic years 2017-2018 and 2018-2019 in the spaces made available by "Iulia Hasdeu" National College, currently, for academic year 2019-2020, specific PE activities take place at "Valeriu Braniște" Technological High-School from Lugoj through the concluded partnership agreements. (Annex II.16).</p>
IP.A.2.1.2. Equipment	<p>Lecture/seminars rooms are equipped with media equipment (laptop/PC and projector). The grand lecture hall is equipped with tools which make possible simultaneous interpretation.</p> <p>The IT Laboratory is equipped accordingly to the specific academic subjects in the educational plans and assures the access for the students so that at the level of each group of study there is a computer to at most 2 students at the bachelor program, and one computer for each student at the master program (Annex II.17 and Annex II.19). The Forensic Laboratory is equipped with all the necessary materials so that the educational process takes place in optimum conditions (Annex II.18).</p>
IP.A.2.1.3. Adequate financial resources for learning and teaching activities, adequate support services, easily accessible for students	<p>"Drăgan" European University of Lugoj is a public institution, legal person, having its own budget of incomes and expenses for the activity of higher education, its own fiscal code and bank accounts (Annex II.20 and Annex II.21).</p> <p>"Drăgan" European University of Lugoj is a non-profit institution, it has a distinctive Financial Accounting Human Resources Compartment, its own accounting, it draws up the balance sheet, the account of budgetary execution and its own management report from which results the fact that the expenses are made according to the law in force, the cashed incomes and their destination, as well as the non-profit character of UED (Annex II.22, Annex II.23, Annex II.24, Annex.25, Annex II.71).</p> <p>The University has implemented and rigorously applies financial policies sustainable on short-term, medium-term and long-term (Annex II.26). The financial resources cumulate own incomes (from tuition fees, research contracts, lease contracts and sponsorships).</p>
IP.A.2.1.4. Scholarship granting system and other types of financial support for students	<p>UED students from bachelor study programs, full-time attendance, benefit from merit, study and social scholarships, according to the provisions of the Rules for granting scholarships and other types of financial support to UED students, accompanied by Senate Approval Decision no. 16/ 28.02.2019 (Annex II.27), under the conditions established by the University Senate.</p> <p>The scholarships, regardless of type, are granted on the period covering the educational activities, which means courses, seminars, laboratories, projects, practical activities, exam sessions).</p>





	<p>The amount and number of scholarships are established by the University Senate, at the proposal of UED Council of Administration, within the limit of available funds and according to the needs identified at the level of the student community. The scholarships are granted annually/half-yearly. The scholarships are granted from University's own resources. Between 2015 and 2020, a number of 33 study scholarships have been granted, amounting to 96,650 lei. At the Faculty of Economics, between 2014 and 2020, 8 students have benefited from private scholarship granted by their employers, representing tuition fees for the given period. (Annex II.141)</p>
IP.A.2.1.5. Administrative staff for student support services	<p>UED administrative staff is qualified to perform student support activities and is given the opportunity to develop professional competences (Annex II.7).</p>
<b>B. EDUCATIONAL EFFICIENCY</b>	
<b>B.1 Content of study programs</b>	
<b>S.B.1.1. Students admission</b>	
IP.B.1.1.1. Principles of admission policy to study programs offered by the institution	<p>Student recruitment is performed by disseminating admission advertising materials (Annex II.28), as a rule 6 months before the first admission session, by promoting it on the UED website and on the University's Facebook page, by posting adds in publications, on radio and TV, and by visiting high-schools from Lugoj and the surrounding cities: Nădrag, Făget, Buziaș, Caransebeș (Annex II.29).</p>
IP.B.1.1.2. Admission practices	<p>Admission to the bachelor and master programs is granted by examination, based on motivational interviewing, evaluated as ACCEPTED/REJECTED and admission file assessment. The candidates are classified and accepted in descending order depending on the general average of admission, until completion of available places.</p> <p>For this purpose, "Drăgan" European University of Lugoj drew up its Own Methodology regarding the organisation and development of admission to the bachelor and master programs for the academic years 2017-2018, 2018-2019 and 2019-2020, by UED Senate Approval Decisions (Annex II.30).</p> <p>The contractual relation between the University and the students is made official by the University-Student Contract and the Study Contract – Annexes I and II to Study Guides for academic years 2017-2018, 2018-2019 and 2019-2020 with Senate Approval Decision (Annex II.31) and Rules on students professional activity for academic years 2017-2018, 2018-2019 and 2019-2020 with Senate Approval Decision (Annex II.32).</p> <p>UED also enrolls students from the Republic of Moldova. According to the legal provisions in force, their matriculation to study programs is made upon approval granted by the specialised division (DGRIAE) from the Ministry of National Education (Annex II.33).</p>
<b>S.B.1.2. Structure and presentation of study programs</b>	
IP.B.1.2.1. Structure of the study programs	<p>The educational plans are structured on mandatory, optional and non-mandatory academic subjects, focusing on an integrated and high-performance educational process, able to offer abilities in the specific and related fields (Annex II.108). The</p>



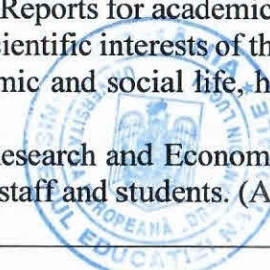
	<p>educational plans of the Faculties are periodically evaluated, being changed depending on tendencies of the labour market. (Annex II.46, Annex II.47, Annex II 108)</p> <p>UED study programs are based on the correspondence between the learning results and the university qualification according to the specific professional and transversal competences. The study program is presented under the form of documents summarised in the program sheet ( Annex II.31, Annex II.34,Annex II.35, Annex II.46, Annex II.47), which includes the general objectives of the program, the professional and transversal competences, the structure of the study program, the assurance of training flexibility, the promotion condition/the conditions to enrol in the following year, the academic subjects of the educational plan, the conditions in which the bachelor exam is conducted, the general assessment of the mandatory/ optional/ non-mandatory – fundamental/ specialised/ complementary subjects, the ratio between lecture/ seminar hours (Annex II.146), the internship, the weight of exams and the evaluation tests (Annex II.147).</p> <p>The study programs are periodically initiated, approved, monitored and evaluated according to the Rules for periodical initiation, approval, monitoring and evaluation of study programs, revised and approved by Senate Decision no. 25 of 30.03.2018. (Annex II.36). The drawing up of programs at university level is based on the Rules for the implementation of the credit Transfer and System at UED Lugoj, revised and approved by Senate Decision no. 22 of 30.03.2018 (Annex II.37).</p>
<p>IP.B.1.2.2. Diversity in designing study program</p>	<p>Study programs are unitary in structure, but they differ in the specific method used for full-time attendance (IF), being compliant with educational plans (Annex II.46, Annex II.47) and course syllabi (Annex II.34, Annex II.35).</p> <p>We mention the fact that UED study programs offer only full-time attendance and take place according to the legal standards and regulations in force.</p>
<p>IP.B.1.2.3. Study programs relevance</p>	<p>The University periodically scrutinizes the opinions of stakeholders (students, graduates, internal staff and employers), these opinions being useful for drawing up and revising the study programs. (Annex II.36, Annex II.38 and Annex II.39).The relevance of the study program results from the actions performed at faculty level: correlation of the study program with the demands of the labour market and the National Qualification Framework for Higher Education (Annex II.40) the harmonization of the subject syllabus with the knowledge development related to the program (Annex II.34, Annex II.35) by own scientific research activities (Annex II.43, Annex II.44) of the teaching staff and by permanently updating the bibliography for students.</p> <p>The University has in place mechanisms for annual peer analysis of the teaching and research staff, of the way the knowledge is transmitted to the students, of the changes that take place in the profile and structure of qualifications. Rules for periodical evaluation of UED academic staff quality are active and are implemented through the Implementation Procedure, revised and approved by Senate's Decision no. 23 of 30.03.2018. (Annex II.45). The graduates enrolled in the master programs are continuously consulted regarding the way they apply the knowledge accumulated during the bachelor programs. Simultaneously, the representatives of the employees are periodically consulted, regarding these issues, by organising round tables and meetings etc.</p>
<p><b>B.2 Learning results</b></p>	
<p><b>S.B.2.1. Capitalisation of university qualification</b></p>	
<p>IP.B.2.1.1. Capitalisation by labor market integration</p>	<p>Based on the questionnaire regarding the capitalisation of the university qualification, the insertion of our university graduates annually overcame 50%. (Annex II.38).</p>



	<p>The analysis conducted for 2012-2017 showed that, due to the increasing demand for graduates with economic and legal studies, the insertion percentage on the labour market is of 53.57%. The analysis for the period 2018-2019 is in progress.</p> <p>In order to have an updated image regarding the graduate insertion on the labor market, UED used additional methods, by requesting, from high-profile institutions in Lugoj, information regarding their employees with UED degrees in economics or law: 69% of BRD Lugoj employees graduated the Finances and Banks study program, while in the case of the Town Hall of Lugoj, 57% of the employees in the economic and law sector graduated UED, within Lugoj Police Department, 76 police officers and field agents graduated the University, while local Notary public offices have 8 UED graduates. (Annex II.48). In addition, in the bar association, there are 42 lawyers who graduated UED according to the information mentioned in the State Bar of Timis County. We mention the fact that in the law sector, there are 6 magistrates, 5 notary publics, 3 court enforcement officers and 8 court clerks who graduated UED.</p>
<p>IP.B.2.1.2. Capitalisation by continuation of academic studies</p>	<p>In the academic years 2017-2018 and 2018 - 2019, the percent of graduates admitted to master programs constantly overcame 20%. According to the statistical data existent at the secretarial office of the Faculty of Economics, the qualification capitalisation through university study continuation in the second cycle of study of master programs is as follows: for academic year 2017-2018, the percentage is 68.57%, and for academic year 2018 -2019, the percentage 54.76%. Regarding the Faculty of Law, the percentage of graduates is as follows: for academic year 2017-2018, the percentage is 30,76%, and for academic year 2018-2019 – 41.66%.</p>
<p>IP.B.2.1.3. Student satisfaction level by comparison with the professional and personal development assured by the university</p>	<p>The evaluation of the students' level of satisfaction compared to the professional and personal development assured by the university, respectively the faculty, is made annually with the help of a questionnaire which reflects the quality of the education process as well as the conditions in which this process is developed. (Annex II.38, Annex II.45).</p> <p>The results show a high degree of UED student satisfaction, over 80% in the last two years.</p> <p>Another way to evaluate the student level of satisfaction is represented by the study organised by the Trendence Institute in Berlin – the Barometer of Graduates in Europe in 2016. The students and graduates of the Faculty of Economics, the major program Finances and Banks, have participated to this study since 2013, and the results received from the Institute show a high degree of satisfaction among our students regarding the professional and personal development assured by the university. (Annex II.14).</p> <p>Proof for good graduate professional training stands the large number of UED graduates employed in companies and public institutions (financial, insurance and banking institutions, administration, law courts, prosecutor's offices, public notary offices, bar association).</p>
<p>IP.B.2.1.4. Student centered learning methods</p>	<p>UED teaching staff uses student centred learning methods and means (based on the learning result).</p> <p>The learning results describe what the students will be able to do when they finish a course. According to study directions, the teaching staff redefined the teaching, learning and evaluation process, moving the accent from „what is taught” to „what the student can do” at the end of the course (learning result). The learning results describe the integration of knowledge, skills and attitudes (inclusively the judgement values) in abilities.</p> <p>The relation between student and teacher is of partnership, where each of them is responsible for the learning results. The learning results are explained and discussed with the students from the perspective of their relevance for their development. The</p>



	<p>teaching staff uses the new technologies (e-mail for learning topics, bibliography, resources in IT format and dialogue with the students) and auxiliary materials from blackboard, flipchart and projector.</p> <p>The teaching staff, who holds the title of assistant lecturer, has specialized training in pedagogy ((Annex II.51).</p> <p>Also, the study programs are integrated with stages of internship. The teaching staff trains the students in the teaching activity (by asking questions, by short presentations, demonstrative experiments), and the teaching process is oriented according to the rhythm and way of learning of the students (Annex II.34, Annex II.35).</p> <p>At the same time, the students are trained in the activity of scientific research within the student scientific groups (Annex II.52).</p>
<p>IP.B.2.1.5. Student career orientation</p>	<p>For each year of study of the Bachelor program, year tutors are designated (Annex II.54), according to the Rules for tutoring at UED Lugoj (Annex II.55). According to the above-mentioned UED regulations, a peer tutoring is applied between the students from the senior years and the other students. The students are advised by the year tutors and the other teaching staff to appeal to the services offered by the Career Counselling and Guidance Centre.</p> <p>Regarding the master study programs, the tutoring system is optional. The Faculty Council, at the dean's proposal, designates tutors for each major and education form at the beginning of the academic year.</p> <p>In addition, the teaching staff stays in contact with the students by e-mail, as well as according to student consultation time schedule (Annex II.56).</p> <p>Guidance and information regarding the UED academic development and study opportunities are assured by the Career Counselling and Guidance Centre (Annex II.57, Annex II 58, Annex II.59, Annex II.60).</p> <p>Starting with academic year 2019-2020, the Career Counselling and Guidance Centre is coordinated by a faculty member who holds the bachelor degree in Psychology, appointed by Rector's Decision (Annex II.61).</p>
<p><b>B.3 Scientific research activity</b></p>	
<p><b>S.B.3.1. Research programs</b></p>	
<p>IP.B.3.1.1. Scientific research planning</p>	<p>Scientific research activity of the University takes place according to the objectives mentioned in the UED Scientific Research Plans for the academic years 2017-2018, 2018-2019 and 2019-2020, with Senate Approval Decision (Annex II.62). Most of the results obtained in the economic and legal fields, were due to the scientific research activity undertaken at institutional level, and materialized in UED Editorial Plans for academic years 2017-2018, 2018-2019 and 2019-2020 with Senate Approval Decision (Annex II.68)</p> <p>Scientific research themes are included in the UED Scientific Research Plans for academic years 2017-2018, 2018-2019 and 2019-2020, with the Senate Approval Decision (Annex II.62) and in Scientific Research Reports for academic years 2016-2017 and 2017 -2018 with Senate Approval Decision (Annex II.63), these correspond to the scientific interests of the bachelor and/or master programs but they also approach present aspects, of high interest for the economic and social life, having an obvious interdisciplinary character.</p> <p>Academic research activity takes place at the level of UED Department for Scientific Research and Economic Projects and at the level of the faculties departments, as well as individually, at the level of the teaching staff and students. (Annex I.34, Annex II.64, Annex II.65).</p>



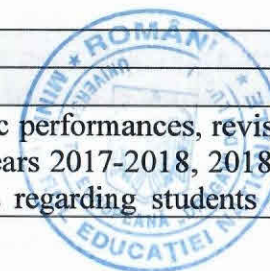


IP.B.3.1.2. Scientific research undertaking	UED Research results are presented in Reports on Scientific Research drafted for academic years 2016-2017 and 2017-2018 with Senate Approval Decision (Annex II.63), and are based on Reports on Scientific Research of the Faculties for the academic years 2016-2017 and 2017-2018 (Annex II.67). The University annually draws up a separate budget for scientific research (Annex II.66).
IP.B.3.1.3. Scientific research capitalisation	Between 2016–2019*, the teaching staff of "Drăgan" European University of Lugoj, from the two faculties, the Faculty of Law and the Faculty of Economics, have elaborated 10 editorial titles (books, treaties, course books and other academic teaching materials) which cover the academic subjects included in the educational plans, most of them being published by publishing houses recognized by CNCSIS (Annex II.69). The scientific production in the period 2016-2019* regarding the research studies/papers/articles and themes elaborated by the teaching staff of "Drăgan" European University of Lugoj had materialized in a number of 127 papers published in 40 volumes (with ISBN or ISSN), corresponding to the annual scientific sessions, conferences for teaching staff and publications in the specialised scientific journals (Annex II.69). A centralized research statistic is illustrated in Scientific Research Data Statistics in the evaluated academic structure. (Annex II.70).
<b>B.4 Financial activity of the organisation</b>	
<b>S.B.4.1. Budget and accounting</b>	
IP.B.4.1.1. Income and expenditure budget	"Drăgan" European University of Lugoj is a non-profit institution, it has a distinctive Financial-Accounting and Human Resources Compartment, its own accounting, it draws up the balance sheet, the account of budgetary execution and its own management report which indicates that the expenses are made according to the law in force, the cashed incomes and their destination, as well as the non-profit character of UED (Annex II.22, Annex II.23, Annex II.24, Annex II.25, Annex II.71).
IP.B.4.1.2. Accounting	"Drăgan" European University of Lugoj is a public institution, legal person, having its own budget of incomes and expenses for the activity of higher education, its own fiscal code and bank accounts (Annex II.20, Annex II.21, Annex II.24, Annex II.26). The IT equipment of the Financial - Accounting and Human Resources Compartment includes the equipment, IT solutions and licenced soft for accounting records, (CIEL) (Annex II.8).
IP.B.4.1.3. Audit and public responsibility	"Drăgan" European University of Lugoj underwent a financial audit in 2017 and 2018 (Annex I.38) performed by a recognised financial auditor in this sector (Annex I.37). The results of the financial audit for 2017 and 2018, as well as the annual analysis of the execution of the income and expenditure budget for the years 2017 and 2018 were debated by UED Senate and made public. (Annex I.38, Annex II.21).
<b>C. QUALITY MANAGEMENT</b>	
<b>C.1 Quality assurance strategies and policies</b>	
<b>S.C.1.1. Quality assurance structures and policies</b>	
IP.C.1.1.1. Organisation of the quality assurance system	The constitutive parts of the quality assurance system of the educational services are structural in nature: the Commission for Quality Evaluation and Assurance (CEAC), with tasks in this area (Annex II.74).



