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SAPIENTIA UNIVERSITY OF CLUJ-NAPOCA

SELF-EVALUATION REPORT

CLUJ-NAPOCA
2021

Sapientia University of Cluj-Napoca

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SELF-EVALUATION REPORT

for the

PERIODIC INSTITUTIONAL EVALUATION

of the

SAPIENTIA UNIVERSITY OF CLUJ-NAPOCA

Contact person:

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The data included in this report are complete, correct and meet the principles of professional ethics.

Rector,

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INTRODUCTION

Currently, Sapientia University is the most important private higher education institution of the Hungarian community in Romania and, according to the number of students enrolled, the second centre of the entire Hungarian public and private university system in Romania, an institution that can rightly be characterised by the term "universitas" due to its network-like geographical organisation and educational offer covering a wide spectrum of scientific fields. At the same time, the University is a full-right member of the Romanian national higher education system, affirming itself during its two decades of operation in the international academic system as well.

The year 2021 represents the 20th anniversary of the University's existence, but in its two decades of operation the mission of the institution has remained unchanged and continues to include the principles defined at its foundation: Sapientia University is the institution of the Hungarian community in Romania, based on European principles and values, and which has defined its main mission to provide this community with an education and a scientific life at an acknowledged professional level. The University holds itself responsible for the knowledge transmitted to the students, for the future of the academic staff and employees of the University, for the quality of the research activity, as well as for the transparency of its functioning.

Sapientia University faces the daily challenge of simultaneously meeting the requirements and standards of a research university of excellence, of a university providing knowledge that is appropriate to the demands of the labour market, but at the same time also those of a community institution.

Creating a vertically comprehensive educational offer is the primary strategic goal of the Sapientia University for the upcoming decade. Therefore, an essential objective in the development of the institution is considered to be the establishment of the doctoral school, particularly in the fields of science, which on one hand constitute the centres of scientific excellence within the university, and on the other hand represent a gap in the range of doctoral studies in Hungarian in Romania.

A. INSTITUTIONAL CAPACITY

A.1. INSTITUTIONAL, ADMINISTRATIVE AND MANAGERIAL STRUCTURES

A.1.1. MISSION, OBJECTIVES AND ACADEMIC INTEGRITY

Legal status

Founded by the Sapientia Foundation in 2001, the Sapientia University, located at 4 Matei Corvin Street, Cluj-Napoca, was established based on Law no. 58/2012, published in the Official Journal of Romania – Monitorul Oficial no. 222, 3rd April 2012 (Annex 1, http://www.sapientia.ro/data/akkreditacio/MO-legea-58-2012.pdf). The accredited institution, integrated in the national higher education system as a legal entity of private law and public utility, has its own patrimony, and is organised by the principle of academic autonomy according to the University Charter (Annex 2). Regularly subjected to the external quality assessment procedure performed by the ARACIS (Romanian acronym for Romanian Agency for Quality Assurance in

Higher Education) expert commission, at the last assessment carried out between 3 and 5 December 2015 (http://arhiva.aracis.ro/345/) the University was granted the "Confidence" degree.
The university is identified by the following:

- ✓ name: **Sapientia University of Cluj-Napoca**,
- ✓ logo, seal, ceremonial attire (*toga*), day of the university (3rd October),
- ✓ headquarters**: 4 Matei Corvin Street, Cluj-Napoca, 400112, Romania**, and
- ✓ homepage: http://www.sapientia.ro/ro

The University is structured into three faculties, operating in four study centres: Cluj-Napoca, Miercurea-Ciuc, Târgu-Mureș and Sfântu-Gheorghe. The current structure of the University is approved by HG (Government Resolution) 833/2021 and 906/2021 (Annex 3.a University Structure – BA/BSc programmes, Annex 3.b – MA/MSc programmes). According to these, the educational offer of the university consists of 32 BA/BSc degree programmes and 11 MA/MSc degree fields with 12 study programmes organised as follows:

- ✓ Faculty of Sciences and Arts, Cluj-Napoca, Calea Turzii nr.4, jud. Cluj, (5 BSc/BA programmes and 3 MSc/MA programmes);
- ✓ Faculty of Economic, Socio-Human Sciences and Engineering, Miercurea Ciuc, Piaţa Libertăţii Square no. 1, Harghita county (14 BSc/BA programmes and 5 MSc/MA programmes);
- ✓ Faculty of Technical and Human Sciences, Târgu Mureș, com. Corunca no. 1C, Mureş county (11 BSc/BA programmes şi 4 MSc/MA programmes at the Târgu Mureş study centre and 2 BSc/BA programmes at the Sfântu Gheorghe study centre, Ciucului street no.1, Covasna county).

The University Charter and the regulations specified in the Charter

The Sapientia University Charter (Annex 2), drafted within the legal framework defined by the Law of Education no. 1/2011 and adopted by the University Senate after the positive resolution of the Ministry of Education and Scientific Research (in Romanian: Ministerul Educației și Cercetării Științifice, MECS) on its legal status (Annex 2.1), constitutes a basic document that outlines the guidelines of the organisation and functioning of the University, establishes the special relationship between the Founder (Sapientia Foundation) and the University, defines the mission, principles, functions, basic objectives, the academic and the organisational structure of the University. In order to enhance its university activities, annexes to the Charter have been drafted based on the legal regulations in force:

- ✓ Code of Academic Ethics (Annex 2.a);
- ✓ Study & Exam Regulation (Annex 2.b1);
- ✓ Regulation for Master Studies (Annex 2.b2);
- ✓ Students' Assessment Procedure (Annex 2.c);
- ✓ Election Regulation (Annex 2.d);
- ✓ Code of Student Rights and Responsibilities (Annex 2.e);
- ✓ Regulation of Teaching Vacancies Filling Contest (Annex 2.f);
- ✓ Internal Operating Regulation (Annex 2.g).

all available at the university website, along with all internal rules and regulations (https://www.sapientia.ro/ro/universitate/documente/regulamente-si-proceduri). The regulations are

periodically reviewed, being correlated with the legislation in force and the implementation standards issued by the supervising ministry.

Mission and objectives

1. **The mission of the University,** established by art. 6. of the Statute of the Sapientia Foundation and in the Declaration of the Founders on the establishment of the University (Annex 4) is taken over to the University Charter (Annex 2):
   - ✓ *teaching mission*, which defines an efficient and high quality university education as a priority, thereby continuing the traditions of Hungarian higher education in Transylvania, while contributing to the development of the Romanian higher education system.
   - ✓ *scientific research and artistic creation mission,* which involves the organisation, conduct and development of basic and applied scientific research, the results obtained being the main source of increasing the professional competence of teachers.
   - ✓ *civic and cultural mission*, which consists in organising university life in a way that it responds to the needs of the community, establishing extensive professional relationships based on the principles of open doors, trust, dedication and reciprocity, with strong beneficial effects on the social, economic and cultural development of the region. Continuing Hungarian cultural and educational traditions, the Sapientia University aims to become a cultural, scientific and professional forum of the Hungarian community in Romania, in addition to the education of young people (including initial and continuing training of the teaching staff) and high quality research.

For 2021-2030 the University has formulated a number of primary objectives (Annex 5 – Principles for Strategic Development):

- ✓ Stabilizing the educational offer and improving the quality of education;
- ✓ Founding a doctoral school;
- ✓ Development of talent promotion activity;
- ✓ Development of human resources (teaching and administrative staff);
- ✓ Development of research activity;
- ✓ Enhancing the study centre in Sfântu Gheorghe by establishing the related academic structures (departments and faculty);
- ✓ Development of institutional relations;
- ✓ Enhancing the University's involvement in regional public life;
- ✓ Organisational development, responding to new labour market trends and demographic issues;
- ✓ Development of economic management;
- ✓ Development of university infrastructure.

Regarding the development of research activity for 2021-2026 the University has formulated its strategic objectives (Annex 5.1. - Scientific Research Strategy):

- ✓ Restructuring the overall framework for the organisation and coordination of university research based on the contribution of the fields to the institution's portfolio;
- ✓ Development of human resources engaged in research;
- ✓ Promoting student talent and excellence at Sapientia University - Scientific Student Circle Conferences;
- ✓ Evaluation of research results;

- ✓ Development of information systems related to supporting research activities, publication and visibility of scientific results;
- ✓ Stimulating the participation of the teaching staff and research centres in external, European and international research.

The members of the academic community are informed about the mission and objectives of the institution, taking part in defining them, as well as in establishing and achieving quality standards. Information to the members of the academic community is provided by posting these on the web pages of the University and the faculties; by the periodic electronic newsletter and through regular consultation with the academic community during events organised every six months by the rector of the University.

Students are considered partners in achieving the objectives, laying a special emphasis on encouraging the affirmation of their personality and the development of their intellectual ability, according to their talent and aspirations.

The *strategic plan* and the *annual operational plans* are designed in accordance with the possibilities and aspirations of the members of the academic community, based on the strategic documents of the faculties, debated and approved by the authorised collective forums (Faculty Councils and Senate). These are public documents, accessible on the University website (https://www.sapientia.ro/ro/universitate/documente/strategia-de-dezvoltare). The extent to which the objectives set out in the operational plans have been achieved is debated annually in the Senate.

Academic integrity

In order to ensure a transparent and ethical academic climate, the University has defined its **Code of Academic Ethics** (Annex 2.a), a document known by the academic and professional community, which determines the principles governing the activity within the University's collectives. In order to implement the provisions of the Code, the University has an **Academic Ethics Committee**, which acts through specific practices and mechanisms to maintain a climate based on moral values, integrity, academic freedom, and to defend academic autonomy. The Ethics Committee operates under its own regulations (Annex 6.a). The University applies the provisions of the Code of Ethics, as demonstrated by the Annual Report of the Academic Ethics Committee, debated in the Senate (Annex 6.b). In addition to the provisions of the Code of Ethics referring to the ethical principles governing the scientific research activity, the University has adopted the **Code of Ethics of Scientific Research** (Annex 7 - Code of Ethics of Scientific Research) which determines the ethical principles and values, as well as the moral standards of scientific research within the University, in accordance with the domestic and international legislation in force. At the same time, it has also established the **Ethics Committee of Scientific Research**, having the mission to supervise compliance with the ethical principles and values, to ensure good practice in research carried out within the University, and to evaluate the cases reported in accordance with the internal, national and international regulations.

Public liability and responsibility

As a private higher education institution, Sapientia University has specific internal auditing practices for the main types of its activities, emphasising compliance with the undertaken commitments, in conditions of public transparency. The Rector presents annually a *Report on the Status of the*

University (https://www.sapientia.ro/ro/universitate/acreditare/asigurarea-calitatii), which is a component of public liability and includes chapters referring to:

- ✓ the financial situation of the university;
- ✓ the situation of the study programmes;
- ✓ the situation of the academic staff;
- ✓ the results of research activities;
- ✓ quality assurance of the activities within the University;
- ✓ compliance with academic ethics and ethics of the research activities;
- ✓ the situation of vacancies;
- ✓ the situation of the professional integration of graduates from previous years.

The Rector's annual report is presented and validated by the Administration Council, debated and approved by the University Senate, and finally by the Board of Directors of the Sapientia Foundation. After that, similar to the Annual Report of the Commission for Quality Assurance and Evaluation, it becomes a public document posted on the institution's website. Also included in the public documents are those related to the occupation of teaching positions (by competition or promotion), the decisions of the University Senate (posted on the website) and the decisions of the Administration Council (distributed internally to the members of the Council, the faculties and all persons concerned).

The internal audit is carried out by the institution's internal auditor, employed on a service contract basis. The internal audit is based on an activity plan developed as a result of the identification of auditable objectives and the assessment of related risks (Annex 8.a). The internal audit is carried out in accordance with the procedures approved by the University's Administration Council (Annex 8.b). The internal audit missions are carried out based on annual internal audit plans (Annex 9.a, Annex 9.b, Annex 9.c), and their observations and conclusions, as well as the recommendations formulated, are forwarded to the Rector of the University, respectively to the management of the structures concerned.

In addition to the internal audit carried out periodically, the Senate annually debates and approves the implementation of the operational plan of activities at institutional and faculty level (Annex 10). The operational plan on quality improvement contains the measures foreseen by the management in order to continuously improve the academic and operational/administrative activity.