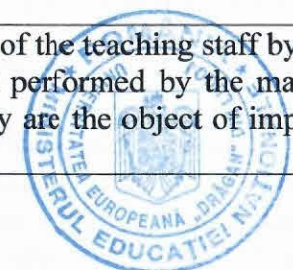


	<p>At university level, CEAC coordinates the application of procedures and activities of quality assurance and evaluation, annually draws up the Report regarding the evaluation and assurance of education quality, makes proposals to improve the educational quality and promotes the quality culture during the teaching and scientific research activities (Annex II.75).</p> <p>CEAC functions on the basis of the its own Rules of the organization and functioning of UED Commission for Quality Assurance and Evaluation, rules approved by the UED Senate through the Decision no. 17 of 28.02.2019 (Annex II.74).</p>
IP.C.1.1.2. Quality assurance policies and strategies	<p>Quality assurance of the educational process represents important prerequisites for success. To this goal, UED introduced an evaluation system of the educational process and changed the time ratio assigned to it.</p> <p>The system to assure the quality of the educational system within UED is centred on: learning results, results expressed in terms of knowledge, professional competences, values and attitudes that are obtained after graduating an educational level, respectively a study program (Annex II.76).</p> <p>The Code for Quality Assurance approved by UED Senate Decision no. 17 of 28.02.2019 (Annex II.77) defines the main principles and the policies promoted by UED in order to assure the quality within all the functional structures and the University relations with partners from this sector (students, employees, employers, local, regional, national and international public institutions, NGOs).</p>
<b>C.2 Procedures regarding initiation, monitoring and periodical revision of the study programs</b>	
<b>S.C.2.1. Approval, monitoring and periodical evaluation of the study programs and diplomas corresponding to qualifications</b>	
IP.C.2.1.1. Existence and application of rules regarding the initiation, approval, monitoring and periodical evaluation of study programs	<p>At UED level, there are Rules regarding the initiation, approval, monitoring and periodical evaluation of study programs, revised and approved by Senate Decision no. 25 of 30.03.2018, accompanied by a set of implementation procedures. (Annex II.36).</p>
IP.C.2.1.2. Diplomas and qualifications correspondence	<p>The study programs are annually evaluated in order to correspond to the labour market dynamics. (Annex II.31).</p> <p>The study documents are issued according to the methodology regarding the issuance of the study documents, according to the academic and professional qualifications. (Annex II.78).</p> <p>The qualifications correspond to the learning results of the study cycle, formulated in terms of acquired competences, in order to establish the professional roles, in addition there is a correlation between diplomas awarded and the diploma qualification obtained (Annex II.90).</p> <p>According to the provisions in force, UED registered the qualifications obtained by graduates of bachelor and master programs in the National Register of Qualifications in Higher Education (Annex II.40).</p>
<b>C.3. Transparent and objective procedures of learning results evaluation</b>	
<b>S.C.3.1. Student evaluation</b>	
IP.C.3.1.1. UED Rules regarding student examination and marking, which are	<p>Rules for the evaluation, examination and marking of student professional and scientific performances, revised and approved by the Senate Decision no. 24 of 30.03.2018 and the Study guides for the academic years 2017-2018, 2018-2019 and 2019-2020, with Senate Approval Decisions (Annex II.97, Annex II.31), present the rules regarding students examination and</p>





<p>applied rigorously and consistently</p>	<p>marking; they are set up, they are known by the students and they are adequately applied. Marking methods are diverse and specific, being established tangible procedures for each stage of the bi-annual/annual evaluation and they are consistent with course syllabi (Annex II.34, Annex II.35). One tenured teaching staff member and one specialized teaching staff member are present at the examination and sign the catalogue. The evaluation and the ways to perform it are established at different levels (faculties, departments) and refer to all student activities during the semesters: timetables, courses, seminars, exams, projects, viva voce examinations, participation to communication sessions, symposiums (Annex II.31, Annex II.79).</p>																																
<p>IP.C.3.1.2. Examination integration in designing teaching and learning for courses and study programs</p>	<p>The courses comprised by UED educational plans of the faculties combine teaching, learning and examining. Examination procedures and methods are centred on the learning results, which are thoroughly explained to the students in the Course Syllabus (Annex II.34, Annex II.35).</p>																																
<p><b>C.4 Periodical evaluation procedures of the teaching staff</b></p>																																	
<p><b>S.C.4.1. Teaching and research staff quality</b></p>																																	
<p>IP.C.4.1.1. Teaching staff competence and teaching staff and student ratio</p>	<p>UED Tenure Course Leaders hold a doctoral title (Annex II.80) in the respective fields of the occupied position (Annex II.81). Teaching staff-student ratio is specific and characteristic to the legal and economical field of education. The evolution of the ratio between the number of the teaching staff and the number of students enrolled at the level of the institution is presented in the table below:</p> <table border="1" data-bbox="560 774 2083 1053"> <thead> <tr> <th>Academic year</th> <th>Enrolled students</th> <th>Legal academic positions</th> <th>Number of tenured teaching staff members</th> <th>Number of associate teaching staff members</th> <th>Tenured teaching staff members- total number of students ratio</th> <th>Teaching staff members - total number of students ratio</th> <th>Teaching positions - total number of students ratio</th> </tr> </thead> <tbody> <tr> <td>2017-2018</td> <td>365</td> <td>33</td> <td>15</td> <td>11</td> <td>1 to 24</td> <td>1 to 14</td> <td>1 to 11</td> </tr> <tr> <td>2018-2019</td> <td>401</td> <td>36</td> <td>15</td> <td>16</td> <td>1 to 27</td> <td>1 to 13</td> <td>1 to 11</td> </tr> <tr> <td>2019-2020</td> <td>412</td> <td>34</td> <td>17</td> <td>8</td> <td>1 to 24</td> <td>1 to 16</td> <td>1 to 12</td> </tr> </tbody> </table>	Academic year	Enrolled students	Legal academic positions	Number of tenured teaching staff members	Number of associate teaching staff members	Tenured teaching staff members- total number of students ratio	Teaching staff members - total number of students ratio	Teaching positions - total number of students ratio	2017-2018	365	33	15	11	1 to 24	1 to 14	1 to 11	2018-2019	401	36	15	16	1 to 27	1 to 13	1 to 11	2019-2020	412	34	17	8	1 to 24	1 to 16	1 to 12
Academic year	Enrolled students	Legal academic positions	Number of tenured teaching staff members	Number of associate teaching staff members	Tenured teaching staff members- total number of students ratio	Teaching staff members - total number of students ratio	Teaching positions - total number of students ratio																										
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2019-2020	412	34	17	8	1 to 24	1 to 16	1 to 12																										
<p>IP.C.4.1.2. Peer evaluation</p>	<p>Peer evaluation is performed each year, by 3 members of the teaching staff with full-time job contract with the university. (Annex II.45). It refers to the teaching and scientific activities, as well as to the deontological aspects and behaviour qualities of the teaching staff member. It is organised annually, being based on specific criteria and ethical principles of evaluation (relevant, honest, formative and feedback information).</p>																																
<p>IP.C.4.1.3. Teaching staff evaluation performed by the students</p>	<p>UED Senate approved the procedures and the evaluation form for periodic quality assessment of the teaching staff by students: evaluation is compulsory, it is performed annually and it is correlated with the evaluation performed by the management structures. (Annex II.45). The results are discussed with the respective faculty members, they are the object of improvement analyses and they are posted on the institution notice board and the UED website.</p>																																





<p>IP.C.4.1.4. Teaching staff evaluation performed by the academic management</p>	<p>According to Rules for periodical evaluation of UED teaching staff quality and the implementation procedure, annually, the teaching staff members complete a self-evaluation sheet, they are evaluated by peers, by students and the Faculties management through the multi-criterial evaluation sheet of the teaching staff member completed by the Head of Department (Annex II.45). The results of the teaching staff evaluation are individually discussed, statistically processed and objectively analysed at Department and Faculty Council levels.</p> <p>The promotion of the teaching staff is closely correlated with the evaluation results, taking into account peer evaluations and student evaluations. (Annex II.45).</p> <p>The management of the institution makes efforts to assure full coverage of curricula subjects with tenured skilled teaching staff. The performances in teaching, research and education services brought to the institution and the community represent criteria which are taken into consideration when promoting the UED teaching staff (Annex II.83).</p>
<p>IP.C.4.1.5. Conditions for good undertaking of teaching staff activity</p>	<p>UED assures the adequate environment which helps the academic staff perform their activity as effectively as possible by ensuring various opportunities and promoting its professional development (Annex II.83).</p>
<p><b>C.5 Accessibility to adequate learning resources</b></p>	
<p><b>S.C.5.1. Learning resources and services for students</b></p>	
<p>IP.C.5.1.1. Learning resources availability</p>	<p>UED assures the learning resources (course books, treaties, bibliographical references, anthologies, etc.) needed for each study program at the library, research centres, in printed format, as well as in electronic format, to its students free of charge (Annex II.12, Annex II.13).</p> <p>Besides electronic access, the University library possesses a number of 26,595 books, foreign and domestic, covering the fields of Law, Economic Sciences and Miscellaneous, as well as subscriptions to the main specialised journals for each subject which defines a study program. The library has substantial financial resources for purchasing specialised books and journals. (Annex II.84).</p> <p>In addition, UED library uses specialized software - SafirBibliotecar, which allows recording and categorizing the books on typology, publishing houses, authors, languages; borrowed books can also be recorded by using this software. The library offers other learning resources as well, to which the students have access free of charge, like the national and international databases. In March 2018, the University signed a contract to join the Association of Universities, Research and Development Institutes and University Central Libraries from Romania "Anelis Plus" (Annex II.85), UED becoming member with full rights of the Association. Consequently, access to the bibliographical and bibliometric database in SCOPUS online format has been purchased. (Annex II.85).</p>
<p>IP.C.5.1.2. Teaching as learning source</p>	<p>The University teaching staff has drawn up a series of course books and other study materials necessary in the teaching process, and in order to facilitate access to these resources, the students benefit from the support offered by the library of the institution. The teaching-learning activities at the bachelor and master study programs take place according to the established procedures (curricular programs, course syllabus, etc.) which are made public and brought to the attention of the students by various methods (website, study guide, tutoring etc.).</p>



	<p>Constant efforts have been made for adapting the curricular programs, academic subjects and implicitly course syllabi to the reorganization of the university studies on cycles and, also, to the labour market demands.</p> <p>The structure of the curricular programs has been focused on the knowledge and competences future graduates must acquire; this fact representing an important step to embracing student centred education and learning. The use of modern electronic means for facilitating teaching-learning activities gained importance in contrast with previous years.</p>
IP.C.5.1.3. Stimulation and recovery programs	UED has elaborated and applies Rules for stimulating students with excellent learning results and for recovering students with unsatisfactory learning results (Annex II.87).
IP.C.5.1.4. Students services	<p>UED offers rented accommodation: 100 places. (Annex II.15).</p> <p>Physical Education activities took place in the spaces made available by "Iulia Hasdeu" National College for academic years 2017-2018 and 2018-2019, currently, for academic year 2019-2020, specific PE activities take place at "Valeriu Braniște" Technological High-School from Lugoj, according to concluded partnership agreements. (Annex II.16).</p>
<b>C.6 Systematically updated database, regarding the internal quality assurance</b>	
<b>S.C.6.1. IT systems</b>	
IP.C.6.1.1. Database and information	<p>UED has an IT system through which the data and information relevant for the institutional quality evaluation and assurance is collected, processed and analysed (Annex II.8, Annex II.9).</p> <p>In order to improve the student services, UED has besides its own website, a official Facebook page, appreciated by our students as well as by the local and regional environment, the number of those who appreciate it amounting to over 5000 different people.</p>
<b>C.7 Transparency of public interest information, study programs, certificates, diplomas</b>	
<b>S.C.7.1. Public information</b>	
IP.C.7.1.1. Public information offer	<p>The information regarding qualifications, study programs, admission rules, exams content, diplomas, teaching and research staff, facilities offered to students, as well as any information of public interest is posted on UED website. Certain information is made available on leaflets disseminated to interested parties or through press releases (Annex II.28).</p> <p>The University draws up institutional presentation materials both in Romanian and English (Annex II.28). All institutional advertising materials are also uploaded on UED website (<a href="http://www.universitateaeuropeanadragan.ro">www.universitateaeuropeanadragan.ro</a>).</p>
<b>C.8 Functionality of structures assuring educational quality, according to the law</b>	
<b>S.C.8.1. Institutional structure which assures education quality abides the legal provisions and operates permanently</b>	
IP.C.8.1.1. Commission coordinating the implementation of quality assurance evaluation and procedures activities	<p>Within UED there have been created and activated operational structures necessary to coordinate quality assurance activities: Commission for Quality Evaluation and Assurance (CEAC), which works at institutional level and at faculty level. The Commission for Quality Evaluation and Assurance, the structure and the operating rules were approved by UED Senate, together with the duties and principles of the education quality evaluation (Annex II.74). The Commission for Quality Evaluation and Assurance formulates and submits to the Senate proposals regarding the increase of the education quality and elaborates the Annual report regarding quality assurance. (Annex II.75). Collaboration with similar institutions of higher education led to mutual knowledge regarding good practice examples in the field of quality assurance.</p>



## C.9 Periodical external quality assurance

### S.C.9.1. The institution is periodically subject to external quality assurance according to ESG

<p>I.P.C.9.1.1. The accredited institution and/or its structures cyclically take part in the external assurance of quality, according to current legal provisions. External quality assurance may take different forms and may focus on different levels of organisation, respectively, master or institution.</p>	<p>The Senate of "Drăgan" European University of Lugoj, through the Decisions no. 22 of 25.04.2013 and 32 of 20.06. 2013, and on the basis of the UED Rector's Decision no. 5 of 26.04.2013 (Annex I.22), approved that the university may undergo external institutional evaluation by a team of experts from European University Association (EUA) within the POSDRU project: "Ready to innovate, ready to answer better to local needs. Quality and diversity of Romanian universities", financed by the European Social Fund and coordinated by UEFISCDI in partnership with the European Universities Association (EUA) – Institutional Evaluation Programme (IEP).</p> <p>The team of evaluators made up of teaching staff from prestigious European universities, Fuada Stanković (Serbia), Lewis Purser (Ireland), Laust Jakobsen (Denmark) and Erazem Bohinc (Slovenian master student), after the two visits ( onFebruary 12-14, 2014 and May 7-9, 2014) evaluated "Drăgan" European University of Lugoj as an essential constitutive part for the city and the region. Also, it was appreciated that our institution identified the challenges and opportunities present in its mission to offer high quality education. In the evaluation report of July 2014 (Annex I.15), recommendations and suggestions were made, which were implemented later.</p>
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## II.2. PRESENTATION OF THE MEASURES TO ENSURE THE ACCURACY, COMPLETENESS AND RELIABILITY OF INFORMATION DISSEMINATED BY UED (MANDATORY REQUIREMENTS FOR INSTITUTIONAL EVALUATION FOR THE EXTERNAL EVALUATION OF EDUCATION QUALITY)

The institutional self-evaluation report was prepared in accordance with the Guide of the Romanian Agency for Quality Assurance in Higher Education.

All the information was formally requested from the management of the faculties, departments, units, etc., from the academic and administrative structures of "Drăgan" European University of Lugoj. This information was centralized, unitarily, at the headquarters of "Drăgan" European University, where they have been analysed, processed and synthesized by the members of the Commission for the preparation of the Institutional Self-Evaluation Report.

### II.2.1. LEGAL STATUS

According to the facts specified in Part I (I.1) of this Report, "Drăgan" European University of Lugoj possesses all the documents attesting its legal status established by the incorporation document, the official name and the headquarters. "Drăgan" European University operates only at the location in Lugoj, Ion Huniade Street, No. 2 and has no subsidiaries in other locations or localities.

The first legal mention of the establishment of the University is the Government Decision no. 568 of 1995, with the academic study program: Law.

"Drăgan" European University of Lugoj (UED) was established by Law no. 100/2003, being headquartered in Lugoj, I. Huniade Street, No. 2, Timiș County, with the Faculty of Law, major - Law, teaching language - Romanian, founder and president Professor Josif Constantin Drăgan, Ph.D.

All study programs offered by the University have the teaching and research mission specified publicly on the University official website at: <http://www.universitateaeuropeanadragan.ro>. Master degree studies are organized only within the accredited bachelor degree fields. The preparation of the study programs and the quality evaluation is regulated at academic subject level.

According to GD no. 326/2019 and according to GD no. 318/2019, "Drăgan" European University of Lugoj has two faculties: the Faculty of Law (with a Bachelor Degree program in Law, accredited, full time attendance, 50 students, and with the Master Degree program in Criminal Investigation Management, accredited, full time attendance, 50 students) and the Faculty of Economics (with a Bachelor Degree program in Finance and Banks, accredited, full time attendance, 90 students, and with a Master Degree program in Financial Management, accredited, full time attendance, 50 students). Thus, according to GD no. 326/2019 and according to GD no. 318/2019, the official name is **"Drăgan" European University of Lugoj**, the acronym used **UED**.

According to UED University Charter, the mission of "Drăgan" European University of Lugoj is to carry out education and research activities in legal, economic and health fields at a high-quality standard, in the real national and international context, for the economic and cultural development of Lugoj, the Western region and Romania. By its mission, "Drăgan" European University of Lugoj meets the aspirations of all Romanian and foreign citizens, aiming at: training highly qualified specialists, true professionals in these fields and preparing for life as active, responsible citizens, in a democratic society; continuous improvement and enhancement of the graduate skills and abilities in the spirit of progress of knowledge and lifelong learning; strong involvement of the entire academic community to community life, and creation of a civic, critical and responsible "voice"; starting academic partnerships with other representative universities, regardless of the form of ownership; starting flexible partnerships with the business environment, companies and employers, public institutions, NGOs, etc.; the development of a strong academic



community which would have as main concern to attract, develop and promote scientific, didactic, moral and ethical values.

According to the provisions of GD no. 326/2019 and GD no. 318/2019, "Drăgan" European University of Lugoj organizes 4 University studies programs:

1. Bachelor Degree Program in the field of Law, major in Law, accredited with teaching in Romanian, full time attendance, maximum number of students that can be enrolled in the first year: 50 students, 240 ECTS credits (at the Faculty of Law);
2. Bachelor Degree Program in the field of Finance, major in Finance and Banks, accredited with teaching in Romanian, full time attendance, maximum number of students that can be enrolled in the first year: 90 students, 180 ECTS credits (at the Faculty of Economics);
3. Master Degree Program in Criminal Investigation Management, accredited with teaching in Romanian, full time attendance, maximum number of students that can be enrolled in the first year: 50 students, 90 ECTS credits (in the field of Law, at the Faculty of Law);
4. Master Degree Program in Financial Management, accredited with teaching in Romanian, full time attendance, maximum number of students that can be schooled in the first year: 50 students, 120 ECTS credits (in the field of Finance, at the Faculty of Economics).

## **II.2.2. UNIVERSITY CHARTER AND REGULATIONS SPECIFIED BY THE CHARTER**

The Charter of "Drăgan" European University of Lugoj is a public document, prepared in accordance with the legal regulations in force, being revised and completed according to the UED Senate Decision no. 33 of 18.12.2017 and having the approval of the Ministry of National Education by the notification no. 26057 of 12.02.2018 (Annex I.4).

UED Charter refers to a series of rules, methodologies or procedures, as follows: Methodology for filling the vacant teaching positions at UED Lugoj, modified and completed by the Senate Decision no. 54 of 29.11.2018 (Annex II.92); Methodology for organizing and conducting the referendum for establishing the procedure for appointing UED Lugoj Rector (mandate 2020 - 2024), accompanied by the Senate Approval Decision no. 30 of 20.06.2019 (Annex II.93); Specific electoral regulation regarding the establishment and election of the management structures and functions of UED Lugoj (mandate 2016-2020), accompanied by the Senate Approval Decision no. 1 of 28.01.2016 (Annex II.6); Methodology for dean selection at UED Lugoj faculties, 2016-2020 mandate, approved by the Senate Decision no. 27 of 22.04.2016 (Annex II.94); Internal Rules, revised and approved by the Senate Decision no. 28 of 30.03.2018 (Annex II.1); Rules for organizing the internal audit activity at UED, revised and approved by the Senate Decision no. 8 of 30.01.2019 (Annex I.39); Rules for the organization and functioning of the Commission for academic internal audit at UED Lugoj, approved by the Senate Decision no. 9 of 30.01.2019 (Annex I.42); Rules for the periodic evaluation teaching staff quality at UED Lugoj, accompanied by the Implementation Procedure, revised and approved by Senate Decision no. 23 of 30.03.2018 (Annex II.45); Rules for the organization and functioning of UED Lugoj Career Counselling and Guidance Centre and Implementation procedure, accompanied by Senate Approval Decision no. 48 of 30.09.2019 (Annex II.58); University code of UED student rights and obligations, accompanied by the Senate Approval Decision no. 42 of 27.07.2018 (Annex II.95); Rules for the initiation, approval, monitoring and periodic evaluation of the study programs, revised and approved by the Senate Decision no. 25 of 30.03.2018 (Annex II.36); Methodology for organizing and conducting the admission to Bachelor and Master degree programs for academic years 2017-2018, 2018-2019 and 2019-2020, by the UED Senate Approval Decisions (Annex II.30); Methodology for receiving and schooling foreign nationals from EU third countries at UED Lugoj, accompanied by the Senate Approval Decision no. 9 of 25.04.2013 (Annex II.96); Rules for the application of credit transfer system at UED Lugoj, revised and approved by the Senate Decision no. 22 of 30.03.2018 (Annex II.37); Rules for evaluating, examining and marking student professional-scientific performances, revised and



approved by the Senate Decision no. 24 of 30.03.2018 (Annex II.97); Rules for student professional activity for academic years 2017-2018, 2018-2019 and 2019-2020, accompanied by Senate Approval Decisions (Annex II.32); Rules for granting scholarships and other forms of financial support for UED students, accompanied by the Senate Approval Decision no. 16 of 28.02.2019 (Annex II.27); Rules for the scientific research carried out at UED, revised and approved by the Senate Decision no. 26 of 30.03.2018 (Annex II.99); Rules for organization and functioning of UED Library, revised and approved by the Senate Decision no. 29 of 30.03.2018 (Annex II.100); Rules for quality assurance of educational services at UED, revised and approved by the Senate Decision no. 27 of 30.03.2018 (Annex II.101); Methodology for issuing graduation papers, accompanied by Senate Decision no. 43 of 11.12.2014 (Annex II.78).

At the level of "Drăgan" European University of Lugoj, Rules of internal order was drafted, revised and approved by the Senate Decision no. 28 of 30.03.2018 (Annex II.1). In addition, the University possesses Rules for students professional activity for the academic years 2017-2018, 2018-2019, 2019-2020, accompanied by the Senate Approval Decisions (Annex II.32).

### **II.2.3. ACADEMIC MANAGEMENT, MANAGEMENT STRUCTURES**

"Drăgan" European University of Lugoj complies with the legal provisions regarding the election of the management structures (Faculty Council, Senate), as well as the management staff.

The university Senate represents the academic community, also being UED highest decision and deliberation structure operating. Election procedure and number of Senate members, as well as the duration of their mandate are regulated by the University Charter (Annex I.4) and respectively, by the specific Electoral Regulation on the establishment and election of UED management structures and functions, accompanied by the Senate Approval Decision no. 1 of 28.01.2016, 2016-2020 mandate (Annex II.6).

The university Senate is composed of 75% teaching and research staff and 25% of student representatives, respecting the principle of representativeness, according to Art. 207, paragraph (7) of the Law on National Education, as subsequently amended and supplemented. The constituency and size of the University Senate are established in the University Charter (Annex I.4) and the specific Electoral Regulation for establishment and election of UED management structures and functions, accompanied by the Senate Approval Decision no. 1 of 28.01.2016, 2016-2020 mandate (Annex II.6), before the elections, thus ensuring the decision-making efficiency and the representativeness of the academic community, maintained during the mandate.

The representation of the faculty members in the Senate is proportional to the number of positions occupied in the organizational chart of the structures they belong to. Student representation in the Senate is proportional to the number of students in each Faculty, in all types of attendance, enrolled at the beginning of the academic year when elections are due.

All members of the University Senate, without exception, will be elected by universal, direct and secret vote of all teaching staff and tenure researchers, respectively of all the students. Each Faculty will have representatives in the UED Senate, on quotas of representation, according to their size, complying with the principle of representativeness, according to Art. 207, paragraph (7) of the Law on National Education, as subsequently amended and supplemented.

UED Senate establishes specialized commissions (Annex II.102) by which it controls the activity of the executive management of the University. Senate Commissions are established according to needs, and currently, five commissions operate at the Senate level: the Commission for study programs (Bachelor and Master degree studies, postgraduate studies, continuous training, quality assurance and evaluation, international cooperation, teaching staff evaluation and professional career development, international relations and integration); Commission for scientific research (scientific research, innovation, national / international partnerships, national and international projects, scientific and honorary titles); Commission for academic governance (academic evaluation and accreditation, strategic plans, operational plans,



management contract, performance indicators, monitoring of economic-financial, technical and administrative activities, patrimony administration); Commission for student activities (social, cultural and sports activities, national and international mobility); Commission for drafting and amending the University Charter.

The Senate Commissions draw up the Rules, draft decisions projects in the specific fields and act in accordance with the regulations and principles established at national, international level, as well as in accordance with the provisions of the University Charter. Also, the Senate Commissions elaborate documents and reports (Annex II.103) signed by commission presidents and members, which will be subject to debate and plenary approval.

The rector of "Drăgan" European University, Associate Professor Dumitru Cornean, Ph.D., was confirmed by the Order of the Minister of National Education no. 3526 of 23.03.2017 (Annex I.32).

The management staff of "Drăgan" European University in Lugoj (rector, vice-rector, deans, heads of department) is composed of tenured faculty members, having full-time positions in the University, within the internal structure they lead, being tenured associate professors or university lecturers holding a doctor's degree, who are not in a position that would imply position reservation.

The management of "Drăgan" European University from Lugoj has systematically approached and integrated quality management, considering the University as a complex system whose subsystems are: the Faculties, the Departments, the Career Counselling and Guidance Centre, the Library and the Archives and the specific teaching and administrative services.

The faculty, as an organizational structure, is managed by the Faculty Council, chaired by the dean. The Faculty Council has members elected by the community of tenured professors with full-time positions in the University. In the Faculty Council, the students hold more than 25% of the total position of its members (Annex II.104).

The department represents the functional academic unit that enables the production, transmission and knowledge capitalization in one or more specialized fields, directly contributing to the achievement of the objectives and strategy of each specialization within the University.

According to the Law of National Education no. 1/2011, as subsequently amended and supplemented, of the Order of the Ministry of Education and Scientific Research no. 3.751 / 29.04.2015 approving the Methodology - framework regarding the process of establishing and the election of management structures and functions at the level of the institutions of the national higher education system, the UED Senate approved in the meeting of 04.06.2015 by Decision no. 18 of 04.06.2015, the Methodology for organizing and conducting the referendum for establishing the method of assigning the rector of "Drăgan" European University in Lugoj, 2016-2020 mandate (Annex II.105).

The result of the referendum organized on July 14, 2015 for choosing the method to appoint the UED Rector, 2016–2020 mandate, was: based on general elections by universal, direct, secret and equal vote of all the tenured teaching and research staff within the University and student representatives in the UED Senate and the Faculty Councils.

The result of the referendum by the Senate of "Drăgan" European University was validated in the meeting of 17.07.2015, by the Decision no. 26 of 17.07.2015 (Annex II.106). The result of the referendum, validated by the Senate, was communicated to the academic community (posted on the university's bulletin board and UED official website), as well as to the management of the Ministry of Education and Scientific Research by the communication no. 141 of 17.07.2015 (Annex II.107).

In accordance with the University Charter and the legal provisions in the field, the management of the University is ensured by UED Senate, composed of teaching staff members and students (Annex II.102), freely elected, by universal and democratic vote (Annex II.6, Annex II.104, Annex II.109, Annex II.110).

At the level of the university management, in February 2017, elections for the position of UED rector were organized, upon the vacancy of the position by resignation (Annex II.111, Annex II.112). The election



of the rector of "Drăgan" European University for the 2017-2020 mandate was organized on 27.02.2017 (Annex I.113) and was validated by University Senate in the meeting of 01.03.2017 (Annex II.114), begin confirmed by Order of the Minister of National Education no. 3526 of 23.03.2017 (Annex I.32).

For 2016–2020 mandate, the faculties managerial structures are appointed in accordance with the provisions of the National Education Law no. 1/2011, with the subsequent revisions and completions, and of the University Charter, according to the Methodology regarding deans selection of UED Lugoj Faculties, approved by the Senate in the meeting of 22.04.2016, by Decision no. 27 of 22.04.2016 (Annex II.94).

UED Management is based on the idea that the University is an institution of higher education with major responsibilities in the field of education and vocational training at the highest standards.

For 2020-2024 mandate, the necessary procedures for establishing and electing the UED management structures and functions have been initiated. In this respect, in accordance with the legal provisions in force (the Order of the Ministry of Education and Scientific Research no. 3.751 / 29.04.2015 approving the Methodology - framework regarding the process of establishing and electing the management structures and functions at the level of the institutions of the national system of higher education), the UED Senate Decision no. 30 of 20.06.2019 approved the Methodology regarding the organization and submission of the referendum to decide how to elect the rector of "Drăgan" European University in Lugoj, 2020-2024 mandate, as well as the schedule of the referendum (Annex II.93). The data regarding the organization of the referendum were communicated to the Ministry of National Education, the General Directorate of Academic Education, by the notification no. 99 of 27.06.2019 (Annex II.115). The establishment of the University Election Bureau, an impartial structure responsible for organizing and conducting the referendum, was approved by Senate Decision no. 31 of 20.06.2019 (Annex II.116).

The result of the referendum: by the universal, direct, secret and equal vote of all the tenured teaching and research staff within the University and the student representatives in the Senate of "Drăgan" European University and the Faculty Councils, the University Senate was validated by Decision no. 32 of 25.07.2019 and brought to the attention of the academic community (university website and Bulletin board) and the Ministry of National Education, the General Directorate of Academic Education, by the notification no. 103 of 25.07.2019 (Annex II.117).

The functionality of UED structures is ensured by their incorporation into the decision-making procedure specified in the University Organizational Chart (Annex I.31).

At "Drăgan" European University level, three independent Commissions operate with a strong impact on all the activities carried out at the institution level: the Commission for Quality Assurance and Evaluation (CEAC), the Academic and Professional Ethics and Deontology Commission (CEDPU) and the Commission for Academic Internal Audit (CAIA).

The Commission for Quality Assurance and Evaluation (CEAC) (Annex II.74) provides opinions, proposals and strategies for the educational process to be in line with the Methodology of external quality evaluation prepared by the Romanian Agency for Quality Assurance in Higher Education. The Commission also prepares the Annual Internal Assessment Report on the quality of education with concrete proposals for optimization (Annexes II.75).

The Commission for Professional Academic Ethics and Deontology (Annex II.2) is a separate and deliberative structure of "Drăgan" European University of Lugoj, without legal personality, which analyses and corrects deviations from academic ethics, according to the Code of ethics and professional academic deontology (Annex I.4). The Commission draws up an Annual Report on the situation regarding the university ethics and the ethics of the research activities, which is presented to the rector, the University Senate and represents a public document (Annex II.3).

The Commission for Academic Internal Audit (CAIA) (Annex II.119) carries out an independent and objective functional activity, meant to provide assurances and counselling to the management for the good administration of the entity, helping the University to achieve its objectives by a systematic and methodical



approach, which evaluates and improves the efficiency and effectiveness of the management system based on risk management and management processes, but without assuming managerial responsibilities. The Commission elaborates an Annual Report on the internal academic audit activity (Annex II.120).

The Quality Manual of "Drăgan" European University in Lugoj shows the specificity of its activity as a University focused on education, being endorsed by the Rector of "Drăgan" European University and approved by the University Senate by Decision no. 24 of 15.04.2019 (Annex II.76), and its application is a mandatory requirement for all the documented processes, both from the academic structure and the administrative structures of the University.

The quality manual is used for the following purposes: internal purposes - for maintaining the conformity of the quality assurance processes, for informing and training the personnel regarding the functioning of the Quality Management System; external purposes: to be disseminated to ministerial authorities, evaluation and accreditation institutions, inspection authorities, partners, beneficiaries and other interested partners in the field, upon their request.

The management of the "Drăgan" European University is constantly concerned with the evolutions of national and international policies and practices regarding quality, also assuming an active role in improving the overall vision on the processes of institution quality assurance.

The Quality Assurance Code approved by UED Senate Decision no. 17 of 28.02.2019 (Annex II.77) defines the basic principles and policies promoted by "Drăgan" European University for quality assurance within all the functional structures and relations of the University with partners in the field (students, employees, employers, local, regional, national and international public institutions, non-governmental organizations).

UED Rector prepares the quality policy and establishes the institution's strategy in the field of quality, all of which are subject to the approval and control of the University Senate.

The commissions within all the UED divisions (Annex II.50) are directly responsible for policies implementation, strategy implementation and the maintenance of the Quality Management System.