A.1.2. MANAGEMENT AND ADMINISTRATION

Management system

According to the legal regulations and the Charter, the governing body of Sapientia University is the Senate, chaired by the President of the Senate. At faculty level the governing body is the Faculty Council, chaired by the Dean, and at department level the Department Council, chaired by the Head of Department. The Administration Council, appointed by the founders and chaired by the Rector, ensures the executive administration of the University and implements the strategic decisions of the University Senate. The leading positions of the rector, vice-rectors, deans and heads of departments are held by tenured teachers, having the teaching ranks of professor, associate professor or lecturer with the scientific title of PhD, selected by elections every 4 years (Annex 11).

Election mechanisms

Elections for the leading positions for 2020-2024 were conducted in accordance with the Methodology of Organisation and Conduct of the Referendum for the Election of the Rector (Annex 12.a), the Election Regulation (Annex 2.d.), and the Regulation on the Competition for the Appointment of Deans (Annex 12.b). The way in which functions and responsibilities are subordinated at the level of academic and administrative structures is presented in the periodically revised Organisational Chart of the University (Annex 13) and those of the Faculties.

The **University Senate** (https://sapientia.ro/ro/universitate/conducerea-institutei/membrii-senatului) is elected, as stated in the Charter and Election Regulation, by universal, direct and secret vote of the members of the academic community (teaching staff, researchers and students), and is composed of academic staff (75%) and students (25%). The University Senate has a President and a Vice-President, elected by the secret vote of the members of the Senate, and both are supported in their work by a Secretary. The work of the Senate is conducted by the President (in his absence by the Vice-President), who represents the Senate in front of the Rector of the University. The University Senate operates according to its own Rules of Procedure (Annex 14). The work of the Senate is supported by *permanent specialised committees*, which also include students (Annex 15 - https://www.sapientia.ro/ro/universitate/conducerea-institutei/comisii). The Senate's decisions are made public on the institution's website and through the periodic electronic newsletter.

The **Administration Council of the Sapientia University**, appointed by the Board of Directors of the Sapientia Foundation (https://www.sapientia.ro/ro/universitate/conducerea-institutei/consiliul-de-administratie), is composed of the Rector, the Vice-Rectors, the Administrative General Director, the Deans, the delegates of the Board of Directors of the Foundation and the Chief Secretary of the University, and operates based on the legislation in force and the University Charter. The weekly meetings led by the Rector of the University, as President of the Administration Council, are held according to the schedule established at the beginning of the year/semester, using the University's own video-conferencing system and the Google Meet platform.

The **Rector** elected in accordance with the results of the referendum by universal, direct and secret vote of the entire teaching staff of the University, as well as of the student representatives in the University Senate and in the Faculty Councils, from the candidates validated by the Board of Directors of Sapientia Foundation, has been confirmed in office by the Ministry of Education and Research (Annex 16). The operational management of Sapientia University is focused on developing a culture of quality of the teaching and research activities and asset management, as also reflected in the Rector's statement (Annex 17). The legality of the actions taken by the management structures is provided by a legal adviser.

Strategic management

Sapientia University has adopted its own strategy, with perspective until 2030 (Annex 5). The strategy is implemented through Annual Operational Plans, and their fulfilment is monitored through the annual reports debated in the Senate. The strategic management documents are made public on the website (https://www.sapientia.ro/ro/universitate/documente/strategia-de-dezvoltare). This shows that the institution is constantly aiming to implement policies in the following areas:

- ✓ university management;
- ✓ development of the organisational structure of the university;
- ✓ teaching;

- ✓ scientific research;
- ✓ economic and financial efficiency and use of the material resources;
- ✓ quality assessment and assurance;
- ✓ national and international cooperation;
- ✓ development of student life within the university;
- ✓ infrastructure.

Regular evaluations of the various aspects of the operational plan and the final analysis at the end of the year ensure that the strategy is "corrected on the fly". In implementing its plans, the institution relies on a number of partners, such as Sapientia Foundation, local authorities - the County Councils and Town Halls of the four study centres, the Hungarian Teachers' Association of Romania , OTP Bank Romania, County School Inspectorates and pre-university educational establishments in the counties where the study centres operate. In its strategic actions, the University also cooperates with a number of commercial companies, small and medium-sized enterprises in the area, such as Continental, Siemens Digital Industry Software, Hirschmann Automotive, Plasmaterm, Accenture, MSG, Intersoft, 3ss, Endava, Rimetea milk powder factory and lyophilisation plant (Batlas Holding), Csíki Sör Manufacturing, Mineral Quantum, Csengő Cooperative, etc. University graduates, in turn, are involved in a number of activities organised by the institution, being consulted on their return to the university on issues concerning their careers, the role of the school in their professional activity, and their opinion on the content of the university curriculum: what went well, what was less successful in their phase of becoming specialists, and what should be changed in the future.

Efficient administration

The administrative structures of the Sapientia University are organised at central level and at the level of faculties and study centres. At central level there is the Rector's Office, coordinated by the Chief Secretary, and the Directorate General for Administrative Affairs (Romanian acronym – DGA), coordinated by the General Administrative Director, under which there are the departments of human resources and financial-accounting.

Each faculty has a Dean's Office and a Directorate for Administrative-Economic Affairs, with the corresponding departments, responsible for the administration and maintenance of the material resources and a library. The libraries of the study centres have adequate staff with specialised studies (a total of 13 people with higher education degree in library science or philology are employed), and are coordinated by a head librarian, who reports directly to the dean of the faculty or the coordinator of the study centre.

In the activities of the Sapientia University there are 133 persons employed as auxiliary teaching and administrative staff, and 51 as maintenance and operational staff, the positions in the university and faculty organisation chart being filled by own staff according to Table 1. The positions are filled through a competition for vacant positions, organised in accordance with the legislation in force. The staff employed in the administrative structures of the University has a level of qualification and - where applicable - specialised studies corresponding to the positions they occupy, as well as experience in the field (Annex 18.a – List of auxiliary teaching and administrative staff, Annex 18.b – Evidence regarding the qualification of the chief accountant). The duties of the staff working in the administrative structures are established in the *Job description*, annexed to the individual contract of employment (sample in Annex 19).

Table 1. Overview of the administrative, maintenance and auxiliary teaching staff at the level of faculties/study centres and central administration at the beginning of the academic year 2021-2022

Administrative staff	Distribution by central administration and faculties				University total
	Central administration	FSA Cluj-Napoca	FSESUI Miercurea-Ciuc	FSTU Tg-Mureş	
Auxiliary teaching staff	8	14	25	37	84
Administrative staff	9	9	12	19	49
Maintenance and operational staff	5	5	17	24	51
Total	**22**	**28**	**54**	**80**	**184**

Within the university it has become a tradition to hold training sessions for those working in related fields of administration (administration of the teaching process and the NEPTUN system, economic and financial administration, PR staff, etc.), at least once a year, when they are presented the news in the field, or relevant aspects of their activity are discussed. The Erasmus+ staff mobility of the employees from libraries, secretarial and economic offices are also considered as professional training opportunities.

The administrative activity within the University is supported by high-performance electronic administration and management systems in various areas of activity (management of teaching activity through the Neptun system, accounting and economic management through WinCont and Winimob, scientific activity through the KPIOR system, management of the library fund through the QULTO platform, etc.). The institution has also got a transparent information and communication system (internet, portals, internal electronic newsletter, e-mails, etc.) with students, teaching and administrative staff and all interested parties. Every semester, the rector of the university organises online consultations via the Google Meet platform, with all the university's tenured staff, where issues of concern to the academic community are informally discussed.

A.2. MATERIAL RESOURCES

A.2.1. PATRIMONY, EQUIPMENT, ALLOCATED FINANCIAL RESOURCES, STUDENT FUNDING

The University owns a patrimony composed of historical buildings (University headquarters in Cluj-Napoca) and new buildings (Cluj-Napoca, Tg. Mureș), as well as completely rehabilitated buildings (Miercurea Ciuc) (Annex 20 - property deeds), adequately equipped to carry out high-quality academic activity. The University owns and rents two teaching and scientific research facilities for study programmes in the fields of agronomy, horticulture and forestry, which contribute to the academic and scientific performance of the human resources trained there.

Spaces for teaching, research and other activities

At its three study centres - Cluj-Napoca, Tg-Mureș, Miercurea-Ciuc - the University owns buildings (more than 90% of the total space used) - (Annex 21. Teaching spaces), and in the study centre in Sfântu Gheorghe, respectively in Cluj-Napoca as well, rented buildings, see Annex 22 (Annex 22.a - Commodatum Sf. Gheorghe, Annex 22.b – Rental of Collegium Iuridicum, Annex 22.c -

Commodatum Melody). For the physical education activities, both own and rented premises are used (Annex 23): Târgu Mureș (Annex 23.a), Miercurea Ciuc (Annex 23.b), Cluj-Napoca (Annex 23.c) and Sfântu Gheorghe (Annex 23.d).

Equipment of the material base

The equipment of lecture and seminar rooms with audio-video systems (see Annex 24) facilitates teaching, learning and understanding of specialised material, whereas the equipment of computer and scientific laboratories with modern devices, installations, independent apparatus is adequate for teaching and research (see Annex 25). The didactic laboratories where specialised practical work, workshops, etc. are being carried out, are equipped with appropriate technical facilities, apparatus and equipment, comparable to those in the European Higher Education System, which facilitate the work of teachers and improve the responsiveness and involvement of students.

The University has 1115 computers with internet access and software related to teaching and research tasks, administration and financial-accounting activities, as applicable (Annex 26). Applied work in the specialised subjects of the computer science curricula (Computer Science, Programming, Applied Informatics, Computer Aided Engineering, Computer Aided Graphic Design, Technical Drawing, Topography, GIS Systems, etc.) is carried out in laboratories equipped with computer technology (15 computers in a 15-seat laboratory) so that there is **one computer for each student** in a study group (sub-group), both for the BSc and MSc degree courses.

In the context of the pandemic, Google Suite applications (Classroom, Meet) are used in the institution for providing online education.

The University has dedicated spaces for scientific research and artistic creation (equipped laboratories, workshops, studios, dance halls, etc.). Research centres organised at faculty or department level, and internally accredited on the basis of the Senate's decisions, operate inside these facilities. The actual situation (by study centre) of the spaces dedicated to research and artistic creation - laboratories and experimental base - is shown in Annex 27. The related facilities are listed in the University's Inventory Register, which is updated each time goods are acquired or donated.

The university **library** is made up of four branches operating within each study centre. The reading rooms have a total of 322 seats, while the 27 terminals (Table 2) and the wireless system provide access for all teachers and students to major international databases (Web of Science, ScienceDirect, SpringerLink, MatSciNet, JSTOR, etc.) which the University subscribes to through the EISZ system of the Hungarian Academy of Sciences. The activity of the libraries is carried out by qualified staff with specialised studies in library science or philology. The branches of the library have a constantly growing collection (about **127500** volumes), provide permanent online access to the collection catalogue and other specific services, and undertake inter-library exchanges in accordance with the *Library's Rules of Operation* (Annex 28.a). Detailed information about the libraries of the four study centres are presented on their web-site and in Annex 28.b.

The libraries of the institution ensure a sufficient number of subscriptions to Romanian and foreign publications and periodicals in printed or electronic format, through access to specific databases of the profile academic literature, according to the mission assumed by the university. At the same time, they are the storage place of many teaching materials - in traditional and electronic format - written by the teaching staff or associates, which students have direct access to from the shelf or can borrow according to the library regulations.