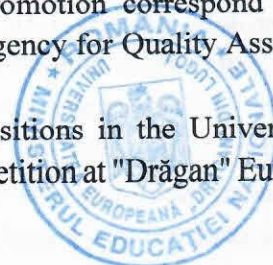
The Quality Management System operates both at the level of UED management structures, as well as at the level of the specialized structures for quality assessment and assurance: Senate; Council of Administration; Commission for Quality Assurance and Evaluation; rector; vice-rector; deans; heads of departments.

At the Library of "Drăgan" European University of Lugoj, Mrs. Ivan Lorena Dana is employed with individual employment contract for an indefinite period concluded on 20.12.2016. Mrs. Ivan Lorena Dana graduated the postgraduate course in library management at West University of Timișoara (Annex II.121). Currently, Mrs. Ivan Lorena Dana is on maternity leave, being replaced by Mrs. Torok Amalia, who has a fixed-term employment contract. Mrs. Torok Amalia has specialized studies, as specified by the legislation in the field (Annex II.121).

#### **II.2.4. TEACHING STAFF**

"Drăgan" European University from Lugoj complies with the legal conditions for publicly announcing and occupying by contest of the teaching positions, the positions being occupied by its own staff that corresponds from the point of view of the professional qualification to the conditions required for the occupancy of the positions specified in the academic staffing and planning charts (Annex II.123, Annex II.124). The criteria used for the evaluation of the teaching staff for promotion correspond to the requirements of the Ministry of National Education – MEN and Romanian Agency for Quality Assurance in Higher Education - ARACIS.

The contest procedure, organized for the occupancy of the teaching positions in the University is regulated by the Methodology for filling the vacant teaching positions by competition at "Drăgan" European





University (Annex II.92) drafted according to the provisions of the National Education Law no. 1/2011, with the subsequent modifications and completions, of the GD no. 457/2011 and GD no. 36/2013.

According to the information contained in the organizational chart of the two Faculties, the Faculty of Law and the Faculty of Economics, UED has organized a contest for two positions in the academic year 2017-2018 (occupied) and three positions in the academic year 2018-2019 (occupied).

The academic staffing and planning charts of the Faculties for the academic years 2017-2018, 2018-2019, 2019-2020 (Annex II.123, Annex II.124) are established at the level of the Departments, according to the Rules for academic staffing and planning charts at UED Lugoj, (Annex II.143), in accordance with the legislation in force.

"Drăgan" European University aims to meet the requirement according to which the personnel who carry out teaching activities in the University meets the legal requirements for occupying teaching positions.

The evaluation of quality of the teaching staff employed by the University, the principles and methods of evaluation related to the teaching and scientific research activity, are regulated by the Rules for the periodic evaluation of UED teaching staff quality. (Annex II.45).

Thus, the evaluation is:

- based on self-assessments regarding the individual professional performances achieved - Self-assessment sheets of the individual professional performances (Annex II.45), verified by the management of the departments and faculties by means of evaluation sheets (Annex II.45) - correlated with the evaluations made by the students based on questionnaire by means of Teaching staff evaluation sheets filled in by the students (Annex II.45) and with peer evaluations carried by means of Peer evaluation sheets (Annex II.45);
- based on personal statements, by observing the condition that the tenure teaching staff in higher education at "Drăgan" European University covers at most three teaching workloads during an academic year, regardless of the higher education institution in which they work, as well as provided that the teaching staff who is tenured at the University, retired at the age limit or for other reasons, and who carry out teaching activities as associate teaching staff member, cover at most one teaching workload in "Drăgan" European University (Annex II.125).

In order to ensure the quality of the teaching process, the Faculty Councils closely monitor the achievement of balanced distributions of human resources by specialization, as well as the provision of material resources for the academic subjects. The subjects are covered with teaching material and works necessary for the educational process on the whole perimeter of subject topic, established in the course syllabus.

According to the information obtained from the academic staffing and planning charts of the Faculties for the academic years 2017-2018, 2018-2019 and 2019-2020 (Annex II.123, Annex II.124) the situation of the tenured teaching staff in the institution, full-time, during the evaluated period is the following:

- For academic year 2017-2018, there were 33 positions (20 positions at the Faculty of Economics and 13 positions at the Faculty of Law), covered by 15 tenured teaching members and 8 associate teaching members;
- For academic year 2018-2019, there were 35 positions (19.5 positions at the Faculty of Economics and 15.5 positions at the Faculty of Law), covered by 18 tenured teaching members and 8 associate teaching members;
- For academic year 2019-2020, there are 34.31 positions (20 positions at the Faculty of Economics and 14.31 positions at the Faculty of Law), covered by 17 tenured teaching members and 8 associate teaching members.

At "Drăgan" European University of Lugoj there are no tenured academic staff who occupy more than three teaching workloads per academic year, regardless of the institution in which they operate. Also, in the



institution, there are 3 tenured retired academic staff members, and they cover only one teaching workload (Annex II.123, Annex II.124).

The situation regarding the academic staff members who have obtained the teaching title of associate professor and / or university professor at UED Lugoj is illustrated in detail in Annex II.126.

At "Drăgan" European University in Lugoj the share of covering teaching positions with tenured staff from teaching positions total is the following:

➤ for the academic year 2017–2018, the situation is as follows:

- At Finances and Banks major (Faculty of Economics) out of the total of 11.94 positions, 70% are covered with tenured teaching members, of which 48% are associate professors and / or university professors.
- At Financial Management major (Faculty of Economics) out of the total of 6.71 positions, 100% are occupied by university tenured or associate staff members, of which 57% are lecturers and / or university professors.
- At Law major (Faculty of Law) out of a total of 10.82 positions, 70% are occupied by tenured teaching members, of which 30.3% are associate professors and / or university professors.
- At Criminal Investigation Management major (Faculty of Law) out of the total of 3.53 positions, 100% are occupied by tenured or associate staff members, of which 80.31% are associate professors and / or university professors.

➤ for the academic year 2018–2019, the situation is as follows:

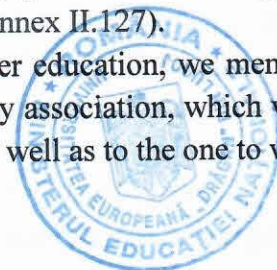
- At Finances and Banks major (Faculty of Economics) out of the total of 11.25 positions, 74.76% are occupied tenured staff members, of which 47.56% are associate professors and / or university professors.
- At Financial Management major (Faculty of Economics) out of the total of 6.8 positions, 100% are occupied by university tenured or associate faculty members, of which 55% are associate professors and / or university professors.
- At Law major (Faculty of Law) out of a total of 13.14 positions, 72.29% are occupied by university tenured faculty members, of which 26.31% are associate professors and / or university professors.
- At Criminal Investigation Management major (Faculty of Law) out of the total of 3.8 positions, 100% are occupied by university tenured or associate faculty members, of which 58.27% are associate professors and / or university professors.

➤ for the academic year 2019–2020, the situation is as follows:

- At Finances and Banks major (Faculty of Economics) of the total of 11.15 positions, 83.68% are occupied by tenured faculty members, of which 42.87% are associate professors and / or university professors.
- At Financial Management major (Faculty of Economics) out of the total of 6.87 positions, 100% are occupied by tenured or associate faculty members, of which 55% are associate professors and / or university professors.
- At Law major (Faculty of Law) out of a total of 12 positions, 70% are occupied by tenured faculty members, of which 30% are associate professors and / or university professors.
- At Criminal Investigation Management major (Faculty of Law) out of the total of 3.57 positions, 100% are occupied by tenured or associate faculty members, of which 84.03% are associate professor and / or university professors.

The associate teaching staff at "Drăgan" European University of Lugoj, not tenured in higher education, fulfils the legal conditions for occupying the positions (Annex II.92, Annex II.127).

Regarding the associate faculty members who are tenured in higher education, we mention that they prepared a written statement concerning the number of hours taught by association, which was submitted to the head of the institution where they have full-time employment, as well as to the one to which they are associated (Annex II.128).





UED course leaders hold the scientific title of doctor (Ph.D.) (Annex II.80) in the field of academic subjects of the occupied position (Annex II.81).

The evolution of the teaching staff from "Drăgan" European University of Lugoj, between 2017-2020, is summarized in Annex II.129.

The tenured faculty members have a certified teaching training (Annex II.130), as well as competences in the field of the taught or seminarized academic subjects.

At "Drăgan" European University in Lugoj, tenured course leaders have elaborated course books and other works necessary for the educational process both electronically and on paper, covering the subject matter of the academic subject, specified in the course syllabus (Annex II.34, Annex II.35).

"Drăgan" European University from Lugoj ensures, for at least one academic Bachelor degree cycle, coverage of activities specified for the academic subjects in the curriculum, with competent teaching staff.

According to UED academic staffing and Planning charts, the minimum number of hours of teaching activities is observed, and the size / norm of the student groups is in accordance with ARACIS standards (Annex II.123, Annex II.124).

The university can cover a schooling cycle with faculty members according to the standard, for the academic year 2017-2018, the ratio between schooling capacity and number of faculty members and associates for the branch of Economic Sciences is from 1 to 22.5, and for the branch of Law is 1 to 20, for the academic year 2018-2019, the ratio between schooling capacity and number of faculty members and associates for the branch of Economics is from 1 to 22.5, and for the branch of Law is from 1 to 16.66, for the academic year 2019 -2020, the ratio between schooling capacity and number of faculty members and associates for the branch of Economics is from 1 to 22.5, and for the branch of Law is from 1 to 16.66.

Dynamics of faculty members - enrolled students ratio at institution level is illustrated in Table no.2.1:

#### **Faculty members – Enrolled Students Ratio at UED Lugoj**

**Table no. 2.1.**

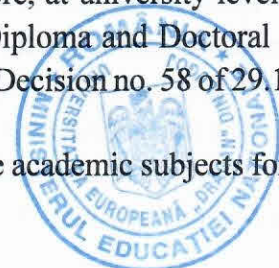
Academic year	Enrolled students	Legally created teaching positions	Number of full-time faculty members	Number of associated faculty members	Full-time faculty members - total number of students ratio	Full-time faculty members - total number of students ratio	Teaching positions - total number of students ratio
2017-2018	365	33	15	11	1 to 24	1 to 14	1 to 11
2018-2019	401	36	15	16	1 to 27	1 to 13	1 to 11
2019-2020	412	34	17	8	1 to 24	1 to 16	1 to 12

The occupation ratio of the teaching staff, involved in the education process for UED study programs is presented in Annex II.125.

Benefiting from the support of the management of "Drăgan" European University, the Faculty of Economics and the Faculty of Law paid constant attention to providing specialized teaching members for the academic subjects included in the curricula. In this regard, we underline the fact that, annually, UED faculty members presented scientific papers in accordance with the UED Scientific Research Plans for academic years 2017-2018, 2018-2019 and 2019-2020, accompanied by Senate Approval Decisions. (Annex II.62).

The structure of the teaching staff regarding the doctoral studies indicates that the percentage of the teaching staff holding a doctoral degree is 100% (Annex II.125). Furthermore, at university level, it also applies the Methodology for recognition within UED of Doctoral Degree Diploma and Doctoral Title in Science or in a professional field obtained abroad with UED Senate Approval Decision no. 58 of 29.10.2019 (Annex II.150).

The academic staff has the initial and specialized training in the field of the academic subjects for which they hold the position of tenured course leader (Annex II.81).





The teaching staff of "Drăgan" European University of Lugoj has high academic training (Annex II.132), annexed CVs stand proof for this (Annex II.41, Annex II.42), the correlation between the specialization of each faculty member with taught academic subject is observed.

The university also applies the Methodology regarding automatic recognition within UED of academic positions obtained in institutions of higher education accredited abroad, Senate Approval Decision no. 57 of 29.10.2019 (Annex II.151).

Teaching and research staff members may, upon fulfilling professional performance criteria and according to the financial resources of the institution, their activity after retirement, as follows: based on a fixed-term work agreement, for one year, with the possibility of extension, according to the legal provisions in this field; based on hourly rates, according to the Methodology regarding the preservation of tenure position in higher education and/ or research after reaching retirement age and reinstating in teaching position retired academic staff members, UED Senate Approval Decision no. 36 of 25.07.2019 (Annex II.148).

According to the Rules for periodic evaluation of UED teaching staff quality and its implementation procedure annually, the teaching staff members self-evaluate, undergo peer evaluation, student evaluation and are also evaluated by Faculty management through the multi-criteria evaluation sheet submitted by the Head of Department (Annex II.45).

## II.2.5. EDUCATIONAL FACILITIES

The consolidation of the educational facilities of "Drăgan" European University in Lugoj was one of the priorities of the University's top management. The consolidation included, along with the investments and a rigorous administration of the institutional assets, the assets dedicated to conducting a quality education process, in accordance with the educational plans and the number of students.

The university has educational facilities that ensure the optimal development of the education process. The patrimony of "Drăgan" European University of Lugoj, according to Law no. 100/2003 is formed by the initial patrimony of the founder, to which the subsequently acquired assets were added. They consist of movable, immovable and debt assets. The patrimony of "Drăgan" European University of Lugoj constitutes private property (Annex II.133, Annex II.134).

Currently, the University manages as dedicated premises an area of 2,167 square meters for teaching activities (lecture rooms, seminar rooms, laboratories, library) according to the Annex II.10: Detailed presentation of spaces used by UED.

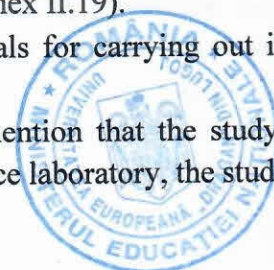
The faculties carry out their teaching and research activities in a modern building, built between 1992-1995. The spaces inside the University are appropriate for accommodating quality education process in accordance with the curricula and the number of students (Annex II.135).

UED educational process is carried out in lecture rooms, seminar rooms and laboratories, by correlating their capacity with the study formations size (groups, subgroups, etc.) according to the regulations in force (Annex II.10, Annex II.136, Annex II.137).

"Drăgan" European University of Lugoj possesses 2 laboratories:

- Computer science laboratory which is equipped with IT equipment corresponding to the specific academic subjects included in the curricula and which provides access for students, so that at the level of a study formation, there is one computer for at most two students for the Bachelor program cycle and a computer for each student, for the Master program cycle (Annex II.17, Annex II.19).
- Forensic science laboratory which includes the necessary materials for carrying out in optimal conditions the teaching process (Annex II.18).

For the teaching activities in the computer science laboratory, we mention that the study group is composed of maximum 22 students (subgroup), while in the forensic science laboratory, the study group is





composed of maximum 14 students (subgroup), according to ARACIS standards (Annex II.17, Annex II.136, Annex II.137).

The informatic student records system at "Drăgan" European University of Lugoj is ensured by the university and successfully assures problem solving regarding student records, student transcript of grades, curricula and any information related to the educational process.

Student record keeping, study papers (Annex II.90) are kept through schooling administration software purchased and with maintenance provided by "Politehnica" University of Timisoara (Annex II.9).

The University Library has elaborated Rules for organization and functioning, approved by the Senate Decision no. 29 of 30.03.2018 (Annex II 84). The library of the institution enables direct information of the students, regarding the information specific to the fields of Economics and Law. The premises in which UED library operates, ensures optimal conditions for study and research both for students and academic staff; it has a study room that for at least 10% of the total number of students and a reading room with a corresponding number of places of at least 10% of the total number of students (Annex II.10).

"Drăgan" European University of Lugoj ensures the acquisition of specialized journals and periodical publications corresponding to the fields of study (Annex II.11).

"Drăgan" European University of Lugoj Library possesses a number of 26,595 books, covering the fields of Law, Economic Sciences and Miscellaneous (classic literature, foreign literature, contemporary literature, dictionaries, etc.), as well as 7,192 issues of periodicals.

In March 2018, the University signed an accession agreement with the Association of Universities, Research-Development Institutes and Central University Libraries of Romania, "Anelis Plus" (Annex II.85), UED becoming a full member in this respect within the Association. As a result, through it, the access to the bibliographic and bibliometric database in SCOPUS online format was purchased, which includes access to scientific journals provided via the Internet. SCOPUS offers access to the abstracts of scientific articles from more than 18,500 international scientific journals published in more than 5,000 international publishing houses (Annex II.85).

UED Library allows the students to do research the interest fields of the University, the volumes and journals covering the range of existing subjects at the level of each major. (Annex II.12, Annex II.13).

The academic subjects included in the Faculties Curricula have Course Syllabi prepared in printed and electronic format. The students have access to Course Syllabi at the University library. Also, through its library, the institution provides to its students course books and other study materials specific to each subject contained in the curricula of the Faculties (Annex II.46, Annex II.47).

Each tenured course leader has prepared course books or other study materials necessary for the teaching process, most of these works being published in recognized CNCSIS publishing houses. For better access to the information material, the course books and textbooks prepared by tenured course leaders are multiplied or inserted on electronic media, being made available for free to students at the library.

The materials available in electronic format are transferred to students by means of the Microsoft Office 365 Academic Edition suite. The materials available on paper can be read by the students in the Reading Room and in the Study Room in UED library or they can be borrowed on request.

The University possesses software corresponding to academic subjects included in the curricula, with user license agreements (Annex II.8, Annex II.19).

UED laboratories are equipped according to the academic subjects comprised in the curriculum that include such teaching activities (Annex II.17, Annex II.18).

The list of IT equipment (desktop and laptop systems) of UED spaces is detailed in Annex II.131.

Physical Education activities took place in the spaces made available by "Iulia Hasdeu" National College for academic years 2017-2018 and 2018-2019, currently, for academic year 2019-2020, specific PE activities take place at "Valeriu Braniște" Technological High-School from Lugoj, according to concluded partnership agreements. (Annex II.16).



## II.2.6. FINANCIAL ACTIVITY

The financial-accounting activities of "Drăgan" European University of Lugoj are carried out by qualified personnel, within the Financial Accounting Human Resources Department being employed as chief accountant Mrs. Horcea Daniela Camelia, holding a degree in economic studies, with Bachelor Degree majoring in Finance-Credit issued by West University of Timișoara in 1996. (Annex II.122).

"Drăgan" European University is a public institution with legal personality with its own budget of incomes and expenses for the activity of higher education, its own tax code and its own bank accounts (Annex II.20, Annex II.21). The University is a non-profit institution, it has organized a separate Financial Accounting Human Resources Department, with its own accounting, it prepares the balance sheet, the budget execution account and its own management report, which certify that the expenses made are in accordance with the legislation in force, mentioning the revenues collected and their destination, as well as the non-profit character of UED (Annex II.22, Annex II.23, Annex II.24, Annex II.25). The institution has implemented and rigorously enforces short-, medium- and long-term sustainable financial policies (Annex II.26).

Tuition fees are calculated in accordance with the average tuition costs per academic year in the similar fields of Bachelor or Master Degrees (Annex II.89) and are made public to the students on UED website, the information is also displayed on the notice board of each Faculty. The University website also provides information about other fees besides tuition fees.

"Drăgan" European University has also prepared Rules for granting scholarships and other forms of material support for UED students, accompanied by the Senate Approval Decision no. 16 of 28.02.2019 (Annex II.27), these rules being also posted on the University website in order to disseminate the information regarding the granted scholarships.

In order to stimulate the students to achieve high performances, the University grants the best student facilities for the payment of the tuition fees, by exempting or reducing their fees, and for those in financial difficulties are given financial support to overcome these difficulties, in the form of scholarships and tax exemptions.

Between 2015 - 2020, a total number of 33 scholarships have been and will be granted amounting to 96,650 lei. At the Faculty of Economics, between 2014 and 2020, 8 students benefited from private scholarship, representing tuition fees for the respective period covered by the students' employers (Annex II.141).

Also, the University students are informed about the possibilities of financial assistance from "Drăgan" European University and about the use the fees (<http://www.universitateaeuropeanadragan.ro>).

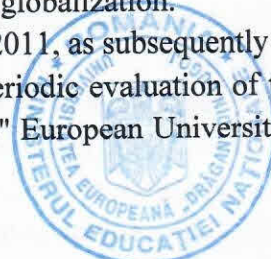
"Drăgan" European University of Lugoj was audited in what concerns the financial statements, in the period 2016-2018 (Annex I.38), by a financial auditor recognized in the field (Annex I.37).

The results of the financial audit for 2017 and 2018, as well as the annual analysis of the revenue and expenditure budget for the years 2017 and 2018, were debated by UED Senate and were made public (Annex I.38, Annex II.21).

## II.2.7. STUDENTS

The university has constantly adapted its educational offer, a major objective being the permanent adjustment and improvement of the teaching quality, to match societal needs and the demands of the labor market, with the new demands imposed by the processes of integration and globalization.

For this purpose, and according to the Law of National Education no. 1/2011, as subsequently amended and supplemented, the processes of initiation, approval, monitoring and periodic evaluation of the Study Programs are essential components of the quality management of "Drăgan" European University (Annex II.36).





Student recruitment takes place according to specific admission procedures, and the enrolment in the admission contest is made only based on the baccalaureate diploma or other equivalent study documents, recognized by the Ministry of National Education.

Admission to "Drăgan" European University of Lugoj, for both university cycles, is organized according to its specific Methodologies regarding the organization and conduct of the admission in the cycles of bachelor and master degree programs, approved annually by UED Senate, in compliance with the provisions of the legislation in force and the order of the Ministry of National Education.

In this regard, "Drăgan" European University of Lugoj has developed its own Methodology for organizing and conducting the admission in the cycles of bachelor and master degree programs for academic year 2017-2018, 2018-2019, 2019-2020, by UED Senate Approval Decisions (Annex II.30).

For foreign nationals from third countries, admission to academic studies is carried out in accordance with the legal provisions in force, based on the Methodology for accepting and schooling foreign nationals from third countries (Annex II.96).

The contractual relationship between the University and the students is formalized by the Schooling Contract and the Study Contract (Annex II.31).

Student transfer between institutions of higher education, faculties and majors has complied with the legal provisions in force, being regulated by internal rules and has not been approved on the duration of the academic year. The year of study, in which the transfer is made, is the next educational year in relation to the one in which the student is enrolled when s/he requests the transfer (Annex II.98).

According to the Rules for students professional activity for academic years 2017-2018, 2018-2019 and 2019-2020, accompanied by Senate Approval Decision (Annex II.32), taking into account the maximum number of hours per week, both for teaching staff members and especially, regarding the students training possibilities students, the schedules are prepared at the beginning of each semester and are displayed both at the Faculty notice board, as well as on UED website, to be available at all times (Annex II.79). Following thorough analysis, the necessary conditions for the optimal development of the education process are fulfilled, according to the law.

The study formations are designed so as to ensure the efficient development of the education process, observing the legal provisions and the capacity of the rooms in which the lectures and seminars have been scheduled. The number of students from one year of study and the number of students in the group / subgroup complies with the legal regulations and ensures the optimal and efficient conduct of the teaching process (Annex II.136, Annex II.137).

Student academic results obtained on the duration of studies are attested by the Academic records, "Drăgan" European University issuing the Diploma Supplement to all graduates (Annex II.90).

For the graduates who did not take or did not pass the examination for the completion of studies, a Certificate of Bachelor Degree studies is issued upon request, it is accompanied by a transcript of Academic records (Annex II.32).

Study documents are released in accordance with the conditions established by the law, the necessary information being posted on the website of "Drăgan" European University of Lugoj (Annex II.78).

For the equivalence of study programs, "Drăgan" European University of Lugoj applies the system of transferable credits (ECTS) (Annex II.37), each academic subject being evaluated in relation to its intrinsic importance with the total number of hours of teaching activity (lecture and seminar) granted by number of transferable credits.

The curricula (Annexes II.46, Annex II.47, Annex II.108) have as general standards: mandatory, optional and non-mandatory subjects, and as specific standards: core subjects, specialized subjects and related subjects, whose proportion, in the total number of subjects and respectively in the total number of hours in the curriculum is detailed in Annex II.49: The structure of academic subjects at university level for academic year 2017-2018, 2018-2019, 2019-2020, for bachelor and master degree cycles of study.



The core and specialized academic subjects comply with the limits set by the law, both for the field of Law and for the field of Economics.

The academic subjects in the curriculum are designed to be studied in an increasing complexity sequence, ensuring a logical conditioning between the subjects.

Each academic year, the subjects contained in the educational plan provide at least 60 transferable study credits, respectively 30 study credits per semester.

Currently, all the study programs of "Drăgan" European University in Lugoj are accredited.

As a rule, the academic year, begins on the first working day of October and it is divided into two semesters, with the duration of 14 weeks each (Annex II.53).

The curricula is divided into six semesters, for bachelor degree studies, in the field of Finances and eight semesters for bachelor degree studies, in the field of Law. Also, the curricula include four semesters, for the master degree studies, in the field of Finances, and three semesters for the master degree studies, in the field of Law (Annex II.46, Annex II.47, Annex 108).

The academic subjects included in the curricula have course syllabi prepared in printed and electronic format (Annex II.34, Annex II 35), the students having access to them at UED Library.

The academic teaching staff of the University has developed a series of course books or other study materials necessary for the teaching process, and for easier access, the students benefit from the support offered by the institution's library.

The teaching-learning activities of the bachelor degree and the master degree studies are carried out in accordance with the established procedures (curricular programs, course syllabi, etc.) that are made public and the students notified by various means (website, study guide, tutoring, etc.).

The university management has constantly been interested in adapting the curricular programs, academic subjects and implicitly the course syllabi in the context of restructuring the university studies by cycles and at the same time, to the demands of the labour market.

The structure of the curricular programs focused on the knowledge and skills that future graduates must acquire; this is in fact an important step for evolving towards a student-centred and learning-based education.

The use of modern electronic means for facilitating teaching-learning activities has increased in comparison with previous years.

The University has placed a special emphasis on combining the theoretical activity with the practical activity of the students, introducing as a mandatory subject the "Specialty Internship" (Annex II.46, Annex II.47, Annex II.149).

At "Drăgan" European University in Lugoj, the student evaluation process is regulated by the Rules for the evaluation, examination and scoring of the students' professional-scientific performances, reviewed and approved by the Senate Decision no. 24 of 30.03.2018 (Annex II.97).

Student evaluation is based on the written, oral, colloquium exams and / or the presentation of certain projects, with focus on formative evaluation (Annex II.147). The type of examination by academic subjects is approved annually by the Faculty Councils, at the proposal of the Departments.

The students have access to information on course objectives, standards and conditions for passing the examinations, exams scheduling, exam topics, related bibliography, both at the notice board of each Faculty and electronically at UED library, whichever may apply.

The schedules are established in agreement with the student representatives, taking into account the fact that a large part of the students is employed (Annex II.79).

The consultation hours are considered part of the educational process, the students benefiting from consultations (Annex II.56), 2 hours weekly per academic subject, consultation times are displayed at the Faculties notice boards. For each year of study, at the cycle of bachelor degree studies, tutors are appointed (Annex II.54), according to Rules for tutoring activity at UED Lugoj (Annex II.55). As far as the master



degree cycle of studies is concerned, the tutoring system is optional. The Faculty Council, at the Dean's proposal, appoints tutors for each specialty and form of education at the beginning of the academic year.

Also, solving student problems is the responsibility of the deans, who have consultation hours displayed in the secretarial offices of the Faculties (Annex II.91).

"Drăgan" European University from Lugoj promotes a professional attitude of faculty member-student partnership, which ensures the expression of opinions, the development of personality, the formation of the aptitudes and beliefs of each student, the stimulation of the logical, creative thinking.

Student rights and obligations are included in the Rules for students professional activity for academic years 2017-2018, 2018-2019, 2019-2020, accompanied by Senate Approval Decisions (Annex II.32), Study Guides for academic years 2017-2018, 2018-2019, 2019-2020 with Senate Approval Decisions (Annex II.31), Schooling and Study Contracts (Annex II.31, Annex II.32), UED Code of student rights and obligations, revised and approved by the University Senate Decision no. 42 of 27.07.2018 (Annex II.95).

The main beneficiary of the services provided by UED is the student. "Drăgan" European University in Lugoj provides to its students a diversified range of services in order to ensure a quality student life: student counselling services, student social-cultural services, student sports services, student accommodation services at reasonable prices.

All these services provided to students are monitored and evaluated periodically by UED management.

Within UED, a distinct specialized structure, in terms of direct relationship with students, is the Career Counselling and Guidance Centre (Annex II.57, Annex II.58).

The mission of UED Career Counselling and Guidance Centre is to coordinate the activities regarding information, career education, educational counselling and career guidance at University level, in cooperation with the economic and social-cultural partners.

Therefore, Career Counselling and Guidance Centre provides to the candidates, university students and senior high-school students assistance and consultancy / counselling services in the educational offer of "Drăgan" European University in Lugoj, as well as by developing specific skills and competences in order to identify a suitable job. At the same time, it prepares University students and graduates for interviews, for obtaining jobs, for preparing documentation for scholarships, summer schools and studies abroad, choosing the majors of the Faculties within the integrated education programs, as well as for creating a specific relationship between employers or scholarship providers, on the one hand, and students or graduates, on the other.

The student living and study conditions are permanently in the attention of the management of "Drăgan" European University. In this respect, the University grants student study scholarships, merit scholarships and social scholarships according to the Rules for granting scholarships and other forms of material support for UED students, accompanied by the Senate Approval Decision no. 16 of 28.02.2019 (Annex II.27). For exceptional results in the university professional training, in the research activity, in the cultural-sport activities, UED students benefit from different incentives granted by the University, in accordance with the above-mentioned Rules.

The students enjoy full academic rights, being informed about all stages of the education process. At "Drăgan" European University of Lugoj, students are correctly represented in all the management and control structures of the University and of the Faculties, with the required percentage of at least 25% of the total number of the members of these structures (Annex II.50).

## II.2.8. RESEARCH ACTIVITY

According to the provisions of the charter of "Drăgan" European University of Lugoj (Annex I.4), scientific research is one of the components present in the University mission.

"Drăgan" European University is a high-performance institution of higher education where scientific research is the key element of training. The accomplishment of the teaching component of the mission, the





professional training of the students is based on the organization of a competitive scientific research. To this end, UED organizes and supports the development of strong research directions by: direct participation in the research of the fundamental fields of knowledge; acquiring new knowledge and using it in the form of presentations, publications, and so on; acquiring scientific prestige at national and international level.

Scientific research is a basic obligation of every faculty member working for the University. The specific activity of scientific research, validated by results and performances, is one of the criteria for evaluating the academic qualification. The positions in the teaching hierarchy are conditioned by the value of scientific research, based on research contracts and published works.

By virtue of academic freedom, the University provides the organizational, material and financial conditions to the members of the academic community, to carry out scientific research in the attested field of professional competence, with specific conception, provided that they obtain results validated by thematic, value, originality, efficiency and consistent contribution to achieving UED general objectives..

Thus, the research groups and the academic staff use the full range of means for capitalizing the results of scientific research, at national and international level through scientific events, contracts, research programs, invitational and documentation visits, etc.

The capitalization of the results and of the partnership relations established in the scientific research complies with the following requirements: the autonomy of the research group, validation at the level of the Commissions and specialized referrers, ensuring the priority and the right to patent or copyright, promoting academic research relationships based on mutual respect and commitments taken and honoured with maximum responsibility.

The evaluation and capitalization of the scientific research consists in evaluating the results of the research, which is done by each Faculty, based on specific criteria. Therefore, for the appreciation of the value of the results of the research, the following factors will be taken into account: the theoretical importance for the development of science in general, the immediate or future practical applicability, the specialized articles published in national and international publications, books published in prestigious publishing houses, participations at national and international scientific events, membership in various professional organizations. For exceptional scientific activity, UED Senate awards distinctions and prizes at the proposal of the Faculty Councils.

The University publishes the journal "Annals of Drăgan European University of Lugoj. The Economic Series", "Studium Legis" Journal, other journals, textbooks, academic course books and course handbooks, as well as a series of scientific works, depending on financial resources ensured from the institution's revenue and expenditure budget.

UED scientific research can be found both in the Strategic plan of the "Drăgan" European University of Lugoj for 2017-2020, approved by UED Senate Decision no. 32 of 29.11.2017 (Annex I.5), as well as in the UED Operational Plans for academic years 2017-2018, 2018-2019 and 2019-2020 with Senate Approval Decisions (Annex I.6). Plans which are based on Operational plans of the Faculty of Law for academic years 2017-2018, 2018-2019, 2019-2020 accompanied by Senate Approval Decisions (Annex I.7) and Operational plans of the Faculty of Economics for academic years 2017-2018, 2018-2019, 2019-2020 accompanied by Senate Approval Decisions (Annex I.8).

The strategic plan of "Drăgan" European University of Lugoj 2017-2020 includes a series of important strategic objectives, among which is the one related to scientific research. It also includes a separate chapter on performance indicators.

The University's strategy was developed by extensive collaboration with members of the academic community. The implementation of the strategy is based on the annual operational plans prepared at Faculties level and at University level, Plans that coincide as operational objectives, with the objectives included in the UED Strategic Plan for 2017-2020 period, the involved forecasted costs being specified separately, the sources of financing, managers and completion deadlines being also specified.



The university research activity is carried out at the level of the UED Department of Scientific Research and Economic Projects and at the level of the Faculty Departments, as well as individually, both at the level of the teaching staff and at the level of the students (Annex I.34, Annex II.64, Annex II.99).

The Department of Scientific Research and Economic Projects has as a fundamental activity the coordination of the scientific research activity in the University. The Head of the Department is in charge of managing the academic activity, a faculty member with full-time workload at "Drăgan" European University, appointed by the Rector's decision.

The University promotes the participation of the faculty members in the research programs, intensifying the collaboration with companies, universities and state institutions in order to train the existing competences towards the priority areas specific to the European research.