Table 2. Information on the libraries of the study centres

Study Centre	**Ground surface, m^2**		**No. of seats in the reading room**		**No. of publications**	**No. of magazine subscriptions**		**Library timetable**
	Total	Reading rooms	Total	With computers		Romanian	Foreign	
Miercurea Ciuc	647	348	75	7	47059	12	37	9 – 17
Cluj-Napoca	192	186.29	43	7	28795	10	38	8 – 20
Târgu Mureș	756.67	533.72	192	7	41800	16	12	8 – 19.30
Sf. Gheorghe	70.05	53.37	12	6	9871	1	0	8 – 15.30
University	1665.72	1121.38	322	27	127525	39	87	

The institution currently has its own **residence hall** in the Miercurea Ciuc Study Centre (297 places in 90 rooms, with 3-4 places each) and in the Târgu Mureș Study Centre (256 places). In the Cluj-Napoca and Sf. Gheorghe centres it has rented spaces, in Cluj-Napoca (59 places) Annex 29.a - Diakonia rental contract, Annex 22.b - Collegium Iuridicum rental contract), while in Sf. Gheorghe the Fidelitas student hotel provides students and guests with 20 rooms with a total of 62 places (Annex 29.b - Fidelitas rental contract).

The Cluj-Napoca and Tg. Mureș study centres have **a canteen and dining hall**, while in Miercurea Ciuc the canteen is being renovated. The University has 8 guest rooms in Cluj-Napoca, 17 in Miercurea Ciuc, 11 in Târgu Mureș and 2 in Sfântu Gheorghe, providing accommodation for teaching staff and students in various mobility placements (Erasmus+, Makovecz). On the campuses in Cluj-Napoca and Târgu Mureș there are cafeterias either run by students (Tg. Mureș) or by the university (Cluj-Napoca).

The permanent concern of the university management to ensure adequate comfort for students and teaching staff is demonstrated by the design and construction of teaching, research and rest areas that meet the requirements of modern technology. The new buildings have been equipped with heating and air-conditioning systems from the very beginning, and the old ones have been renovated, both with regard to heating efficiency and comfort. In this context, we mention that the new facilities in Tg. Mureș have been put into service, and the building in Miercurea Ciuc has also been rehabilitated. The institution has a high-performance videoconferencing system that allows interconnection between study centres or with similar institutions in the country or abroad.

The development of the material base is permanently in the attention of the university management, which together with the Sapientia Foundation is currently carrying out an extensive programme aimed at giving life to the Campus in Sf. Gheorghe. To this end, a major project has been launched to build its own campus, located on a 10-hectare site owned by the Sapientia Foundation. The investment, consisting of a set of buildings for the educational process, residence halls, art workshops, administrative offices, library, sports halls and fields, swimming pool, dendrological park, experimental agricultural base, is currently at the designing stage.

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

Sapientia University is a private higher education institution having an annual budget established from funds allocated by the Sapientia Foundation and from its own funds. Allocations from the Sapientia Foundation cover both investment and salary costs and a large part of the operating costs, while the own revenue from various fees, research and services contribute to the balance of revenue and expenditure, the institution having no receivables from third parties. Furthermore, the Sapientia Foundation also bears approx. 75% of the tuition fees of students in the "paying students" category. The financial resources allocated at the beginning of each academic year provide the basis for a realistic budget, allowing the realisation of the current year's objectives, while the multi-year forecasts provide the basis for the perspective budget projection (about 4-5 years). In the appropriate distribution of resources these forecasts take into account the diversity of the student population, the specific objectives of training future specialists in a student-centred education with its specific features. Providing specific services to students (scholarships and other facilities) is in line with the mission formulated by the founders, as well as with the assumed strategic objectives. In addition to providing current funds, the institution and its main funder, the Sapientia Foundation, have got financial reserves and assets that can be mobilised in case of need.

The contribution to students' tuition fees is calculated by taking into account the expenses generated by the additional admitted cohort over the places fully funded by the Foundation, which is then distributed to the number of students in each of the two categories, students partially bearing the expenses (75% being funded by the Sapientia Foundation), and students fully bearing the costs. The contribution to the tuition fees is decided in the presence of student representatives in the Faculty Councils and Senate, and is made known to all concerned (students and tutors) by appropriate means of communication.

Scholarships and other forms of student funding

Sapientia University supports its students in many ways. Students with good academic records are awarded academic or merit scholarships. Students in need receive social scholarships, which can be combined with academic or merit scholarships, and for special situations or outstanding performance the University also grants occasional scholarships. Student scholarships are awarded according to the Scholarship Regulation (Annex 30.a), whereas the status of scholarships awarded in the last 5 years is shown in Annex 30.b.

To stimulate scientific student research grants are awarded, rewarding excellence in research activity (e.g. Sapientia Maximus award for excellence in student research activity). Also, the institution materially supports students to participate in research projects coordinated by the teaching staff (research grants), scientific events (conferences, symposia in the specialised field of science), student competitions (Association for Computing Machinery (ACM) International Collegiate Programming Contest, Efficiency Challenge and Networking International Programming Contest, International Aventics Pneumobil Contest, Regional Contest for Programmers - University of Debrecen, Hungarian National Management Case Studies Contest (Pécs), Ecotrophelia (national and international phase), MCC Smart City Challenge, Carpathian Basin Oratory Competitions, METU Startup Lab), film festivals (CineMAiubit, Alter-Native, TIFF, Pannonfiling, HypeWriter, Filmtettfeszt), cultural events, etc. The University supports both financially-administratively and

professionally the annual organisation of the Scientific Student Circle Conference, as well as the travel of students to such events.
Students are informed about the financial assistance possibilities offered by the institution (different types of scholarships, scholarships offered by companies or individuals, support for exceptional cases, such as death in the family), as well as the payment of various administrative fees, the terms being posted on the website of the institution and the faculties (https://www.sapientia.ro/ro/educatie/studenti/taxe-administrative).

The administrative staff of student funding services

The administrative staff of student services consists of 13 employees, who ensure the smooth functioning of the residence halls, canteens and student cafeterias, as well as other facilities. In the Miercurea Ciuc and Târgu Mureș study centres the spiritual life of the students is supported by representatives of the historical Hungarian cults in Transylvania. There is an ecumenical chapel in each of these centres, providing a place of recollection for those who desire so. The institution also provides operating conditions for the offices of student organisations within the faculties, access to sports fields and halls, as well as the use of spaces (the campus hall in Târgu Mureș for example) for relaxation programs such as board games, folk or ballroom dances, or traditional celebrations (Christmas at Sapientia, Easter at Sapientia, etc.).

A.3. TEACHING STAFF

Terms and conditions for filling teaching positions by competition

The quality of the teaching staff is ensured through a rigorous recruitment process, carried out in accordance with the Regulation on the Filling of Teaching Positions (Annex 2.f) and the Regulations on the Examination for Promotion in Teaching Career (Annex 31), elaborated based on national legislation. The Regulation on the Filling of Teaching Positions, adopted and periodically revised by the Senate, sets out the procedure for filling permanent and fixed-term positions, indicating, in addition to the competition procedure, the minimum conditions that must be met by candidates, established in accordance with national minimum standards. The same information is also set out in the Examination for Promotion in Teaching Career. The University grants equal opportunities, without gender or other discrimination, to candidates for teaching positions.
Tenured teaching staff in higher education covers a maximum of three teaching positions in an academic year, regardless of the higher education institution where they work, as shown by the employment situation of tenured teaching staff (Annex 5 to the Visit Sheet).

Occupation of teaching positions

Competitions for teachers are organised every semester, in compliance with the legal provisions on the publication of positions (*jobs.edu.ro*), the registration of candidates, the conduct of exams and the validation of results in the faculty councils, Administration Council and Senate, all information being posted on the university website (https://www.sapientia.ro/ro/educatie/cariera).
Associate teaching staff is hired on the basis of proposals from the departments, validated by the Deans, after an appropriate selection consisting of an exam as stipulated in the Regulation on the Filling of Teaching Positions. High-class specialists in professional fields are invited as associate professors on the basis of professional achievements, recorded in their individual file.

Tenured teaching staff in higher education or leading specialists in the field retired at age limit or for other reasons work as associate teachers, and cover at most one teaching position at the institution, as shown in Annex 32. The 26 retired staff cover a total of 122.17 hours/year, equivalent to 14 teaching positions at the minimum norm in the basic function, which represents less than 3.5% of the total posts in the university (Table 3.).

Table 3.Teaching positions filled by retired teachers

No. of classes and positions filled by retired teachers			
	No. of classes	No. of positions	No. of persons
Professor	42.75	6.1	11
Associate professor	27.21	3.41	7
Lecturer	14.21	1.41	2
Assistant	39	3.25	6
Total	122.17	14.17	26
		under 3.5% of total positions	

As for the degree of occupation of the positions in the cumulative job title lists of the study programmes by tenured staff in higher education employed on a full-time basis at the university, the data presented in Table 4 show that, except for one BA programme leading to a distinct university qualification, at least 70% of the total positions in the job title lists, created in accordance with the legal regulations, are occupied by teachers on a full-time basis or with a reserved position. At least 25% of these are professors and associate professors.

Table 4. Degree of occupation of positions in the cumulative job title lists of BA/BSc degree programmes by teaching staff tenured in higher education with full-time status at the university.

		Academic year				
Faculty	**BA/BSc study programs**	**2017-2018**	**2018-2019**	**2019-2020**	**2020-2021**	**2021-2022**
FSES-UI Miercurea-Ciuc	Sociology	96.6%	93.0%	99.1%	95.0%	100.0%
	Communication and Public Relations	94.8%	88.1%	92.8%	93.6%	96.0%
	Human Resources	99.0%	93.5%	99.1%	96.9%	100.0%
	Food Products Engineering	84.2%	84.2%	95.2%	89.0%	94.0%
	Environmental Engineering and Environmental Protection in Industry	74.2%	85.8%	93.3%	96.2%	100.0%
	Genetic Engineering	72.8%	89.9%	85.3%	91.1%	91.0%
	Engineering and Management in Catering and Agrotourism	71.8%	74.4%	77.6%	77.3%	78.0%
	Accounting and Management IT	56.2%	73.5%	76.3%	75.0%	71.0%
	Agroalimentary Economics	78.5%	76.4%	85.1%	86.9%	76.0%
	General Economics	75.3%	77.3%	79.3%	76.6%	83.0%
	Marketing	61.6%	66.9%	82.4%	76.3%	81.0%
	Economic Informatics	85.5%	76.5%	82.1%	84.3%	86.0%

	Romanian Language and Literature – English Language and Literature	88.7%	84.8%	91.7%	98.3%	98.0%
	Universal and Comparative Literature – English Language and Literature	90.6%	87.1%	93.5%	93.7%	97.0%
FSTU Tg-Mureş	Information Science	78.3%	100.0%	76.6%	77.0%	76.0%
	Mechatronics	100.0%	96.2%	99.2%	94.3%	97.0%
	Automation and Applied Informatics	100.0%	80.9%	80.9%	89.6%	86.0%
	Computer Science	100.0%	77.6%	96.3%	90.7%	84.0%
	Manufacturing Engineering	100.0%	96.0%	96.0%	93.6%	95.0%
	Telecommunication Systems and Technologies	100.0%	84.0%	96.0%	93.0%	88.0%
	Translation and Interpreting Studies		81.9%	100.0%	96.5%	93.0%
	Communication and Public Relations	98.5%	100.0%	100.0%	94.2%	97.0%
	Public Health Services and Policies	89.2%	96.6%	92.8%	91.0%	91.0%
	Horticultural Engineering	90.2%	68.5%	67.6%	66.3%	84.0%
	Landscape Architecture	71.3%	64.0%	64.0%	65.0%	78.0%
	Agricultural Engineering (AP)	49.7%	56.0%	58.1%	78.0%	84.0%
	Silvicultural Engineering (AP)					53.0%
FSA Cluj-Napoca	Cinematography, Photography, Media	71.6%	76.7%	65.9%	67.0%	57.0%
	International Relations and European Studies	77.7%	81.1%	69.3%	69.1%	71.6%
	Environmental Science	72.3%	64.6%	84.4%	87.2%	84.0%
	Law	85.0%	87.5%	79.3%	84.0%	82.0%
	Choreography (AP)					40.0%

*For the study program Cinematography, photography, media specific standards provide a range of 50-70%

In the first semester of the academic year 2021/22, a total of 155 specialists from the country and abroad are employed as associate professors at the Sapientia University, 35 of them as tenured teachers from other institutions, 13 as full-time assistants on fixed-term contracts who are not tenured in higher education, and 84 as hourly-paid part-time employees. Their employment has been done by competition or invitation in accordance with the Regulation on the Filling of Teaching Positions. All those who are not tenured in higher education have been hired on the basis of University Senate decision no. 2529/10.09.2021, in its annexes being also established the equivalent teaching grade in the university for the persons in question.