The scientific research activity of the University is carried out in accordance with the objectives included in UED Scientific Research Plans for academic years 2017-2018, 2018-2019 and 2019-2020 accompanied by Senate Approval Decision (Annex II.62), Plans drawn up annually and separately on Faculties. Thus, an important part of the results obtained in the economic and legal fields scientific research undertaken at institutional level is materialized in the Editorial Plans of "Drăgan" European University for academic years 2017-2018, 2018- 2018, 2019-2020, accompanied by Senate Approval Decisions. (Annex II.68)

Furthermore, UED scientific research activity undertaken of the University was analyzed annually based on the UED Scientific Research Reports for academic years 2016-2017 and 2017-2018, accompanied by Senate Approval Decisions. (Annex II.63).

The topics of scientific research comprised in the Scientific Research Plans of the University and in UED Scientific Research Reports subscribe to the scientific areas of the bachelor degree and / or master degree fields of study. (Annex II.62, Annex II.63), but also address some current, high-interest aspects of economic and social life, having a prominent interdisciplinary character.

Fundamental, practical and developmental research at "Drăgan" European University of Lugoj is carried out in the following main directions:

a) Elaboration of books, treaties, course books, study books and other university teaching materials.

In the period between 2016–2019\*, the faculty members of "Drăgan" European University of Lugoj have elaborated a number of 10 editorial works (books, treaties, course books and other educational materials) that cover a large part of the subjects in the curricula, most of them being published in publishing houses recognized by CNCSIS (Annex II.69). The elaboration of course books and auxiliary teaching materials was performed in accordance with the modern demands and performances of an adequate content of the curricula, as well as with the reediting requirements, which show the progress of the sciences and the dynamic character of the Romanian higher education.

b) Elaboration of studies / works / articles and topics of fundamental and applied research.

The scientific activity for the period between 2016-2019 regarding the studies / works / articles and research topics prepared by the faculty members of "Drăgan" European University of Lugoj, has been materialized in a number of 127 works published in more than 40 volumes (with ISBN or ISSN), related to annual scientific sessions, academic conferences or publications in scientific journals (Annex II 69).

The content of the mentioned works has subscribed to the specific of the curricular programs of the two Faculties and has been integrated both in the educational field of the students, as well as in the fundamental and applied scientific research.

Scientific journals, with ISSN and annual publication are published with the support of the University, such as: Annals of "Drăgan" European University of Lugoj. The Economic Series, edited by the Faculty of Economics, respectively Studium Legis, edited by the Faculty of Law. Both, tenured and associated academic staff, as well as the specialists and faculty members from other university centres, publishing specialized studies. All University journals have ISSN and have been evaluated and are recognized by CNCSIS.



c) Participation in the implementation of research-development contracts with the business environment and public institutions.

Starting from the harmonization of the fundamental research with the applied one, both as a condition of the integral valorisation of the innovative thinking, but also as an alternative of the financing of the teaching activity, the activity of applied research and development resulted in contracts of research-development implemented by the teaching staff of "Drăgan" European University in Lugoj with the business environment in Timiș, Caraș-Severin and Brașov counties. Between 2016–2019\*, the University teaching staff elaborated a number of 15 research-development contracts.

d) Initiation and stimulation of students in preparing studies / articles and organizing their own scientific student sessions under the guidance of the teaching staff.

The student scientific circles have an upward evolution. Their economic and legal profile reflects the curricular program of the Faculties and the professional concerns of the students, the "strategic targets" being the students with a rigorous theoretical and practical training, professionally oriented students, with openness towards the future. Annually, student scientific sessions take place with their own organization or in collaboration with other educational and vocational training centres in the area and in the county, the students having a major contribution. At "Drăgan" European University of Lugoj activate four student scientific circles, two within the Faculty of Economics (Finances and Banks and Financial Management) and two within the Faculty of Law (Criminal and procedural criminal law and Civil and civil procedural law). Between 2016-2019, 4 annual scientific sessions of the student scientific circles operating at "Drăgan" European University in Lugoj were organized, 91 students attended, 74 scientific papers were presented.

e) Initiation and students motivation to elaborate studies / articles under the guidance of the teaching staff and their presentation at sessions of external student scientific sessions organized by higher education institutions in the country, with the purpose of verifying the level of their preparation within the direct competition with students from other Faculties majoring the fields of Economic Sciences and Law.

Between 2016-2019, the students of "Drăgan" European University of Lugoj also participated in student scientific sessions organized by other university centres, obtaining results that honour the University. At the 4 sessions, attended by the students of the Faculty of Economics and the students of the Faculty of Law, a number of 12 awards were received. These achievements show both indicated the amount of work performed by students and coordinating faculty members, as well as the level of preparation. Furthermore, regarding the participation of the teaching staff and of the university students to internal and / or international scientific events, there have been remarkable results, ensuing their participation in the JA Company of the Year 2017 International Competition, the following awards were obtained: Team Award with SaveArt Entrepreneurial Team, University Recognition and Teacher Certification (Annex II.138). Due to these remarkable results the Drăgan European University was invited to participate in the implementation of the JA Entrepreneurial University for academic year 2019-2020 (Annex II.139). The scientific research results from the latest institutional evaluation are detailed in Annex II.69. The research benefits each year from a distinct budget, which includes both the assigned revenues and the related expenses (Annex II.66). The revenues generated by the scientific research and the expenses made during academic years 2016-2017, 2017-2018, 2018-2019, as well as those forecasted for academic year 2019-2020 are detailed in Annex II.82. The university teaching staff carries out scientific research activities in the field of the academic subjects included in the teaching workload (Annex II.43, Annex II.44). Each year, "Drăgan" European University of Lugoj organizes scientific sessions for teaching staff members and students (Annex II.72).

The faculty members of the University are constantly interested in attracting students with good learning outcomes towards doing research activities. Thus, the best works of each student scientific circle are presented at the annual student sessions (Annex II.73).

The University organizes annually, besides the above-mentioned conferences, a series of other events, such as: book launches, roundtables, lectures on current topics, etc. (Annex II.118). The research policies



are focused on: the orientation towards the EU (with non-reimbursable European funds) and national (CNCSIS) research programs; orientation towards the research-development fields required by economic sectors; annual self-evaluation of the research and the use within it of some efficiency indicators which are: the value of the financial resources attracted according to the types of funding sources, the number and the quality of the international research collaborations initiated; number of works published in ISI journals, respectively presented at world congresses, conferences, symposiums; number of articles published at international events with referrers organized in Romania; the number of works published in Romanian journals with references, the quality of specialized papers, treaties, specialty course books and teaching textbooks published at prestigious publishing houses in the country recognized by CNCSIS or at prestigious foreign publishers; capitalization of the dissertations presented the master programs by works published in scientific journals or in conference proceedings, national or international symposiums (Annex II.69).



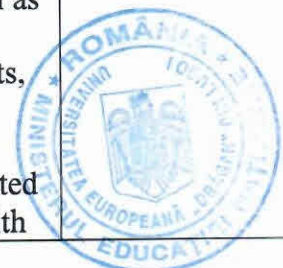


### III. ANALYSIS REGARDING THE POSITIVE AND NEGATIVE ASPECTS OF INTERNAL QUALITY ASSURANCE ACTIVITY – SWOT ANALYSIS

Within "Drăgan" European University of Lugoj the concept of participative management is promoted, concept which is materialised through decentralisation and autonomy, significant transfer of competences and liabilities, systematic involvement of the Council of Administration, University Senate and Councils of the Faculties in making important decisions. Other distinctive characteristics of the university management are: institutional loyalty, honesty, respect for the law, collegiality, sensitivity to people's problems (employees, students or members of the academic community), transparency, and last but not least, democratic spirit.

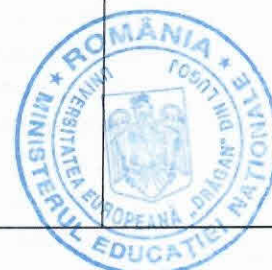
#### III.1. "DRĂGAN" EUROPEAN UNIVERSITY – SWOT ANALYSIS

FIELDS/ CRITERIA	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<b>Institutional capacity/</b> Institutional, administrative and managerial structures	<ul style="list-style-type: none"> <li>- The mission and objectives of the University correspond to the present societal requirements.</li> <li>- UED has the necessary resources to fulfil them.</li> <li>- The legal procedures to elect the management structures and functions were observed.</li> <li>- The University benefits from adequate staff and management structures.</li> </ul>	-	<ul style="list-style-type: none"> <li>- The vision underlying the mission meets the local, regional and national needs.</li> <li>- The quality of the teaching staff that ensures UED academic management.</li> </ul>	-
<b>Institutional capacity /</b> Educational facilities	<ul style="list-style-type: none"> <li>- Adequate UED educational facilities.</li> <li>- Adequate equipment of educational spaces necessary for conducting teaching activities in optimum conditions, the institutions meeting the standards related to the educational facilities.</li> </ul>	<ul style="list-style-type: none"> <li>- Insufficient funds for certain modern equipment.</li> </ul>	<ul style="list-style-type: none"> <li>- The support of Drăgan European Foundation allows the University to ensure educational facilities which offer the best conditions to all academic, administrative and social processes specific to an institution of higher education, as well as to grant financial support to students, through tax exemptions and scholarships granted to the students with</li> </ul>	<ul style="list-style-type: none"> <li>- Financial constraints may appear, caused by the high costs of different IT software licences.</li> </ul>





			good learning outcomes.	
<b>Educational efficiency/</b> Content of the study programs	<ul style="list-style-type: none"> <li>- The curricula are structured on mandatory, optional and non-mandatory subjects.</li> <li>- Full correlation of the curricula to the specific standards of the Credit Transfer System</li> <li>- The curricula are continuously updated according to the labour market dynamics.</li> <li>- The study groups ensure an effective teaching activity</li> <li>- Student recruitment is effective, admission to the bachelor and master study programs is based on a competitive exam, motivational interviewing, evaluated by APPROVED/REJECTED and the evaluation of Admission file.</li> </ul>	<ul style="list-style-type: none"> <li>- Basic training of the candidates in the admission specific fields.</li> </ul>	<ul style="list-style-type: none"> <li>- The schedules of the faculties are drawn up so as to take into consideration the needs of working students.</li> <li>- The development of some study programs in foreign languages, if necessary.</li> <li>- Steady increase of highly trained specialists in the specific fields. is noticed at national level.</li> </ul>	<ul style="list-style-type: none"> <li>- The decrease in the number of Baccalaureate candidates, and implicitly the possibility of decreased number of students.</li> <li>- The accredited programs of the institution are taught in Romanian, which makes them inaccessible to all citizens of EU or non-EU countries, except the Republic of Moldava.</li> <li>- The competition with the universities in Timisoara, inclusively subsidiaries in Lugoj.</li> <li>- There are similar institutions in the country which train specialists in the fields of Law and Finances, representing a real competition.</li> </ul>
<b>Educational efficiency/</b> Learning results	<ul style="list-style-type: none"> <li>- Adequate student exam pass rate.</li> <li>- UED has Rules regarding the evaluation, examination and grading of the professional and scientific student performances:</li> <li>- At bachelor and master degree graduation exams notable outcomes have been recorded.</li> </ul>	<ul style="list-style-type: none"> <li>- Some students are currently employed and, consequently, they cannot attend all lectures and seminars</li> </ul>	-	<ul style="list-style-type: none"> <li>- The students who cannot fully attend the university program are at a risk of not acquiring some basic concepts.</li> </ul>



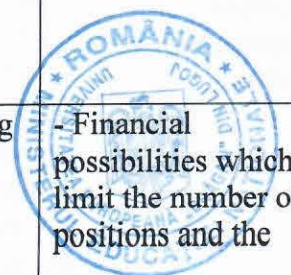


	<ul style="list-style-type: none"> <li>- Graduation Diplomas are released according to the law in force.</li> </ul>			
<p><b>Educational efficiency / Scientific research activity</b></p>	<ul style="list-style-type: none"> <li>- UED scientific research plan includes the research topics and fields specific to teaching staff and students.</li> <li>- The plan of institutional research integrates the research plans of the faculties and the relative interdisciplinary research.</li> <li>- The research activities are materialised in:               <ul style="list-style-type: none"> <li>- books, treaties, course books, study notebooks and other university teaching materials;</li> <li>- approach of some topics of fundamental and applicative research, materialised in papers/articles, studies published in specialised journals or presented and published in national and international conference proceedings;</li> <li>- student initiation and counselling in research activities, materialised in specialised papers and their presentation in the student scientific sessions;</li> <li>- Conclusion of research and development contracts with the business environment and accession of research grants with European funding.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- The unequal involvement of some teachers in research projects, some fields being insufficiently scrutinized</li> </ul>	<ul style="list-style-type: none"> <li>- As far as research and development contracts concluded with the business environment are concerned, it is imperiously necessary to strengthen the cooperation with entities that we became partners with in the educational process.</li> </ul>	<ul style="list-style-type: none"> <li>- The private companies do not pay sufficient attention to supporting the university research in the economic and legal fields.</li> </ul>






<p><b>Educational efficiency / Financial activity of the organisation</b></p>	<ul style="list-style-type: none"> <li>- Due to the UED financial autonomy, the institution can support itself financially on short, medium and long-term.</li> <li>- The University benefits from the support of local community and that of Drăgan European Foundation.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Sponsorships, donations and other incomes.</li> </ul>	-
<p><b>Quality management/ Strategies and procedures for quality assurance</b></p>	<ul style="list-style-type: none"> <li>- The procedures approved by the University Senate are applied, at the proposal of the Commission for Quality Evaluation and Assurance, CEAC.</li> <li>- There are detailed procedures for diverse teaching and administrative activities which are known and applied.</li> <li>- In the UED Senate the ways to fulfil the quality policies mentioned in the Quality Manual are permanently analyzed.</li> </ul>	-	-	<ul style="list-style-type: none"> <li>- There are constraints related to some policies specific to quality assurance.</li> </ul>
<p><b>Quality management / Objective and transparent procedures to evaluate the learning results</b></p>	<ul style="list-style-type: none"> <li>- The evaluation is made according to the Rules regarding the professional activity of the students and the Rules regarding the evaluation, examination and grading of the professional and scientific performances of the students within UED</li> </ul>	-	-	-
<p><b>Quality management / Procedures for periodical evaluation of</b></p>	<ul style="list-style-type: none"> <li>- The legal and quality requirements regarding the teaching staff recruitment and</li> </ul>	-	<ul style="list-style-type: none"> <li>- The UED teaching staff has been promoted by competition to positions adequate</li> </ul>	<ul style="list-style-type: none"> <li>- Financial possibilities which limit the number of positions and the</li> </ul>





<p>the teaching staff quality</p>	<p>selection are fully met.</p> <ul style="list-style-type: none"> <li>- The existing teaching staff may assure a qualitative training process to the students who enter the academic community.</li> <li>- Sufficient number of tenured and associated teaching staff.</li> <li>- The tenured teaching staff/students ratio, as well as the number of positions/students, is an optimum one for the undertaking high quality higher education.</li> <li>- There is a full consistency between the field of expertise, proved by the doctoral degrees, of the teaching staff and the academic subjects related to the held position.</li> <li>- The optimum cooperation between the teaching staff-students-graduates-employers or stakeholders.</li> <li>- The teaching staff has experience in the field and work towards designing specific partnerships and programs.</li> </ul>		<p>to their academic training.</p> <ul style="list-style-type: none"> <li>- The teaching staff has decent results in scientific research materialised in the publication of specialised articles and scientific papers in the field of activity.</li> <li>- The fields of Law and Finances offer multiple possibilities of specialisation and development correlated to the fields in which they activate.</li> </ul>	<p>structure of the teaching staff.</p>
<p><b>Quality management /</b> Accessibility of resources adequate to learning</p>	<ul style="list-style-type: none"> <li>- Adequate coverage of academic subjects with course outlines drawn up by UED teaching staff.</li> <li>- UED library is equipped with an adequate book fund composed of specialised books and journals.</li> </ul>	<ul style="list-style-type: none"> <li>- Reduced number of external mobilities and partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>- Availability of UED library to permanently update the book fund according to the University study programs.</li> <li>- Adjustment of teaching activities to student requirements,</li> </ul>	<ul style="list-style-type: none"> <li>- Reduced number of people for this activity which may influence attaining objectives on due time.</li> </ul> 



	<ul style="list-style-type: none"> <li>- Also, the library holds a study room and a reading room.</li> <li>- The students benefit from the support of the teaching staff regarding teaching, social and cultural activities.</li> <li>- The International Relations Department operates at UED level.</li> </ul>		<p>inclusively by organising some supplemental lectures for working students.</p>	
<p><b>Quality management /</b> Transparency of the public interest information regarding the study programs and, depending on the case, the offered certificates, diplomas and qualifications</p>	<ul style="list-style-type: none"> <li>- UED offers through the intermediary of its website a series of information and data relevant to the community.</li> <li>- Assurance of a transparent and effective communication process between teaching staff and students.</li> <li>- Good collaboration with local and county administration, school inspectorate, local high schools and, last but not least, an important number of national and international companies.</li> <li>- Implication in organising cultural as well as educational events.</li> <li>- Implication in volunteer activities.</li> </ul>	-	<ul style="list-style-type: none"> <li>- UED participation to educational fairs, visits in high schools, companies and other institutions.</li> <li>- Periodical discussion with local, regional and national employers.</li> <li>- Dedication and commitment of local community to the institution.</li> </ul>	-





### III.2. UED ACTION PLAN FOR CONSOLIDATING STRENGTHS AND OVERCOMING WEAKNESSES

UED action plan includes the following specific measures:

#### A. To consolidate Strengths:

- to continuously improve and adjust the UED mission and objectives, depending on dynamics of the labour market requirements and societal needs, as a whole;
- to maintain the similarity of UED curricula to the one existing in the European educational space;
- to adapt the schedules of the faculties to the needs of the employed students;
- to permanently counsel the students and graduates in order to maintain good results and assure a continuous training for their employment on the labour market;
- to continuously support the teaching staff for increasing scientific research activity;
- to permanently inform the academic community in order to obey the laws specific to Romanian higher education and to apply the provisions specific to the European education;
- to maintain the interest of the teaching staff for an objective and impartial evaluation of the students;
- to maintain and improve tenured teaching staff/students ratio, as well as the ratio between the number of positions/students, depending on the number of admitted candidates;
- to permanently equip the library with the latest specialized books and journals in the legal and economic fields;
- to permanently update the UED website with information specific to the UED academic community and information for increasing the visibility and transparency of the academic environment at national as well as at international level;
- to permanently maintain and diversify the existing cooperation with local and county administrations, with school inspectorate, high-schools, national and multinational companies in the area.