The associate teachers who have a full-time position at another higher education institution have declared in writing the number of hours worked by association (Annex 33 - Declaration of associate teaching staff from other institutions).

Qualification of the teaching staff

The qualification of the university's teaching staff corresponds to the needs determined by the structure of the BA/BSc and MA/MSc degree fields of study of the faculties, as well as to the ARACIS standards, being in accordance with the professional requirements formulated in internal and national regulations. The evolution of the teaching staff structure is the result of the recruitment policy from previous years. The situation of the teaching staff by grade for the last 6 years is shown in Figure 1.

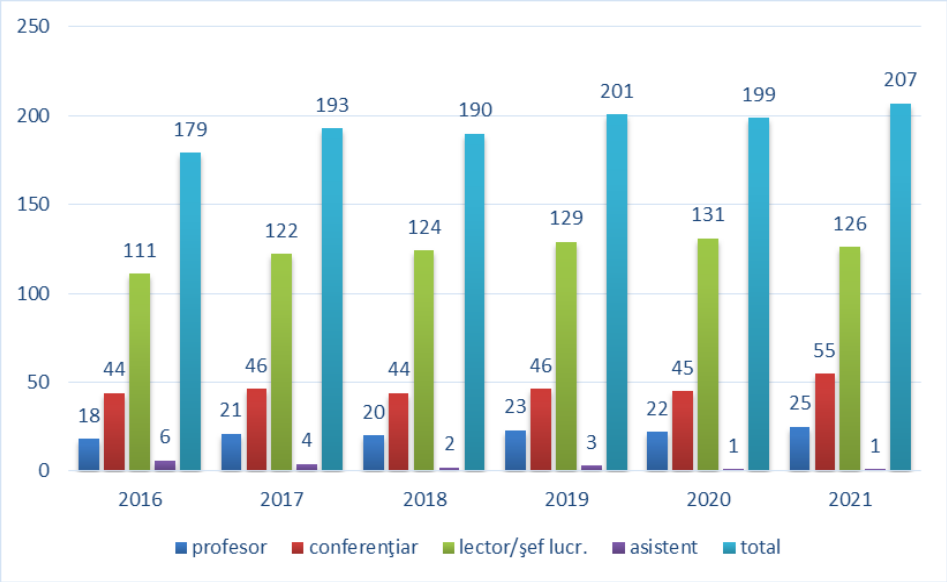


Figure 1. Evolution of the situation of tenured teachers by grade since the last evaluation

The annual teaching duties of the teaching staff and associate teaching staff, established based on the departmental job title lists elaborated at the beginning of the academic year, according to the *Procedure for drafting job title lists* (Annex 34), together with the specific tasks of professional training and research, are included in the **Job Description** (sample in Annex 35), annexed to the individual employment contract. In the academic year 2021-2022 the University started its activity with 207 tenured teachers (25 professors, 55 associate professors, 126 lecturers/chief lecturers, 1 assistant), 13 associate teachers employed as fixed-term assistants, and 142 associate teachers with fixed-term employment contracts, on hourly pay. The distribution of the legally established teaching positions and their occupation by faculty is shown in Table 5. In addition, there are 12 positions in the Specialised Department with Psycho-Pedagogical Profile, 3 of them being filled by tenured teachers.

Table 5. Overview of positions filled by tenured teachers at faculty level in the academic year 2021-2022

Faculty	**Miercurea-Ciuc**			**Târgu-Mureș**			**Cluj-Napoca**		
Position	Total positions	Tenured	Vacant positions	Total positions	Tenured	Vacant positions	Total positions	Tenured	Vacant positions
Professor	**15**	9	6	**17**	10	7	**7**	6	1
Assistant Professor	**25**	18	7	**38**	25	13	**18**	12	6
Lecturer	**89**	46	43	**93**	59	34	**36**	18	18
Assistant	**14**	1	13	**34**	0	34	**4**	0	4
Total	**143**	**74**	**69**	**182**	**94**	**88**	**65**	**36**	**29**

In terms of the competence of teachers in the field of the taught courses defined by:

- ✓ university BA/BSc and/or MA/MSc degree in the field of the taught courses;
- ✓ habilitation or doctoral degree in the field of the taught courses;
- ✓ the subject of the doctoral thesis in the field of the taught courses;

- ✓ by a significant number of valuable publications, in the last five years, on the specific topics of the taught courses;

the overall situation for the university being presented in Annex 1 in the Visit Sheet, which is also observed when assessing the quality of study programmes.

The persons occupying assistant positions have certified pedagogical training (Annex 36), or (in the case of those employed on a fixed-term basis) are attending the courses of the pedagogical programme.

The course coordinators have developed lecture notes and other didactic materials necessary for the teaching process, which cover the topics of the course as stated in the course description, according to the documents attached to the evaluation of the study programmes. Moreover, the university, through Scientia Publishing House, supports the publication of textbooks, courses and tutorials, as it can be seen from the list of publications posted on the publishing house's website and in Annex 58. Each year, when the CEAC report is being drawn up, the situation of the production of learning resources (in printed or electronic format) covering all/part of the topics by the teaching staff in the departments is monitored.

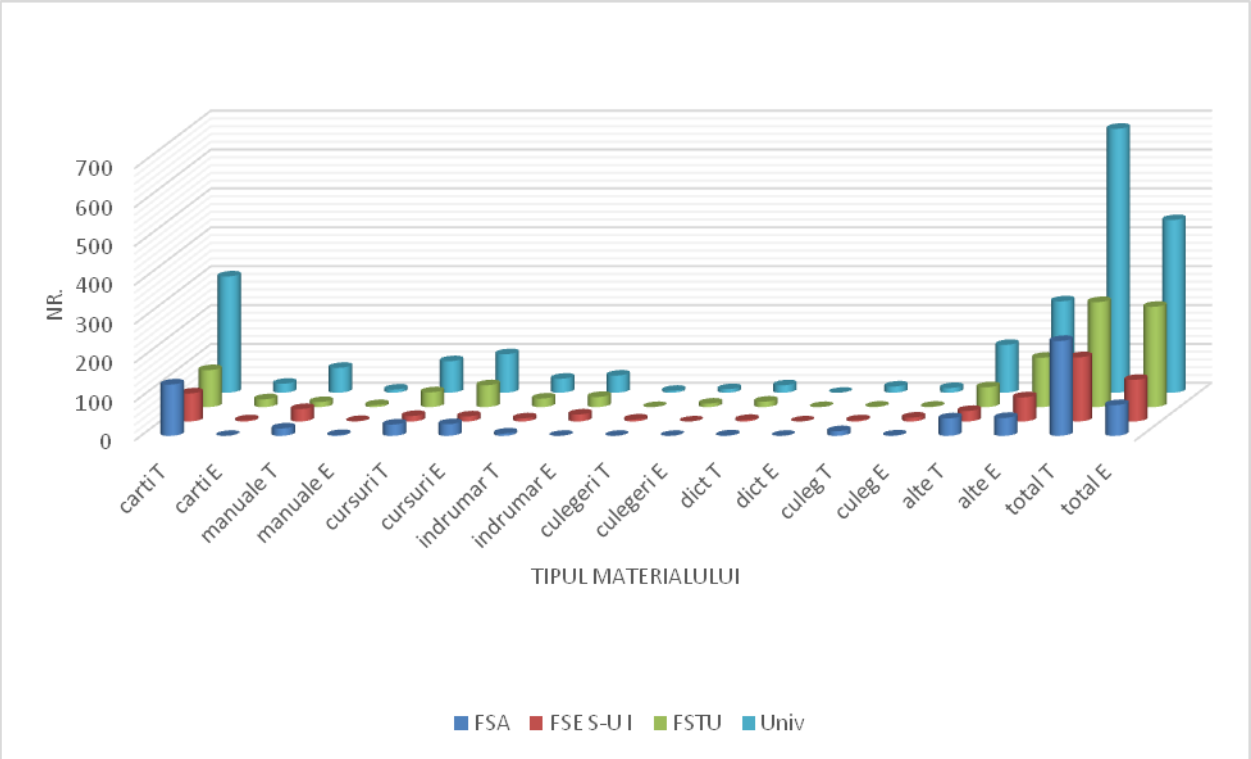


Figure 2. Teaching materials elaborated by teachers of the departments covering the whole/part of the topics of the disciplines

By establishing the basic conditions that must be met in order to apply for a teaching position, as formulated in the Regulation on the Filling of Teaching Positions and in the Regulations on the Examination for Promotion in Teaching Career, Sapientia University ensures the qualification of the teaching staff both in terms of academics and in other aspects, such as student counselling, support for their scientific activity and support for the successful completion of study programmes. Furthermore, in order to encourage and promote these types of activities, the University has implemented a financial reward system (teaching excellence bonus) for highlighting exceptional

achievements in terms of teachers' evaluation by students, publication of own teaching materials, development of alternative teaching aids and materials, as well as involvement in the activity of scientific student circles, professional colleges and other extracurricular activities.
Ensuring the coverage of the activities in the curricula of the study programmes with qualified teaching staff is a permanent concern for the University management, which can be seen from the situation of position occupancy in the departments and from the significant number of teaching positions available for competition or promotion exams (https://www.sapientia.ro/ro/educatie/cariera). The situation of vacancy announcements over the last five years is shown in Table 6.

Table 6. Teaching position vacancies announced for competition/promotion exam since last evaluation

Faculty	**2016/17**	**2017/18**	**2018/19**	**2019/20**	**2020/21**		**2021/22 I. sem**	
	Competition	Competition	Competition	Competition	Competition	Promotion	Competition	Promotion
FSA Cluj-Napoca	5	1	2	2	1	1	1	2
FSESUI M. Ciuc	6	5	5	8	1	1	2	3
FSTU Tg. Mureş	7	11	14	9	6	6	4	0
DSPP		2						
TOTAL	**18**	**19**	**21**	**19**	**8**	**8**	**7**	**5**

By participating in the Collegium Talentum doctoral scholarship programme, and through its own teaching staff who are mentors or doctoral supervisors at various partner institutions in the country and abroad, the University contributes to the training of young specialists in order to ensure its own highly qualified human resources for the future.

B. EDUCATIONAL EFFICENCY

B.1. STUDENT ADMISSION

Principles of the admissions policy for degree programmes offered by the institution

In the academic year 2021-2022 the University offers a total of 31 BA/BSc and 12 MA/MSc programs. The study programmes distributed by faculties according to the HG (Government Resolution) in force (Annex 3.a and Annex 3.b) are shown in Table 7.

Table 7. Accredited (A) and provisionally authorised (AP) BA/BSc and MA/MSc degree programmes in the academic year 2021/2022

Faculty	**BA/BSc study programme (A/AP status)**		**MA/MSc study programme (year of accreditation)**	
of Sciences and Arts	Environmental Science (A)		Environmental monitoring and protection (2016)	
	Cinematography, Photography, Media (A)		Film Studies (2015)	
	International Relations and European Studies (A)		Diplomacy and Intercultural Studies (2014)	
	Law (A)			
	Choreography (AP)			
of Economics, Socio-Human Sciences and Engineering	Agroalimentary Economics (A)		Management and Leadership (2014)	
	General Economics (A)		Applied Economics and Finances (2015)	
	Accounting and Information Systems (A)			
	Marketing (A)			
	Economic Informatics (A)			
	Romanian Language and Literature – English Language and Literature (A)		Translation and Interpretation (2013)	
	Universal and Compared Literature – English Language and Literature (A)			
	Sociology (A)			
	Human Resources (A)			
	Communication and Public Relations (A)		Communication and Public Relations (2013)	
	Food Products Engineering (A)		Sustainable Biotechnologies (2013)	
	Environmental Engineering and Environmental Protection in Industry (A-proposed for liquidation)			
	Engineering and Management in Catering and Agrotourism (A)			
	Genetic Engineering (A)			
of Technical and Human Sciences	Computer Science (Informatics) (A)		Software Engineering (2013)	
	Mechatronics (A)		Advanced Mechatronic Systems (2013)	
	Computer Science (A)			
	Automation and Applied Informatics (A)		Intelligent Control Systems (2013)	

	Machine Manufacturing Technology (A)			
	Telecommunication Systems and Technologies (A)			
	Landscape Architecture (A)		Plant Protection (2013)	
	Horticulture (A)			
	Agriculture (Sfântu Gheorghe) (AP)			
	Forestry (Sfântu Gheorghe) (AP)			
	Translation and Interpretation (A)			
	Public Health Services and Policies (A)			

An admission exam is being organised.

The University has submitted to the Ministry of Education a request of liquidation for the BSc programme *Environmental Engineering and Environmental Protection in Industry* (Miercurea Ciuc) (240 credits, IF) starting from the upcoming academic year (ME registration no. 631/E/DGIU/18.10.2021).

The *enrolment numbers*, proposed annually by the Senate upon the suggestion of the faculties, approved by the Administration Council, are approved by the Board of Directors of the Foundation. These figures are within the limits of the educational capacity approved by ARACIS and MEd. Admission information (study programmes, approved enrolment numbers, admission criteria) is made available to all interested parties on the university's website (https://www.sapientia.ro/ro/admitere) as early as the first semester, and by the annual publication in both printed and digital format of the *Admission Guide* (https://www.sapientia.ro/ro/admitere/brosura-de-admitere), which is distributed to high schools, youth associations, student information offices in the geographical areas concerned. The *promotion* of the study programmes through press, radio, television, leaflets, posters, educational fairs, open days, promotional visits to high schools, on the university website and other online forums is complemented by specific actions organised at the study centres (Competitions for students, International ECN competition in Târgu Mureș, Talent Days at Sapientia - "Sapi tehetségnap" Translation and Interpreting Competition "Gúzsba kötve táncolni", Business Case Studies Competition for high school students, "Laborkukac" and "CSI" natural science competitions).

Admission practices

Student admissions take place according to the University's Regulation of Admission and the Faculties' own Rules/Procedures of Admission, all revised annually based on the Minister's Order in force for the current academic year (Annex 37), as modified and complemented in the context of the online learning system. Registration is done online, **only based on the officially recognised Baccalaureate Diploma or an equivalent one**, as well as a certificate replacing the baccalaureate diploma.

The selection criteria, approved by the Senate, provide specific admission tests for 6 bachelor's degree programmes and 7 MA/MSc degree programmes (Table 7), and the overall average score of the baccalaureate and - in the case of MA/MSc degree programmes - the overall average score of the final exam may be considered in the calculation of the overall admission grade. Candidates from EU countries are enrolled according to the procedures established by the Ministry of Education based on the equivalence certificate/certificate of studies completed abroad.

Student transfer between universities

The Study&Exam Regulation in the transferable credit system of Sapientia University include precise provisions on student transfers between universities (paragraph 16). Therefore "a student may be transferred from another higher education institution to a specialisation with the same number of credits, in the same branch of science, if he/she has the status of an active student and has fulfilled the minimum study obligations for the completed study period, proved by study documents issued by the institution in question. Transfer may be requested after the first semester of studies, until the end of the penultimate semester of studies, by means of a standard application submitted to the Dean's Office before the beginning of the semester. The transfer is carried out by order of the rector, based on the proposal of the specialisation's tutor, with the approval of the Faculty Council's Board. Transfer is not possible after the beginning of the semester".

Student trajectory

Successful candidates are enrolled by decision of the Rector. Students conclude a *Tuition Contract* (Annex 38.a) that is valid for the entire period of their studies, and are registered in the *Register Book*, each student being assigned a *Student Identification Number*. Student status is reconfirmed annually by a *Learning Agreement* (Annex 38.b), concluded between the student who has fulfilled the requirements for promotion and - where applicable - the financial requirements stipulated in the regulations and by the Faculty management. Sapientia University offers opportunities for the educational and professional needs of any student to go through, interrupt and resume their studies. The modalities of choosing one's own path (art. 14 - Individual study route), of interrupting studies and of resuming on request (art. 20 - Interruption and resumption of studies) are stipulated in the Study&Exam Regulation applied at the level of each faculty.

B.2. LEARNING OUTCOMES

B.2.1. THE VALORISATION OF OBTAINED ACADEMIC QUALIFICATIONS

The faculties responsible for organising and running the study programmes have the necessary means and procedures to develop curricula to facilitate the acquisition of competences and skills in order to enable graduates to meet the requirements of the labour market, or to start their own business, to pursue a professional career, to continue their professional development through further university studies, etc. The Faculty Council proposes, and the Senate appoints a **study programme coordinator** with precise duties concerning the curriculum of the specialisation: the competences targeted by the curriculum, their distribution by subjects, the alignment of subjects with the provisions of specific standards, the correlation with other programmes in national and European higher education, the collection and implementation of expectations from the socio-economic sphere, etc.

Completion of studies (documents)

The students' level of attaining knowledge, skills and abilities specific to the profession during the semesters is assessed based on the Study&Exam Regulation in the transferable credit system, the Regulations for Master Studies and the Students' Assessment Procedure (Annex 2.b1, 2.b2, 2.c). *The final examination* is organised according to the law based on the Methodology for the Organisation

of the Final Exams (Annex 39.a) for accredited or provisionally authorised programs in the same or similar BA/BSc field, respectively unique in the field, the latter with the agreement of ARACIS, taking into account the provisions of art. 7 paragraph 3 of OMENCS no. 6125/2016. The regulation stipulates that one member of the committee must be a specialist from outside the university/faculty, and in order to ensure the originality of the BA/BSc final paper / diploma project or dissertation, all papers are subject to verification by the anti-plagiarism system "Turnitin" (Annex 39.b - Turnitin contract, Annex 39.c - Turnitin license).

LinguaSap Centre established the way to evaluate linguistic competences of graduates (Regulament_examene_LinguaSap) and the timetable of the evaluations. The acquired competences tested during the final exams ensure a *high pass rate (about 93% at BA/BSc level and 84% at MA/MSc level)*, as shown in Annex 40.

According to the legislation in force the University issues *Graduation Certificates* (sample Annex 41.a) and bachelor's or engineer's diplomas, respectively a MA/MSc diplomas accompanied by *Diploma Supplements* to the graduates who have passed the final exams (sample Annex 41.b and Annex 41.c). The issuing of study documents is carried out in accordance with the *Procedure for issuing study documents* (Annex 42), drawn up according to the legislation in force. Graduates who have failed the final exams, are provided, upon request, with the Certificate of BA/BSc Studies / MA/MSc Studies (Annex 43.a) accompanied by the *Transcript of Records* (sample Annex 43.b).

Enhancing learning through employment in the labour market

The University continuously monitors the career of its graduates through its own system organised for this purpose, and annually presents in the Rector's Report, for all study programmes, the degree of employment on the labour market at the level of the acquired qualification. Indicators regarding the labour market insertion of graduates in the field of the obtained qualification are 53% on average, showing significant differences between specialisations (Annex 44), over 80% in computer science, applied computer science and machine manufacturing technology, and under 40% in some of the programmes in the field of social sciences or humanities.

The use of qualification through the continuation of studies

The degree of continuation of studies in cycle II is around 35%, as shown in Table 8.

Table 8. Continuation of studies of the graduating classes 2016/17, 2017/18, 2018/19, 2019/20

Study programme	**Field**	**2016/17**	**2017/18**	**2018/19**	**2019/20**
Faculty of Economics. Socio-Human Sciences and Engineering. Miercurea-Ciuc					
Agroalimentary Economics	Economy	41.67%	57.14%	25.00%	16.67%
General Economics	Economy	17.65%	54.55%	72.73%	40.00%
Accounting and Information Systems	Accounting	62.50%	15.79%	54.17%	27.59%
Romanian Language and Literature – English Language and Literature	Language and Literature	50.00%	60.00%	36.36%	75.00%
Universal and Compared Literature – English language and Literature	Language and Literature	50.00%	50.00%	62.50%	50.00%

Marketing	Marketing	16.67%	20.00%	22.22%	38.46%
Economic Informatics	Cybernetics. statistics and economic informatics	33.33%	18.18%	33.33%	10.53%
Sociology	Sociology	0.00%	25.00%	50.00%	50.00%
Human Resources	Sociology	50.00%	0.00%	25.00%	30.00%
Communication and Public Relations	Communication Sciences	56.25%	77.78%	43.75%	40.00%
Environmental Engineering and Environmental Protection in Industry	Environmental Engineering	50.00%	71.43%	50.00%	50.00%
Food Products Engineering	Food Products Engineering	20.00%	40.00%	42.86%	42.86%
Engineering and Management in Catering and Agrotourism	Engineering and Management in Agriculture and Rural Development	44.44%	40.00%	0.00%	55.56%
Biotechnologies for Food Industry	Biotechnologies	60.00%			
Genetic Engineering	Biotechnologies		50.00%	53.85%	38.46%
Faculty of Technical and Human Sciences. Târgu-Mureș					
Translation and Interpretation	Applied Modern Languages	10.00%	12.50%	37.04%	28.57%
Communication and Public Relations	Communication Sciences	37.50%	23.53%	5.56%	18.75%
Public Health Services and Policies	Administrative Sciences	27.78%	29.41%	42.11%	0.00%
Informatics	Informatics	5.88%	28.13%	56.52%	32.50%
Automation and Applied Informatics	Systems Engineering	36.84%	25.00%	61.54%	46.15%
Computer Science	Computers and information technology	20.00%	11.76%	26.67%	41.67%
Telecommunication Systems and Technologies	Electronics engineering. telecommunications and information technology	25.00%	25.00%	0.00%	0.00%
Mechatronics	Mechatronics and Robotics	18.18%	29.41%	58.82%	45.00%
Machine Manufacturing Technology	Industrial Engineering	0.00%	9.09%	11.11%	20.00%
Horticulture	Horticulture	32.14%	38.46%	52.38%	57.14%
Landscape Architecture	Horticulture	28.57%	0.00%	37.50%	9.09%
Agriculture (Sfântu Gheorghe)	Agronomy			18.18%	50.00%
Faculty of Sciences and Arts					
Environmental Science	Environmental Science	71.43%	75.00%	100.00%	66.67%
Cinematography. Photography. Media	Cinematography and Media	40.00%	66.67%	64.71%	44.44%
International Relations and European Studies	International Relations and European Studies	33.33%	25.00%	50.00%	66.67%
Law	Law	33.33%	50.00%	17.65%	46.15%

Degree of students' satisfaction regarding the professional and personal development provided by the university

The degree of satisfaction of graduates is evaluated upon the issuance of the certificate that replaces the diploma, based on a questionnaire approved by the Senate:
(Chestionar gradul de multumire a absolventilor). The collected data indicate that 90% of the graduates from the last five academic years are satisfied or very satisfied with the learning environment offered by the University (Table 9.).

Table 9. Degree of satisfaction of graduates from the last years' classes regarding the professional and personal development provided by the university

Class	**Satisfaction Degree – Teaching Activity**				
	Ratio of Assessed Students	Very Satisfied	Satisfied	Average Satisfied	Unsatisfied
2019/2020	53%	37%	58%	6%	1%
2018/2019	68%	27%	58%	18%	2%
2017/2018	57%	10%	73%	15%	2%
2016/2017	51%	16%	68%	13%	2%
	Satisfaction Degree – Offered Infrastructure				
2019/2020	53%	48%	48%	3%	1%
2018/2019	68%	55%	37%	6%	2%
2017/2018	57%	35%	50%	12%	4%
2016/2017	51%	34%	53%	11%	2%
	Satisfaction Degree – Auxiliary teaching and administrative staff				
2019/2020	53%	63%	35%	3%	2%
2018/2019	68%	58%	37%	5%	1%
2017/2018	57%	28%	60%	9%	2%
2016/2017	51%	43%	54%	2%	0%

Focusing on the student by teaching-learning methods

The planning of the bachelor and master study programmes through the curricula and the related course descriptions aims to meet the requirements of both the general standards and the specific standards of the ARACIS specialised committees, as well as the requirements of employers. The curricula of the study programmes is reviewed annually by the coordinators of the study programmes, and every five years by the internal committees of the CEAC to determine its conformity with the development of relevant knowledge, European standards and labour market expectations. Differentiation in the implementation of study programmes belonging to the same field of BA/BSc studies is achieved in accordance with the percentage established by ARACIS standards, especially through specialised subjects. The specific competences acquired through a particular discipline are set out in the Course Description, in accordance with the competences set out in the curriculum of the study programmes. The *Course Description*, drawn up in a unitary format and revised annually, specify, in addition to the number of credits, the number of hours, their distribution by activities, the prerequisites (where applicable), information about the course lecturer(s), activities, the topics, the undertaken objectives in relation with the specifics of the study programme and with the aimed qualification targeting the learning outcomes listed in the RNCIS register (Annex 45). The

Course Description also provides teaching, learning and assessment methods, with specified proportions of the different forms, focusing on the student in relation with the learning outcomes; they also include a bibliographical list, usually specifying the contribution of the course lecturer(s); and, finally, the minimum standards for acquiring the credits allocated to the subject. The course descriptions are presented and discussed with the students at the first lecture in terms of their relevance to their professional development.
The teaching, learning and evaluation process is carried out based on the Study&Exam Regulation (Annex 2.b1), the Students' Assessment Procedure (Annex 2.c), the Regulation for Master Studies (Annex 2.b.2) and the Methodology for the Organisation of Psycho-pedagogical Training Programmes (Annex 46). These regulations have been revised and supplemented with specific provisions for online education, where applicable.
In the academic year 2021-2022 a total of 2245 students are enrolled, distributed by faculties and study cycles according to the data in Table 10.