#### B. To overcome Weaknesses:

- to offer preparation stages for the baccalaureate exam to high-school pupils, from economic and philology classes;
- to draw up a timetable which makes possible the access of working students to lectures and seminars;
- to identify new financing resources for buying cutting edge technical equipment (apply for European funds, donations from the business environment, etc.);
- to create an online platform which is accessible to all UED students;
- to identify the institutions of higher education from abroad which are interested in concluding cooperation partnerships with "Drăgan" European University of Lugoj.



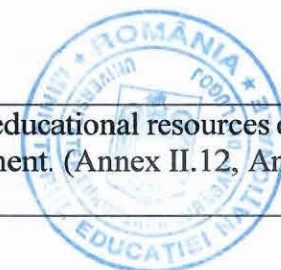


## FOLLOW-UP RECOMMENDATIONS OF THE EXTERNAL INSTITUTIONAL EVALUATION PROCESS

ARACIS RECOMMENDATIONS:	UED IMPLEMENTATION
<b>Regarding the teaching process:</b>	
Correct planning in the academic schedule of all teaching activities, according to the time allotted by the curriculum, as well as assurance that these activities are carried out according to the planning.	Concrete measures have been taken for the correct scheduling of all the teaching activities, according to the time frame provided by the curriculum, as well as the assurance that these activities are carried out according to the planning (Annex II.46, Annex II.47, Annex II.79).
Development of mechanisms with the purpose of attracting students to the campus, in order to attend the teaching activities.	Measures that have the purpose of motivating students' attendance to the teaching activities have been implemented. UED has designed and implemented Rules for stimulating students with excellent learning results and helping students with learning difficulties (Annex II.87). UED has rented accommodation spaces: 100 places (Annex II.15). Physical Education activities took place in the spaces made available by "Iulia Hasdeu" National College for academic years 2017-2018 and 2018-2019, currently, for academic year 2019-2020, specific PE activities take place at "Valeriu Braniște" Technological High-School from Lugoj, through the concluded partnership agreements. (Annex II.16).
Analyse the opportunity of authorizing study programs with distance learning or part-time attendance, in order to provide a real learning opportunity to students who are employed and who are currently enrolled in full-time study programs.	The opportunity to authorize study programs with distance learning or part-time attendance is a permanent concern of the Senate Commission for study programs: undergraduate bachelor and graduate master's degrees, postgraduate education, continuing education, quality assurance and assessment, international cooperation, assessment and development of academic staff's professional career, international relations and integration (Annex II.39).
Comply with group number for each study series, following the regulations in force, and provide accurate scheduling, avoiding multiple group and / or academic subjects merging.	The number of groups for each study group is complied with, as specified in the regulations in force, and their planning is made according to the schedule, avoiding merging of groups and / or academic subjects. (Annex II.46, Annex II.47, Annex II.79, Annex II.136, Annex II.137).
Program and conduct activities specific to certain academic subjects, correlated with the employment of specialized academic staff.	Activities specific to certain academic subjects have been programmed and carried out, correlated with employment of specialized academic staff, hence reducing the number of subjects taught by one person, in order to enhance professional expertise and facilitate correlation of teaching and research activities. According to the information contained in academic staffing and planning chart of the two Faculties (Annex II.123, Annex II.124), UED has advertised 2 open positions in the academic year 2017-2018 (positions filled) and 3 positions in the academic year 2018-2019 (positions filled).
Reduce number of academic subjects taught by one faculty member, in order to enhance professional	Number of academic subjects taught by one faculty member corresponds to MEN and ARACIS provisions and regulations (Annex II.123, Annex II.124).

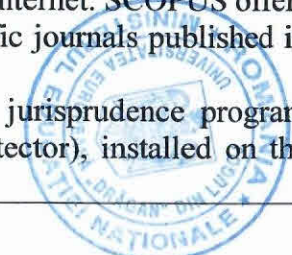


<p>expertise and facilitate correlation of teaching and research activities.</p>	
<p>Constant curricula revision, targeting number of teaching hours, faculty member / student ratio, in accordance with the provisions of ARACIS specific standards. Correlation of the curricula with the specific standards requirements and the credit transfer system.</p>	<p>The curricula have been revised, with respect to teaching hours, faculty member/ student ratio, in accordance with the provisions of ARACIS specific standards (Annex II.108). This activity is constantly on the agenda of Quality Assurance and Assessment Commission, both at university and faculty level, as well as at head of department level. (Annex II.46, Annex II.47, Annex II.108, Table no.2.1 - UED Self-Evaluation Report). The curricula are correlated with the requirements of the specific standards and those of the credit transfer system ECTS (Annex II.108).</p>
<p>Design course syllabi starting from competency matrix of the specific field of study.</p>	<p>Course syllabi have been drafted by complying with competency matrix specific to the field of study, currently updated. (Annex II.34, Annex II.35).</p>
<p>Improvement of educational space equipment, so that the teaching activities are carried out at an appropriate quality level.</p>	<p>Improvement of the educational space equipment is an ongoing process, so that the teaching activities are carried out at an appropriate quality level, according to the ARACIS recommendations. (Annex II.10, Annex II.17, Annex II.18, Annex II.86, Annex II.131, Annex II.135).</p>
<p>Study programs revision to be performed regularly by the university, to match the dynamics of the academic and professional qualifications market, including through annual discussions with employers and the socio-economic environment.</p>	<p>As it is stipulated in the University Strategic Plan and University Operational Plans, all study programs of the institution are to be revised periodically, in order to match the dynamics of the academic and professional qualifications market, including through the annual consultation of the employers and socio-economic environment. (Annex I.5, Annex I.6, Annex I.7, Annex I.8).</p>
<p>Increase the number of elective courses, in order to diversify the educational offer for students and the correct management of course selection by the students.</p>	<p>The number of elective courses has been increased, with the aim of diversifying the educational offer for students, and the correct management of course selection, especially at the level of undergraduate studies. (Annex II.46, Annex II.47).</p>
<p>Hire tenure teaching staff at the university, because under the current conditions of the offered study programs, the University does not have the capacity to sustain them with teaching staff; it should be taken into account that in the future, the existence of successful master's programs in the university requires the encouragement of the teaching staff with outstanding research results to apply for habilitation in order to establish a doctoral school in the university.</p>	<p>A number of 2 open positions have been advertised for academic year 2017-2018 (positions filled) and 3 open position for academic year 2018 -2019 (positions filled), so that 4 more positions will be open for academic year 2019 – 2020. (Annex II.123, Annex II.124).</p>
<p>Improve access to the educational resources offered by the library, through the qualitative and quantitative book fund improvement.</p>	<p>Specific procedures have been initiated to improve the access to the educational resources offered by the library, through the qualitative and quantitative book fund improvement. (Annex II.12, Annex II.13)</p>



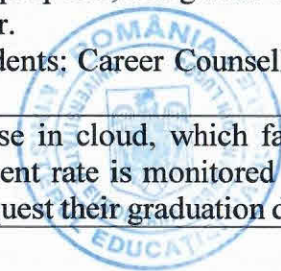


<p>Make subscriptions to specialized journals and ensure access to relevant databases.</p>	<p>"Drăgan" European University of Lugoj ensures acquisition of specialized journals and periodicals corresponding to the fields of study. (Annex II.11). In March 2018, the University signed an accession agreement with the Association of Universities, Research-Development Institutes and Central University Libraries of Romania "Anelis Plus" (Annex II.85) UED becoming a full member within the Association. Consequently, access to the bibliographic and bibliometric database in SCOPUS format has been acquired to the university, this includes scientific journals delivered via Internet. SCOPUS offers access to abstracts of scientific articles from over 18,500 international scientific journals published in over 5,000 international publishing houses. (Annex II.85).</p>
<p><b>Regarding scientific research:</b></p>	
<p>Work towards increasing the quality of scientific research production, by publishing the research results in specialized conferences proceedings and journals with greater international visibility.</p>	<p>Since previous evaluation, there has been a constant concern for improvement of scientific research production, as it is shown in the evolution of UED scientific research activity between 2016-2019* (Annex II.69).</p>
<p>Correlate and coordinate the university research plan, subsequently, the faculties' research plans, with UED Strategic 4 Year Plan, and monitor, at least annually, the degree of implementation and results analysis (with improvement measures); the development of research activities, establishing clear research directions according to course leaders' competences and specialty, as well as the allocation of financial resources needed for research or fundraising through RDI projects.</p>	<p>UED Scientific research plans for 2017-2018, 2018-2019, 2019-2020 with Senate Approval Decisions (Annex II.62) and, subsequently, of the Faculties (Annex II.67) have been correlated with UED Strategic Plan for the 2017 – 2020 (Annex I.5), the degree of implementation been tracked annually. Annually, at University level, there is also great interest in allocating the necessary financial resources for scientific research (Annex II.66).</p>
<p>Organize scientific research activities specific to each study program to ensure their consolidation.</p>	<p>Annually scientific research activity specific to each study program has been organized accordingly (Annex II.62, Annex II.67).</p>
<p>Invest in facilities, infrastructure, research logistics, and correlate it with research fundraising.</p>	<p>Since previous evaluation, investments have been made in logistics, UED becoming a full member of Anelis+ Association (Annex II.85), while taking measures to increase the annual research specific budgets (Annex II.66).</p>
<p>Work on increasing the number of articles published in relevant scientific journals, ISI quoted, with impact factor and relative influence score, including through financial incentives (e.g. awarding research activity of excellence from UED funds), by ensuring access to international databases (e.g. providing access to ANELIS through UED) and through the acquisition of</p>	<p>UED ensures the access of faculty members and students to the bibliographic and bibliometric database in SCOPUS online format, which includes scientific journals delivered via the Internet. SCOPUS offers access to abstracts of scientific articles from over 18,500 international scientific journals published in over 5,000 international publishers (Annex II.85). Furthermore, UED academic community also has access to legislation and jurisprudence program sintact.ro. UED possesses a licensed antiplagiarism software (Plagiarism Detector), installed on the computers within the institution (Annex II.4).</p>





<p>specialized software (e.g. SPSS, Galileo) and anti-plagiarism software purchased on behalf of the university.</p> <p>Track and highlight citations in ISI journals of papers published by members of the academic community, increasing the international relevance of each faculty member.</p>	
<p>Attract students to do scientific research and encourage them to actively participate in student contests at national and international levels.</p>	<p>Between 2016-2019, 4 annual symposia of student scientific clubs operating at "Drăgan" European University of Lugoj were held, 91 students participated, 74 scientific papers were presented.</p> <p>Between 2016-2019, UED students also participated in student scientific symposia organized by other academic centres, obtaining good results, thus promoting the university.</p> <p>UED Law students and Economics students who participated at the student symposia won 12 awards at the scientific competitions.</p> <p>UED has concluded a Partnership Agreement with Junior Achievement Romania, which is the largest international organization of economic and entrepreneurial education, part of JA Worldwide®, USA and JA Europe (Annex II.138). As a result of this collaboration, UED was requested to continue to take part in the implementation of the JA Entrepreneurship University program in the academic year 2019-2020 as well. (Annex II.139).</p>
<p><b>Regarding student relations:</b></p>	
<p>Implement own and national regulations related to promotion to senior year, and especially, expulsion of students who do not fulfil the necessary requirements to maintain their academic status.</p>	<p>Own and national regulations are applied, both regarding promotion to senior years, as well as those referring to student expulsion, for students who do not meet the compulsory requirements to maintain their academic status (Annex II.32).</p>
<p>Provide academic support and services to university students; set up and / or develop tutoring, career counselling / guidance.</p>	<p>UED provides students with courses and other study materials specific to each academic subject included in faculties' curricula through UED library. (Annex II.46, Annex II.47).</p> <p>For each year of study at undergraduate level, tutors from the academic staff are designated (Annex II.54) according to Rules for the tutoring activity at UED Lugoj (Annex II.55). As far as graduate studies are concerned, tutoring is optional. Faculty Council, following the Dean's proposal, designates tutors for each specialty and learning program at the beginning of the academic year.</p> <p>UED has a separate department designated to offer direct support to students: Career Counselling and Guidance Centre. (Annex II.57, Annex II.58).</p>
<p>Create a database that facilitates the connection with graduates and employers, thus improving the monitoring system of graduates' employment rate.</p>	<p>Career Counselling and Guidance Centre has created a specific database in cloud, which facilitates interaction with university graduates and employers. Graduate employment rate is monitored through questionnaires filled by UED graduates at the time when they formally request their graduation diploma.</p>





	(Annex II.38).
Monitor the career path of UED graduates, by creating Alumni Association in order to establish a community of former graduates in the benefit of university development.	UED has started the legal proceedings to set up "Drăgan" European University of Lugoj - Graduates Association – DRĂGAN ALUMNI (Annex II.140).
Support students in undertaking a more visible and independent activity and help them to create their own organizations.	At the initiative of the Career Counselling and Guidance Centre and of the student representatives in the Senate and Faculty Councils, recommendations are made to set up a Student Organization. For this purpose, teaching staff tutors provide real support, still setting up this association depends on the students' will and resourcefulness.
UED faculties should associate and join specific professional networks (e.g. AFER) and support participation of university students to student competitions organized by these associations (e.g. National Olympiad of Economists in Training annually organized by AFER).	UED has concluded a Partnership Agreement with Junior Achievement Romania, which is the largest international organization of economic and entrepreneurial education (Annex II.138). As a result of this collaboration, UED has been invited to participate in the implementation of the JA Entrepreneurial University program for the academic year 2019-2020 as well, at the level of UED faculties. (Annex II.139).
Current recruitment pool creates the premises for an insufficient number of students for ensuring financial sustainability of the offered programs in the future. In this regard, efforts to be made are recommended in order to increase university visibility and attractiveness at regional and national level.	The current recruitment pool has been expanded to attract a sufficient number of students as to ensure the financial sustainability of the programs offered by the university; for this purpose, additional efforts have been made to increase UED visibility and attractiveness at regional and national level The evolution of the student number on years of study, including for academic year 2019-2020 is presented in Annex regarding the number of students on years of study at UED between 2017-2020 (Annex I.35).
Grant scholarships to students and establish a scholarship program based on merit, by implementing financial instruments provided by UED budget (tax reductions or exemptions are insufficient).	In order to stimulate higher academic performance, the university grants tuition fee waivers to top students, by exempting or reducing their fees, and to those who are experiencing financial difficulties, financial support is granted, consisting in scholarships or fee waivers. Between 2015–2020, a number of 33 scholarships have been and will be granted, amounting to 96,650 lei. Between 2015-2020, 8 students from the Faculty of Economics have received a private scholarship, representing the tuition fee for the respective period, paid by the student's employers (Annex II.141).
<b>Regarding educational facilities:</b>	
Provide proof that UED owns at least 70% of the educational facilities, with all the necessary equipment according to ARACIS standards.	The university has educational facilities that ensure the optimal development of the education process. The patrimony of "Drăgan" European University of Lugoj, according to Law no. 100/2003 includes the initial assets of the founder, to which the subsequently acquired assets are added. They consist of movable, immovable and debt assets. The assets of "Drăgan" European University of Lugoj are private property (Annex II.133, Annex II.134).
Show permanent interest for investments in spaces,	Since the previous evaluation, investments have been made in logistics, "Drăgan" European University