Table 10. Students enrolled at the beginning of the 2021-2022 academic year

Faculty	**Study Centre**	**BA/BSc**	**MA/MSc**	**Total**
Sciences and Arts, Cluj-Napoca	Cluj-Napoca	220	56	276
Economics, Socio-Human Sciences and Engineering, Miercurea Ciuc	Miercurea Ciuc	630	185	815
Technical and Human Sciences, Târgu Mureș	Tg. Mureș	971	87	1154
	Sf. Gheorghe	96	-	
University total		**1917**	**328**	**2245**

The study groups are designed according to the size and equipment of the classrooms, studios, computer and specialised laboratories, in compliance with the specific ARACIS standards (details in Annex 47). Students have the possibility to complete more than 60 credits in one year, as well as to follow parallel studies in up to one other study programme within the University or elsewhere. Promotion to the following year is conditioned by obtaining **at least 40 credit points** in the previous academic year. *The school records* are kept centrally, on the one hand through the **Neptun** study management system, which also generates the *catalogues* of verification forms, i.e. study-related documents, including study documents, and on the other hand through the *Academic Records*, which are usually filled in at the end of the academic year.
Teachers use *new technology resources* such as faculty-differentiated e-mail service, online discussion groups, e-mail groups for student groups, Neptun system, Moodle, Google Classroom or Meet, etc. Some have personal web pages for topics, bibliographies, electronic resources, and regularly engage in dialogue with students. During lectures or explanations they use auxiliary teaching equipment such as video projectors, smart boards etc. At the same time, a method and a specific tool has been developed by colleagues from the Faculty of Technical and Human Sciences in Târgu Mureș to increase the impact of the presence of teachers in the online educational environment. In order to ensure the transition to online or hybrid education the faculties organised training courses for teaching staff to make them familiar with the new features. Information sessions with demonstrations of the use of virtual laboratories have also been organised, which the institution can subscribe to if it chooses to do so. The Neptun study management system ensures proper communication between course lecturers-students and others, and facilitates the posting of teaching

materials, homework assignments, project phases, guidance of lab work or projects (through the Neptun MeetStreet mode). Also there, students can be notified of current and final assessments, information being accessible by Neptun code only to those concerned.
New in this area is the partnership with the City Hall of Târgu Mureş for participation in the EON Reality Grant Guarantee programme, with the aim of generating 3D content that can be used in the educational process.
In a partnership in the K-MOOC network (Massive Open Online Courses in the Carpathian Basin), the teachers of the Sapientia University participate in the development of online courses for disciplines from the existing curriculum of the University.
The study programmes run by the three faculties provide from 90 to 320 hours of practical training. For practice in the field of agriculture-horticulture-forestry, the university relies on its own and/or rented experimental teaching base, while for the other BA/BSc fields contracts are concluded with socio-cultural or economic entities (Annex 48.a). The contracts drawn up based on the Order of the Minister of Education, Research and Youth No. 3955/2008 stipulate the existence of tutors both at unit and university level, the obligations of the practice organiser and the partner (Annex 48.b - Practice Contract sample).
In some study programmes, students are co-opted in research topics, and carry out the practical activity under the guidance of teachers or researchers. In these situations the university ensures the location of the field or specialty practice. Another way of carrying out the practice is that of the individual agreement - practitioner-partner entity - where students can also be remunerated for their useful activity, i.e. Erasmus+ mobilities for placements. The overview of mobilities for placements to different companies and institutions in partner countries offered by the university is shown in Table 11.

Table 11. Overview of internships offered by the university within the framework of Erasmus+ mobility for placements

Academic year	**FSESUI Miercurea-Ciuc**	**FSA Cluj-Napoca**	**FSTU Târgu-Mureş**	**Total**
2016/2017	31	8	11	50
2017/2018	35	12	16	63
2018/2019	42	19	30	91
2019/2020	21	3	19	43
2020/2021	23	10	22	55
Total mobility for placements	***152***	***52***	***98***	***302***

The reduced number of students in a group or study programme allows a teaching approach based on a constant dialogue between lecturer and students. Many teachers use this opportunity to have a dialogue during lectures, to follow the level of comprehension of what is being presented, to present case studies solved together with students. The pace of learning is not neglected either, even if it is sometimes impossible to go through all the chapters designed in the Course Description, the teacher adapts the volume of information according to the comprehension capacity of the target group.
The departments responsible for the subjects taught as part of the study programmes determine the consultation hours of each teacher as early as the drafting of the job descriptions, and ensure (by

posting the consultation schedule - a minimum of two hours per week -, and by publishing the teachers' official e-mail addresses and in some cases even their telephone numbers on the faculty website) that the necessary conditions are in place. The university creates a flexible, attractive and accessible educational and learning environment for all students, including students with special learning needs, through the provision of extra hours and consultations by specialised teaching staff and through counselling provided by the study programme tutors, study year managers and the Career Guidance and Counselling Centre (Centrul de Consiliere și Orientare în Carieră – Romanian acronym: CCOC), as applicable.

The University has a partnership agreement with the Corvinus University of Budapest for the implementation of a double degree MSc programme (Leadership and Management). The partnership agreement explicitly stipulates the type of degree, the managerial and financial responsibilities of the partners, the procedures for selection and admission of students, mobility periods for students and teaching staff, examination and grading methods, credit recognition procedures, etc. The internationalised master study programmes have been launched since 2013 based on partnership agreements with universities in Hungary; and currently the vast majority of these operate under the professional support provided by the institutions involved in the collaborations.

Participation *in study mobility* is a significant opportunity for students to complete and diversify their training. After obtaining the Erasmus Charter (**RO CLUJNAP07**, EUC-No: 264386-IC-1-2013-1-RO-ERASMUS-EUCX-1), Sapientia University has developed specific regulations for the different types of mobility: study and placement for students, for teaching staff and training staff. The University has been participating in the Erasmus and Erasmus+ European mobility programmes since the academic year 2013/2014, concluding specific cooperation agreements for this purpose with 58 higher education institutions from 19 countries within the framework of the Erasmus+ KA103 programme and, starting from the academic year 2017/2018, the KA107 programme. Following the application submitted in 2020 the University was awarded the Erasmus+ Charter for the period 2021-2027. (https://www.sapientia.ro/ro/relatii-internationale/erasmus/politici-documente)

In previous years, more than 6% of the students participated in mobility for study or placement. However, due to the pandemic, in the academic year 2019/2020 the number of mobility has decreased drastically compared to the figures of previous years, making it necessary to adopt a procedure to resolve the vis major cases. This phenomenon continued in 2020/21: during this period only 3.47% of the total number of students took part in mobility. With the participation in European mobility programmes, the university adopted regulations to facilitate the recognition of credits earned by students in these actions. Therefore, in chapter IV. paragraph 5 of the Regulation of Sapientia University on Erasmus+ student mobility (Annex 49.a) the modalities and procedures related to credit earning and recognition are established (Annex 49.b).

Also, since 2016, *through the framework of the Makovecz scholarship programme*, students have the possibility to participate in one-semester long study mobilities, respectively shorter periods of documentation or research at partner universities in the Carpathian Basin (https://www.sapientia.ro/hu/nemzetkozi-kapcsolatok/makovecz-program); the results obtained during these being recognised according to the above-mentioned procedure.

Career orientation for students

The faculties provide a tutor for each study programme (Annex 50), with duties regarding the counselling and guidance of students specified in the study regulations, while the departments managing the specialisations appoint a study year supervisor.

The Student Counselling and Career Guidance Centre operates under its own regulations with the coordination of the Director of the CCOC appointed by the Senate (Annex 51.a). The staff of the faculties with tasks in this field defined in the job description, as well as the tutors of the study programmes, provide information for students about internship opportunities in economic units and about applying for grants, private scholarships or scholarships offered by companies, participate in job fairs organised by the Students' Association, and hold meetings with representatives of local authorities and entrepreneurs. The CCOC is also responsible for spreading information about the University's study offer. Activities in this area during the previous years are presented in Annex 51.b and 51.c respectively.

B.3. SCIENTIFIC RESEARCH AND ARTISTIC CREATION

B.3.1. RESEARCH PROGRAMMES

Research planning

Sapientia University has defined its own strategic objectives for scientific research in the Strategic Development Principles (Annex 5) and the Scientific Research Strategy (Annex 5.1) which are reflected in annual plans (Annex 52) approved by the University Senate (https://www.sapientia.ro/ro/cercetare/strategii-de-cercetare-si-rapoarte). The topics of the scientific research plans are established in relation to the priorities defined in the strategy, and to the current themes of the national and European scientific research plans. Each faculty develops its own scientific research programme, based on the plans of the departments and research centres, discussed and approved by the Faculty Council. These plans include subjects by fields, research projects won through national competition, grants financed from EU funds, or those funded by a number of Hungarian organisations. Specific to the university is the fact that through the Institute of Research Programmes of the Sapientia Foundation - IPC (Annex 53 - IPC Statute), the teaching staff has the possibility to obtain individual or collective grants by competition (Annex 54.a) (https://www.sapientia.ro/ro/cercetare/competitii-de-proiecte) with a running period of 18 months. The selection of topics is based on the points awarded by external expert evaluators, national and international personalities in the fields of science in question. Students co-opted in joint teams of teachers and students can also participate in these grants offered by the IPC (Annex 54.b - IPC Grants 2019-2020).

The strategic objectives and annual research plans of the faculties and departments are reviewed and approved by their collectives or councils at the beginning of the calendar year, and the achievements are presented in an annual report, debated and adopted in the Senate each March. The research subjects included in the plans fall within the scientific areas of the bachelor's and master degree fields, some responding to the needs and requirements of the economic environment.

Completion and results of the research

The Code of Academic Ethics (Annex 2.a), as well as the Code of Research Ethics (Annex 7) stipulate that scientific research shall be conducted in accordance with the rules of professional

ethics. The Code of Research Ethics has provisions for ensuring permanent intransigence against possible infringements (similarities or acts of plagiarism) in research activities, and for eliminating the effects of any ethical infringement, as well as the way of granting approval for scientific research with bioethical implications.

Through the annual evaluation reports on scientific research activity (https://www.sapientia.ro/ro/cercetare/strategii-de-cercetare-si-rapoarte), carried out based on data received from the faculties, and generated from the KPIOR management system of scientific results of the academic staff, the University has got a clear record of research funding (research projects) and their results.

Since the last institutional evaluation, 49 grants and research projects (entered in competitions) with a value of over 10,000 Euros have been funded, 38 of which by economic agents in the last five years. National and international grants received by the university's academic staff in the last five years are shown in Annex 55.

The research undertaken in the university is relevant at national and international level, placing the institution in the Webometrics ranking (http://www.webometrics.info/en) at the 26th place among universities in the country. In order to evaluate research, the university relies on the most relevant indicators from the specific CNATDCU criteria: articles indexed in BDI, ISI, books, book chapters in internationally and nationally recognised publishing houses, books in publishing houses, patents and specific indicators for artistic creation, respectively on the Scimago system for ranking scientific journals.

Valorisation of research results

The valorisation of research is reviewed annually by the University Senate, and the submitted reports are debated and approved by the Senate (Annex 56.a) (https://www.sapientia.ro/ro/cercetare/strategii-de-cercetare-si-rapoarte). With the consolidation of the departmental structure the number of publications shows an ascending trend (Table 12), some of which appear in ISI listed journals or in journals that are indexed in databases.

Table 12. Number of scientific publications in 2016-2020

Year	ISI	BDI	Articles in foreign journals	Articles in CNCS journals	Articles in other national journals	Scientific books	Textbooks, courses	Book chapters	Publications in conference volumes	Publications in electronic format	Book editing	TOTAL
2020*	64	105	11	14	16	26	10	49	72	15	9	391
2019	70	85	20	9	17	20	8	98	95	10	24	456
2018	47	101	21	8	22	24	11	84	97	28	25	468
2017	64	71	10	13	17	18	6	55	99	11	19	383
2016	33	78	42	9	32	37	4	54	99	-	21	409
TOTAL	**278**	**440**	**104**	**53**	**104**	**125**	**39**	**340**	**462**	**64**	**98**	**2107**

* Automatically generated data from the KPIOR online record system (2021.11.26). Uploaded and verified data for 2020 will be summarised in the 2020-2021 Research Report.

Table 13. Research incomes in 2016-2020

Year	2016	2017	2018	2019	2020	TOTAL
Value (RON)	**2,346,989**	**924,704**	**570,239**	**724,970**	**1,027,076**	**5,593,978**

Important scientific achievements include patents and inventions, as well as prizes and awards received by the University staff for outstanding achievements in scientific and artistic work (for 2016-2020, 47 such awards have been received). A total of 63 University teachers are members of the editorial boards of national and international scientific journals, many of whom are also referees of prestigious journals (Annex 56.b). In recognition of the competence of the teaching staff it should be noted that 32 tenured teachers are doctoral supervisors in doctoral schools of prestigious universities both in the country and abroad.

An important way for the valorisation of research is to organise **scientific and artistic events**. Since the previous external evaluation, Sapientia University has become a forum for extensive scientific, cultural and professional debates, organising various scientific events, round tables, debates on topics of regional or local interest. Among these are: *Mineral Waters in the Carpathian Region, Conference on Imagology: Public Relations Summer University, Conference on Environmental Science in the Carpathian Basin, Conference on Cinema and Media Studies in Transylvania, MACRo Conference, Matinfo Conference, Conference on Economics in the Carpathian Basin* (further information on the faculty webpage). The list of scientific, cultural and artistic events organised by the University in the last two years is shown in Annex 56.c and 56.d, while those from previous periods can be consulted in the annexes of the research reports (http://www.sapientia.ro/ro/cercetare/strategii-de-cercetare-si-rapoarte).

Acta Universitatis Sapientiae, the University's scientific journal, founded in 2008, publishes peer reviewed articles in the fields of Natural Sciences, Technical and Agricultural Sciences, Legal and Economic Sciences, Arts and Humanities, Social Sciences. Up to now a total of 211 issues have been published in the 12 series. The series of Acta Universitatis Sapientiae are included in 60 international databases among which we highlight: Clarivate Analytics - Emerging Sources Citation Index (Mathematica, Informatica, Film and Media Studies), Clarivate Analytics - Web of Science (Mathematica, Informatica, Film and Media Studies), Elsevier - SCOPUS (Mathematica, Philologica). All Acta Universitatis Sapientiae series use anti-plagiarism software (IThenticate) which allows a comprehensive examination of the manuscripts, designed to eliminate plagiarism and provide a quality peer-review evaluation process.

Details are provided in Annex 57 and on the journal website (http://www.acta.sapientia.ro).

The University's own publisher, *Scientia Publishing House* has released specialised books, textbooks and university courses and has published the results of internal research, as well as useful guides for the teaching process. Further information can be found on the publisher's website (https://www.sapientia.ro/ro/cercetare/editura-scientia) and in Annex 58. Since 2020 the publishing house has been listed by CNCS in category B for the field of philology.
(http://www.cncs-nrc.ro/wp-content/uploads/2020/12/categorii.Edituri.Site.CNCS.2020.pdf)

B.4. THE FINANCIAL ACTIVITY OF THE INSTITUTION

B.4.1. BUDGET AND ACCOUNTING

Revenue and expenditure budget

The university's financial activity is organised under the principle of university autonomy, with an economic directorate operating in each faculty (Table 13). The University has its own budget for revenues and expenditures (see Annex 59 - Budget for the academic year 2021/2022), distributed by faculties. Financial resources are mainly provided by the Sapientia Foundation. Own income is used by the study centres to cover the administration costs.

Table 13. Identification data of the university and study centres

Unit	Tax number	Account at OTP Bank
Directorate General for Administrative Affairs (DGA)	14645945	RO39 OTPV 2000 0007 3814 RO01
Cluj-Napoca study centre	14645945	RO12 OTPV 2000 0007 3814 RO02
Miercurea Ciuc study centre	14645945	RO29 OTPV 2600 0007 3814 RO03
Sf. Gheorghe study centre	14645945	-
Tg. Mureş study centre	14645945	RO46 OTPV 3200 0007 3814 RO04

Budget execution is evaluated annually after the end of the financial year at both University and Sapientia Foundation level. The annual budget execution reports and the management reports for the previous years are debated and adopted by the University Senate (Annex 60.a – Report on implementation of the budget – 2020). Salary expenses, on average, have not exceeded 65% of the total expenditures over the last 5 years, ensuring that the institution operates in a sustainable manner. The evolution of the expenditure structure in recent years is shown in Fig. 3.

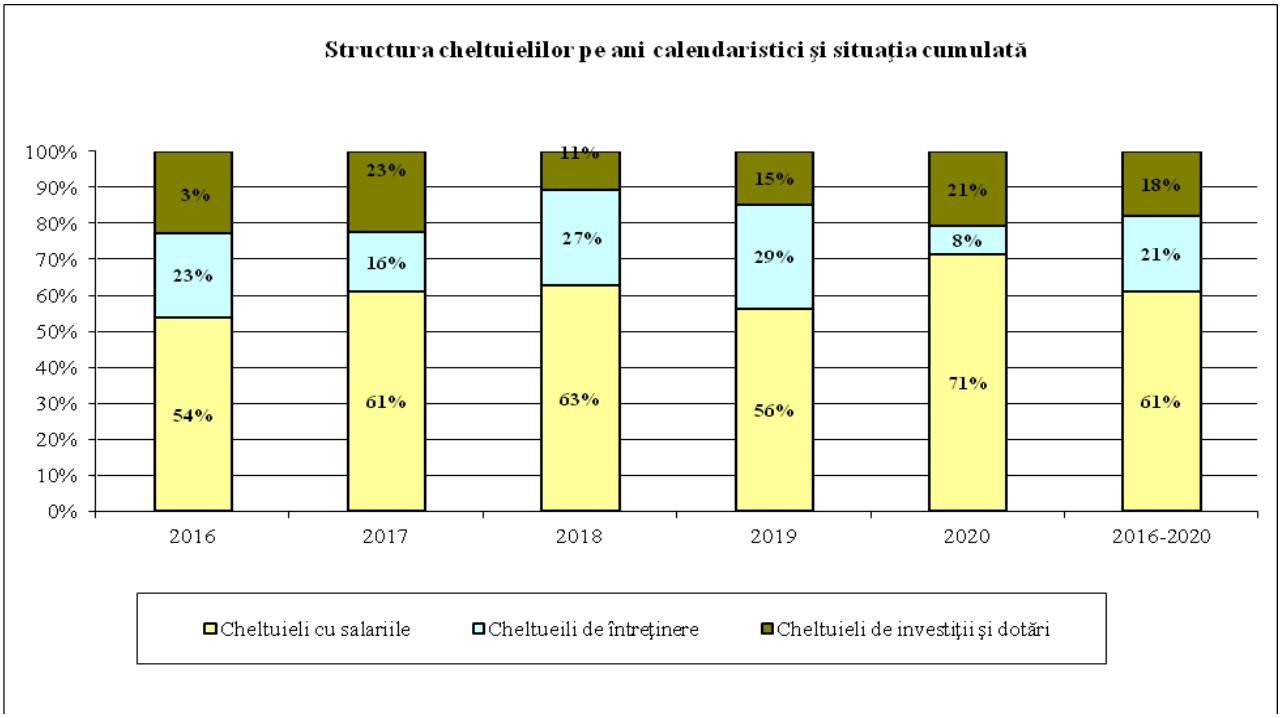


Fig. 3. Expenditure structure in 2016-2020 and overall situation

Accounting

The institution's accounting is managed in accordance with Order No. 3103 of 2017 issued by the Ministry of Public Finance, and is conducted centrally. Up-to-date software (Wincont, Winimob) is used for full transparency. The faculties carry out their financial activity autonomously, disposing of their expenses within the approved revenue and expenditure budget. The transactions recorded at the faculties are used by the DGA to prepare the balance sheet and the consolidated annual balance sheet (Annex 61). An inventory of assets is carried out annually, the data being recorded in the Inventory Register. The documents drawn up at DGA level (inventory register, balance sheet, budget execution account and management report) show that all the expenses are in accordance with the legislation in force, the received income and its destination are highlighted, which also shows the non-profit nature of the institution.

Staff employed within the economic departments have specialised qualifications, the chief accountant having a higher degree in economics and being qualified as a chartered accountant. The report on the implementation of the budget for 2020 is presented in Annex 60.a, while the evolution of the University's expenditure structure for 2016-2020 is presented in Annex 60.b).

The contribution of students to tuition fees, differentiated by study centre, as well as the unitary administrative fees per institution are estimated based on the additional expenses generated by admitted students above the number approved annually by the Board of Directors (students without tuition fees), validated in the Senate. The Senate's decision is made known to students by posting it at the faculty premises and on the website. (Taxe administrative 2021).

Audit and public accountability

By decision of the Board of Directors of Sapientia Foundation, an internal auditor was appointed who periodically reviews, independently and objectively, the activity of the Sapientia University. At the same time, an internal auditor is working within the institution, who performs, an objective examination of the overall activities of the University based on an audit plan approved by the Administration Council, in order to provide an independent assessment necessary for the management for the control of processes and risk management (Annex 9.a, 9.b, 9.c - Annual Internal Audit Plans). The financial accounting and fund management activities are also subject to annual external audit by recognised audit companies, the results of the audit being in the Administration Council and the Senate. (Raport audit financiar extern)

C. QUALITY MANAGEMENT

The University has specific structures for quality evaluation and assurance:

- at institutional level the Commission for Quality Assurance and Evaluation (CEAC),
- at faculty level the Commission for Quality Assurance and Evaluation of the Faculty (CEACF) and
- at the level of study programmes - the study programme coordinators.

Quality assessment and quality assurance is carried out according to an annual programme approved by the Senate (Annex 62). In the implementation of the programmed actions the study programme coordinators, the directors of the departments, the internal evaluation experts of different BA/BSc fields, as well as the CEACF and the CEAC coordinators at university level are involved. In addition to some specific issues discussed at Senate level (meeting the standards for the coverage of programmes with tenured teachers, respectively professors and lecturers (October), the quality of the information on the web pages (March)), a CEAC Report (covering all aspects of teaching, research and administrative activities) is drafted annually, both at faculty and university level (April-May) and finalised with an Action Plan for improving quality aspects (June). In the detailed plan of activities dedicated to quality the internal evaluations of due and new study programmes are also scheduled, where in addition to the study programme coordinators (with precise tasks concerning the preparation of the self-evaluation report) the "internal evaluation experts" from the CEAC list are also involved. The latters assess the submitted documents, compare them with the reality on the ground and draw up a report, specifying non-conformities and suggestions for improving the study programme or the content of the self-assessment documents.
The Rector's statement on quality policy (Annex 17), the CEAC annual reports and the operational plans on the implementation of quality improvement measures are posted on the website (https://www.sapientia.ro/ro/universitate/acreditare/asigurarea-calitatii).