<p>infrastructure and logistics for research, correlated with attracting research funds.</p>	<p>becoming a full member of the Anelis + Association (Annex II.85), while taking measures to increase the annual research specific budgets (Annex II.66).</p>
<p><b>Regarding financial resources:</b></p>	
<p>Increase income share other than tuition fees to the university budget.</p>	<p>Measures have been taken to obtain income from sources other than tuition fees, which are included in the University's budget in the form of income from other fees, rental income, other bachelor degree from other faculties, other faculties and income from studies and research (Annex II.21, Annex II.24).</p>
<p>Provide finance development by attracting alternative funding sources (research projects, sponsorships, community services).</p>	<p>The University receives, whenever necessary, sponsorships for development from "Drăgan" European Foundation. The institution is also involved in obtaining European funds by submitting a project with European non-reimbursable funding through the Human Capital Operational Programme (POCU), priority axis 6: "Measures to optimize the offers of higher education in support of employability". The maximum amount allowed is EUR 1,500,000.</p>
<p><b>Regarding international cooperation:</b></p>	
<p>Initiate collaborations with similar study programs from other European universities, currently cooperation is non-existent.</p>	<p>"Drăgan" European University, by means of the Faculty of Law has concluded an Academic Cooperation Agreement with the European Faculty of Law Slovenia (Annex II.142). Initiatives have also been initiated to collaborate with the University of Jena, awaiting the favorable response from this institution (Annex II.142).</p>
<p>University management should become involved in finding solutions to establish mobility for students and faculty members; without such relations with universities in the country and abroad, the university cannot develop (first of all, the university should apply for Erasmus+ charter and then conclude ERASMUS+ mobility agreements).</p>	<p>Within the two aforementioned agreements (Annex II.142), solutions were also provided for the achievement of mobility concerning students and teaching staff from "Drăgan" European University. Also, initiatives have been initiated for a national collaboration with "Nicolae Bălcescu" Academy of Land Forces in Sibiu (Annex II.142).</p>
<p><b>Regarding institutional activity:</b></p>	
<p>Analyze the activity of university management, identify major internal causes that led to the current situation and draw up a plan of remedial measures, in detail, with objectives, activities, responsibilities, allocated resources and deadlines. Respect for legality and academic ethics must become one of the main objectives. There is a need to review and correlate all internal rules / procedures / methodologies, including the UED Charter, as well as draw up new procedures /</p>	<p>An Action Plan with remedial measures for UED Lugoj quality assurance has been drawn up for academic year 2019-2020 with objectives, specific actions for reaching objectives, the implementation of this plan being assigned to the entire UED academic community, in accordance with the quality management (Annex II.88), being correlated with UED Strategic Plan for 2017-2020, with Senate Approval Decision (Annex I.5), implicitly with UED Operational Plans for academic years 2017-2018, 2018-2019, 2019-2020, with Senate Approval Decisions (Annex I.6). The evaluation of Plan implementation is due in January 2020. According to the recommendations of Romanian Agency for Quality Assurance in Higher Education - ARACIS, all rules, procedures and methodologies were revised and correlated, including updated UED Charter by UED Senate Decision no. 33/2017 for the revision</p>



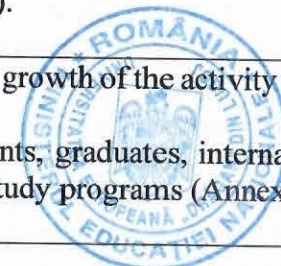
methodologies.	and modification of the Charter and with the approval of the Ministry of National Education, by the Notification no. 26057/2018 (Annex I.4).
Improve the qualification of University human resource in respect to academic and administrative management. ARACIS Methodology on institutional evaluation should be the starting point, with special attention being paid to the specific standards. Attracting and hiring qualified personnel for both teaching and administrative activities must be an institutional priority.	According to the Methodology of the Romanian Agency for Quality Assurance in Higher Education - ARACIS regarding the institutional evaluation, due attention was paid to the employment of qualified personnel for both the teaching and administrative activity (Annex II.7, Annex II.123, Annex II 124, Annex II.132).
Change teaching staff recruitment policy aiming to rejuvenate faculty staff and thus ensuring institutional sustainability.	The recruitment policy of the teaching staff implies its rejuvenation, thus ensuring institutional sustainability, in the 2017-2018 academic year, two university teaching assistants being employed, 1 at the Faculty of Law and 1 at the Faculty of Economics (Annex II.83, Annex II.92, Annex II.123, Annex II.124).
Correlate doctoral fields of teaching staff with the content of the academic subjects for their respective positions.	The degree of occupation of UED teaching staff for academic year 2019-2020, regarding doctoral studies, indicates that 100% of teaching staff members hold a doctor's degree (Annex II.125). Teaching staff have fundamental and specialty training for the field of the academic subjects they teach as Course Leaders (Annex II.81).
Pay special attention to quality management. Strategic and Operational Plan must be revised so that the institutional structure will ensure and control the university quality level (at present, CEAC operates only at the level of UED Senate). Consistent application of evaluation mechanisms (self-assessment, student assessment, peer assessment, management assessment). Develop a culture of quality, especially at employee level, but also at student level.	Starting with 2017, both UED Strategic Plan for 2017-2020 with Senate Approval Decision (Annex I.5), as well as the University Operational Plans for 2017-2018, 2018-2019 and 2019-2020 years (Annex I.6) have been revised, and the Commission for Quality Evaluation and Assurance - CEAC has become an independent structure of the University (Annex II.74) with the role of ensuring quality management both at the institutional level and at the level of the two Faculties.
Set up an ethics commission and CEAC in accordance with the legal requirements.	Both the Commission for Professional Academic Ethics and Deontology CEDPU and the Commission for Quality Evaluation and Assurance - CEAC were established in accordance with the legal requirements (Annex II.2, Annex II.74).
Re-do UED Organizational chart in accordance with the realities of the institution and the minimum quality requirements.	UED Organizational chart has been re-designed, in line with the recommendations of Romanian Agency for Quality Assurance in Higher Education - ARACIS Commission (Annex I.31).
Correlate study series with the existing UED educational spaces.	The educational process at UED is carried out in lecture rooms, seminar rooms and laboratories, their capacity being correlated with the size of the study formations (groups, subgroups, etc.) according to the



	regulations in force (Annex II.10, Annex II.135, Annex II.136, Annex II.137).
Purchase software for academic management, this can be used when designing the curricula, the academic staffing and planning charts and implicitly, the schedules, to avoid schedule overlapping.	For this purpose, an agreement regarding the implementation of software for academic management was concluded by "Drăgan" European University, this will be used to draft the curriculum, the staffing and planning charts and the academic schedules at Faculty level. (Annex II.5).
Hire an internal financial auditor.	An internal financial auditor was hired at university level (Annex I.40).
Hire a librarian with a degree in library science or philology.	At UED Lugoj, a qualified person in library science was hired (Annex II.121).
Purchase at least one specialized software corresponding to each field of study for undergraduate UED degree programs (except for the Office package or other similar software); for example, for the field of Finance, it is recommended to purchase at least one specialized software from the following: SPSS, Galileo and others alike. The CIEL software currently available at UED is recommended to be used in the practical activities (seminars /laboratories) of Finances and Banks undergraduate program and Master program in Financial Management, by installing it on the computers in the seminar room.	WinConta offered by SoftPro specialized educational software was purchased, software that was installed on "Drăgan" European University computers in the computer science laboratory (Annex II.19). The Ciel software of "Drăgan" European University is also used for the practical activities of the Finances and Banks Bachelor degree program and Financial Management Master degree program (Annex II.8).
Purchase anti-plagiarism software at institutional level and implement clear rules and procedures for verifying graduation works (bachelor thesis and master's dissertation), including a specified percentage of similarity accepted by UED.	The Plagiarism Detector Pro anti-plagiarism software (Annex II.4) was purchased at institutional level, thus being adopted clear rules and procedures for verifying the completion of study papers (Bachelor Degree Theses and Master Dissertation Theses), including establishing the accepted similarity percentage within UED (Annex II.144).
Correct and realistic determination of tuition fees quantum for the study programs.	The tuition fees of the study programs organized by UED are correctly and realistically determined based on Substantiation Analysis (Annex II.89).
Ensure actual usefulness of the questionnaires administered to the students in order to establish level of satisfaction, degree of employability, etc., by submitting them before the exam sessions and by interpreting and analyzing their results and by identifying and applying corrective / stimulating measures.	The student satisfaction level is evaluated in relation to the professional and personal development provided by the university, respectively faculty, it is carried out annually, before the examination sessions, by questionnaire that reflects both the quality of the education process and the conditions offered for it (Annex II.38, Annex II.45). The obtained results show us a high level of satisfaction among UED students.



<p>Initiate processes for analyzing and improving the content of the regulations to be implemented within the University, in order to adapt them to their own functional characteristics; it is absolutely necessary to follow all legal regulations in force, applicable to the university.</p>	<p>Extensive processes for analysing and improving the content of the regulations applicable within UED have been initiated, in order to adapt them to their own functional specificity.</p>
<p>Draw up approved academic staffing and planning charts according to the law, for each structure of UED Organizational Chart (e.g. academic staffing and planning chart drawn up for each department and not for study program, as they are currently drafted).</p>	<p>The academic staffing and planning charts for academic years 2017-2018, 2018-2019, 2019-2020 (Annex II.123, Annex II.124) are designed at department level, according to the Rules for drafting academic staffing and planning charts at UED Lugoj (Annex II.143), according to the provisions of the law in force.</p>
<p>Improve the quality culture, even if there is number of policies in this regard, it is not clear how they are implemented, followed and maintained.</p>	<p>Quality policies are implemented at UED level through the Methodology on procedure elaboration regarding education quality assurance and evaluation at UED Lugoj, approved by Senate Decision no. 17 of 28.02.2109 (Annex II.98), and implicitly, at the level of the two faculties according to the UED Lugoj Quality Manual (Annex II.76) and the Quality Assurance Code (Annex II.77).</p>
<p>Use the results of the multi-criteria assessments in order to make the necessary improvements within the university for motivating / stimulating the teaching staff, for both teaching and research activities.</p>	<p>According to the Rules for periodic evaluation of teaching staff quality at UED Lugoj and to the implementation procedure, annually, the academic staff members evaluate themselves, are evaluated by peers, by students and Faculty management by means of the Multicriteria evaluation sheet completed the Head of Department (Annex II.45). The evaluation results of academic staff members are individually discussed, statistically processed and objectively analysed at Department and Faculty Council level. The promotion of the teaching staff is made in close correlation with the evaluation results, taking into account peer and student evaluations (Annex II.45).</p>
<p>Operationalize the activity of Career Counselling and Guidance Centre.</p>	<p>At UED, a distinct specialized structure operates in terms of direct relation with students - the Career Counselling and Guidance Centre (Annex II.57, Annex II.58, Annex II.59, Annex II.60, Annex II.61).</p>
<p>Systematic monitoring of the activities performed by evaluation and quality assurance commission, respectively, by the commission for initializing, monitoring and periodic reviewing of study programs.</p>	<p>The activity of the Commissions for Quality Assurance and Evaluation CEAC at University level is materialized in Annual Reports that are debated within the UED Senate, being vectors for the managerial measures to be taken for the continuous quality improvement (Annex II.75).</p>
<p>More efficient use of the potential represented by graduates and employers in activities meant to determine qualitative growth of the university performance.</p>	<p>The potential represented by the graduates and employers for the qualitative growth of the activity within the University is taken into consideration. UED periodically examines the opinions of interested stakeholders (students, graduates, internal staff and employers), which are really useful in the preparation and revision of study programs (Annex II.38, Annex II.39).</p>





<p>Create a database to facilitate the connection with graduates and employers, this would make possible up-to-date and accurate monitoring of the graduates' employment rate.</p>	<p>At the level of the Career Counselling and Guidance Centre, there is a specific database created in the cloud that aims to facilitate the connection with the graduates of the institution and the employers. The monitoring of the graduates' employment rate is performed with the help of the questionnaires filled in by "Drăgan" European University students when the graduation diploma is issued (Annex II.38).</p>
<p>Adapt and modernize the academic facilities to ensure the improvement of teaching activities.</p>	<p>These issues have been dealt with thoroughly in chapter II.1./A./A.2 and II.2.5 of "Drăgan" European University Institutional Self-Evaluation Report regarding the educational facilities of UED.</p>
<p>Increase the quality and usefulness of university official website, by posting necessary information for correct and complete updates for students and others interested in UED activities.</p>	<p>According to the recommendations of the ARACIS Commission, the structure UED website has been modified by posting all the necessary information for the good information of the students, graduates and all those interested.</p>
<p>Maintain UED connected to the national education system, participate in activities and projects together with other universities from the western region; perform opportunity analyses regarding study programs offered by the university, focusing on their sustainability by taking into account the financial results obtained in the past years.</p>	<p>The university is connected to the national education system. Currently, there is a Protocol concluded between "Drăgan" European University and "Ioan Slavici" University of Timisoara for organizing completion of studies procedures for the students of this university (Annex II.145).</p>
<p>Perform opportunity analyses regarding the study programs offered by the university.</p>	<p>The opportunity regarding the study programs organized by the University is a permanent concern of the Commission of study programs of the UED Senate (Annex II.39), as well as of the UED management (Annex 1.5).</p>
<p><i>*** The replies to the recommendations made by the student representatives can be found in the Chapter on the implementation of the recommendations of the Quality Evaluation Department of ARACIS, as well as in structure of "Drăgan" European University Self-Evaluation Report.</i></p>	



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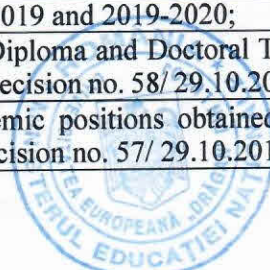




Annex II.93	Methodology regarding the organization and submission of the university referendum to decide how to elect UED Lugoj rector (2020-2024 mandate), accompanied by the Senate Approval Decision no. 30/ 20.06.2019;
Annex II.94	Methodology regarding deans' selection for the Faculties of UED Lugoj, 2016-2020 mandate, Senate Approval Decision no. 27/ 22.04. 2016;
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Annex II.97	Rules for the evaluation, examination and marking of students' professional and scientific performances, revised and approved by the Senate Decision no. 24/ 30.03.2018;
Annex II.98	Methodology on procedure elaboration regarding evaluation and assurance of education quality at UED Lugoj, with Senate Approval Decision no.17/ 28.02.2019;
Annex II.99	Rules for UED scientific research, revised and approved by Senate Decision no. 26/30.03.2018;
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Annex II.101	Rules for quality assurance of UED educational services, revised and approved by Senate Decision no. 27 of 30.03.2018;
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Annex II.106	Validation of referendum result by UED Senate, the meeting of 17.07.2015, Decision no. 26/ 17.07.2015;
Annex II.107	Referendum result, validated by the Senate, was made public to the academic community, as well as to MECŞ management through Notification no. 141/ 17.07.2015;
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Annex II.115	Organization of the referendum was notified at the Ministry of National Education, General Directorate of Higher Education, Notification no. 99 / 27.06.2019;
Annex II.116	Set up of University Electoral Bureau was approved by the Senate Decision no. 31/ 20.06.2019;
Annex II.117	Results of the referendum - validated by University Senate, Decision no. 32/ 25.07.2019 and was made public to the academic community and the Ministry of National Education, General Directorate of Higher Education, Notification no. 103/ 25.07.2019;
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The report was analysed and approved in the Senate meeting of "Drăgan" European University of **29.10. 2019**, by **Decision no. 55 of 29.10.2019**.

**This Institutional Self-Evaluation Report contains 53 pages:**

- 2 pages: Table of Contents - Institutional Self-Evaluation Report;
- 51 pages: Institutional Self-Evaluation Report itself;
- A-J pages: ARACIS Follow-Up Recommendations;
- I - VI pages List of Annexes (in electronic format)



RECTOR,

**Associate Professor Dumitru CORNEAN, Ph.D.**





Senatul Universitar  
Președinte

## **HOTĂRÂRE** nr. 55 din 29 octombrie 2019

privind aprobarea Rapoartelor de autoevaluare – la nivel instituțional și pe programele de studii  
supuse evaluării în cadrul evaluării instituționale externe  
a Universității Europene "Drăgan" din Lugoj

- În baza Protocolului încheiat în data de 25.07.2019 între ARACIS, înregistrat sub nr. 4953/25.07.2019 și UED Lugoj, înregistrat sub nr. 105 din 26.07.2019
- Ca urmare a avizului Consiliului Facultății de Științe Economice în ședința din 28.10.2019

**Senatul Universității Europene "Drăgan" din Lugoj, reunit în ședința din 29 octombrie 2019,**

### **HOTĂRĂȘTE:**

**Art. 1.** Aprobarea *Raportului de autoevaluare instituțională* întocmit în vederea evaluării externe a calității academice – schimbare calificativ, a Universității Europene "Drăgan" din Lugoj.

**Art. 2.** Aprobarea *Raportului de evaluare internă a programului de studii universitare de licență Finanțe și bănci*, domeniul Finanțe, forma de învățământ cu frecvență, număr de credite transferabile 180, din cadrul Facultății de Științe Economice.

**Art. 3.** Aprobarea *Raportului de evaluare internă a programului de studii universitare de master Management financiar*, domeniul de masterat Finanțe, forma de învățământ cu frecvență, număr de credite transferabile 120, din cadrul Facultății de Științe Economice; program selectat a fi evaluat în cadrul evaluării instituționale.

**Art. 4.** Hotărârea Senatului universitar se comunică Rectoratului și Facultății de Științe Economice, în vederea depunerii la ARACIS a documentației.



**PREȘEDINTE SENAT UNIVERSITAR,**

Conf. univ. dr. Sorin BLAJ