C.1. STRATEGIES AND PROCEDURES FOR QUALITY ASSURANCE

C.1.1. STRUCTURES AND POLICIES FOR QUALITY ASSURANCE

Organisation of the quality assurance system

The Commission for Quality Assurance and Evaluation (CEAC) has been established in accordance with national legislation and the University's Quality Assurance Regulations (Annex 63.a). CEAC carries out its activities under its own procedures (Annex 63.b) and in close collaboration with the corresponding committees within each faculty (CEACF). In addition to national legislation and ARACIS methodologies, guidelines and standards, an important role in the activity of CEAC is attributed to the exchange of information with universities in the country and abroad (especially Hungary), the acquired good practices being introduced into the current activity of the committee.
The institution actively promotes the culture of quality by encouraging the consistent application of procedures and evaluations related to the quality management system, as well as by highlighting the results of teachers with outstanding achievements, including through the financial reward system (teaching and research excellence bonus). Administrative staff, in turn, is rewarded for its

professional achievements by stipends and bonuses given beyond the basic salary, based on the evaluation of the management. Due to continuous talent promotion, activity of student colleges and student excellence scholarships (Sapientia Maximus award), quality culture is being implemented among students as well. Outstanding results are widely communicated within the academic community through publication on the website and in the electronic newsletter.
The quality of the education process is constantly monitored, and the results of the teachers' evaluation by students are discussed in the departments, in order to improve them by identifying and resolving any shortcomings. However, if there are any complaints or disputes about the quality of the education process, these are resolved at departmental level through amicable discussions with the teacher concerned.

Policies and strategies for quality assurance

The University aims to ensure the quality of the following activities: *teaching-learning, scientific research, management, and administration*.
As for *teaching and learning*, due to the relatively small number of students and the great diversity of study programmes, quality assurance focuses mainly on student-centred activity. Therefore, students are partners in the quality assessment processes, and are regularly consulted on the teaching-learning process and the services provided by the university. The student organisation prepares a *report on the fulfilment of the institution's obligations as set out in the Student Code*, which is posted on the website. The executive work concerning quality assurance (elaboration of regulations, procedures and quality indicators, self-assessment reports, etc.) is carried out at the level of the institution by the vice-rector in charge of quality assurance in collaboration with the chief secretary of the University. The specialised committees of the University Senate or other specialists also participate in the elaboration of regulations, procedures, and methodologies.
Mobility within the Erasmus+ programme is carried out in accordance with the specific regulations. The work programme of each mobility is included in the mobility agreement; the tutors of the specialisations are involved in the drafting of these agreements for all student mobility, and the recognition of credits obtained by students during mobility is ensured by the Study and Credit Committees of the faculties, based on the internal mobility and study regulations. In addition to the online mandatory Participant Report required by the programme, the University also requires a written report on the experience gained during the mobility from all participants, which is posted online on the faculty web pages. Verification of the mobility projects' implementation is included in the University's internal academic audit plan, while the National Agency carries out regular system audits or monitoring. Annually, the Erasmus+ coordinator of the institution submits to the Senate a report on the mobilities carried out in the previous academic year (Annex 64).
The University presents an annual CEAC Report on the implementation of the provisions of the Quality Policy Programme (usually made public in May), highlighting positive and negative aspects of internal quality assurance.
(https://www.sapientia.ro/ro/universitate/acreditare/asigurarea-calitatii).

C.2. PROCEDURES FOR THE LAUNCHING, MONITORING AND PERIODIC REVIEW OF STUDY PROGRAMMES

C.2.1. APPROVAL, MONITORING AND PERIODIC EVALUATION OF STUDY PROGRAMMES AND DIPLOMAS WHICH CORRESPOND TO QUALIFICATIONS

Availability and application of regulations concerning the launching, approval, monitoring and periodic review of study programmes

The launching and approval of new study programmes is carried out only after receiving funding approval from the Board of Directors of the Sapientia Foundation, according to the regulations presented in Annex 65.a, while the revision and modification of study programmes are done after their internal evaluation, according to the procedures of Annex 65.b and Annex 65.c. Thus, the faculties, through their specific committees, monitor, revise and, if necessary, make amendments to study programmes. The activity starts at the beginning of the second semester and is completed by a debate at the Faculty Council and the Administration Council in May. Changes to study programmes approved by the Administration Council are then discussed in the Senate and take effect from the academic year following approval.

The curricula of the study programmes are revised according to the requirements of the labour market and economic agents. Minutes are kept for each study programme during consultations. Some examples of request of economic agents realised by the university: the request of the InterSoft company to introduce certain notions into the Geometry course within the Computer Science study programme; the proposal of Batlas SRL to introduce the technology of powdered milk for children into the Technologies in Dairy Industry course within the Food Engineering study programme; the request of the Public Health Directorate and Harghita County Hospital to introduce the Clinical Laboratory course into the Genetic Engineering study programme.

Correlation between diplomas and qualifications

Sapientia University has evaluated all study programmes in terms of their content compliance with the new specific ARACIS standards, based on consultations conducted with representatives of employers and professional associations in the field. The study programmes of the University have been registered and updated in the National Register of Qualifications in Higher Education (Registrul Naţional al Calificărilor din Învățământul Superior – Romanian acronym: RNCIS), as attested by the certificates issued by ANC (see Annex 66). The correlation between the issued diplomas and the acquired qualifications of the graduates is evaluated internally and externally (by ARACIS). The learning outcomes defined by knowledge, skills, responsibility and autonomy, respectively professional and transversal competences offered by the study programme are included, according to its specifications, in the diploma supplement issued to graduates.

The curricula are periodically revised, to correspond to the dynamics of the market of academic and professional qualifications, both as a result of consultations carried out with representatives of the socio-economic and academic environment, especially those whom the University collaborates with on various plans, and by consulting similar study programmes at other universities in the country and abroad. Examples of these issues can be found in the self-evaluation files of study programmes.

C.3. OBJECTIVE AND TRANSPARENT PROCEDURES FOR EVALUATING LEARNING OUTCOMES

C.3.1. STUDENT EVALUATION

The higher education institution has a regulation on the assessment and marking of students which is rigorously and consistently applied

The evaluation of learning outcomes is carried out based on the Study&Exam Regulation (Annex 2.b1) and the Students' Evaluation Procedure (Annex 2.c), in accordance with the criteria and methods specified in the **Course Description** (Annex 45), public documents usually posted on the website or presented to students at the beginning of the semester. In the case of online courses, these evaluations are carried out in electronic format and are recorded in accordance with GDPR regulations (Annex 67). In addition to the course coordinator (usually the person responsible for the evaluation), at least one lecturer, usually a specialist teacher, participates in the evaluation of current assessment sessions, or re-examinations, as indicated by the appointments made at faculty level in the Neptun study management system, respectively on the faculty website.

The study regulations, and in particular the Students' Evaluation Procedure, provide details of the evaluation methods, while the course descriptions stipulate the criteria and the proportion of various forms of evaluation in the final grade.

Integrating examination into the planning of teaching and learning, by courses and study programmes

Each course is designed to harmoniously combine teaching and learning. In most cases, the teachers emphasise the usefulness of the information taught during the lecture phase, by going through a series of specific cases with the students, from defining them to finding solutions. Examination and assessment procedures for students are centred on learning outcomes (usually the thoroughness of knowledge and the ability to use it to solve actual cases) and are brought to the students' attention during the first contact lessons, by the detailed presentation of the Course Description.

At the beginning of each semester, the Senate discusses the results obtained by the students in the previous semester, analysing the causes of the reported problems and seeking solutions. Final examinations are organised based on the requirements approved annually by the University Senate, and are regulated by the methodology presented in Annex 39.a, revised based on the specific methodology drawn up by the Ministry.

C.4. PROCEDURES FOR THE PERIODIC EVALUATION OF THE TEACHING STAFF

C.4.1. QUALITY OF THE TEACHING AND RESEARCH STAFF

Correlation between the number of teachers and students compared to the field and the specifics of the study programmes

The university management is committed to providing a teaching staff with adequate training to meet the requirements of the Rector's Statement on the quality of teaching and research activity. Teaching staff is recruited through a competition, and their skills are proven by their university degree, MA/MSc degree, doctoral thesis, habilitation, and research activity in the field of the taught disciplines.

With the consolidation of the teaching process funding, the Board of Directors of the Foundation has established the minimum number of students required to start a specialisation (10 students for bachelor programs, 7 students for master programs). This relatively low number of students per study programme means that the ratio of students per teacher is lower than the optimum set by the Senate in 2007, with the current average of 10.8 students per tenured teacher and 5.58 students per teaching position. The number of students in the groups is established upon the annual drafting of the Job Title Lists, and is stipulated in the Procedure for drafting job title lists (Annex 34). When determining the size of the study groups, both the specific ARACIS standards (groups of 25-30 students, sub-groups of maximum 15 students or according to the capacity of the specialised laboratories, as the case may be) and financial sustainability are considered.

Peer evaluation

Peer review is completed annually based on a Peer Evaluation Procedure (Annex 68.a), which has two components: a professional component and a departmental collective behaviour component. The timing, implementation, processing and recording of the information is carried out at department level, with the faculty and university management receiving the summary report. This also implies the possibility of a differentiated approach to the problem since heterogeneous departments in terms of the training of the teaching staff focus their evaluation mainly on the second part.

Evaluation of teaching staff by students

This faculty-coordinated activity is based on a Student Evaluation of Teaching Staff Questionnaire (Annex 68.b). The results summarised at departmental level are brought to the attention of the heads of departments, who analyse them and communicate their assessments and observations to the teachers personally. The average of the assessments obtained by teachers in each discipline is made public by posting it on the website, due to a court decision.

Evaluation by the managers of the organisational structures of the university

Annually, **an evaluation of the teaching staff is also performed by the management** (department director, dean, rector) based on a **multi-criteria self-evaluation** (Annex 69.a), the requirements being established by the Senate, and the results recorded in the *Teacher Self-Evaluation Sheet* (Annex 69.b). As of 2018, the University has introduced a system of financial incentives for excellence in research activity, launching an internal competition for one-year salary bonuses based on nationally and internationally rated scientific performance. From the academic year 2021/22 onwards, this scheme is also extended to outstanding teaching activity.

Conditions for the effective conduct of teachers' activity

The University offers its teaching staff conditions for the **good conduct of their teaching and research activities** by providing offices, classrooms and laboratories with the necessary equipment for teaching and research activities, respectively by supporting professional development: e.g. support for obtaining the habilitation (payment of the fee for 11 habilitations has been made already), participation at scientific conferences (86 participations in international scientific and artistic events, worth 323,947 lei), mobility (292), IPC projects (44 research projects, worth 888,870 lei). Through its own publishing house, the institution also provides opportunities to publish the developed teaching materials. The research and documenting activity is supported by the University by the

payment of the access subscription to the main international scientific databases – Web of Science, Science Direct, JSTOR, MathSciNet, Springer Nature – SpringerLink, EBSCO – through the EISZ platform of the Hungarian Academy of Sciences, by unrestricted access to research laboratories provided with high-performance equipment and software, as well as by issuing the journal Acta Universitatis Sapientiae, the series of which are published and distributed in collaboration with De Gruyter Open/Sciendo Publishing House (https://www.sciendo.com).

C.5. ACCESSIBILITY OF ADEQUATE LEARNING RESOURCES

C.5.1. LEARNING RESOURCES AND STUDENT SERVICES

Availability of learning resources

Through the faculty libraries, Sapientia University offers appropriate learning resources in the specialised fields of each study programme. It provides free access (both to students and teachers) to textbooks, dissertations, bibliographical references, collections, anthologies etc. for each study programme, in printed or electronic format. The university libraries have a total of 127,525 volumes published in the country and abroad, and 126 subscriptions to the main scientific journals. The University is committed to increase the number of publications purchased year by year, and to maintain access to international databases even if the costs are rising. Through the Scientia Publishing House, which operates under its own regulations (Annex 70) and an annual editorial plan approved by the Administration Council (https://www.sapientia.ro/ro/cercetare/editura-scientia), the University publishes courses, tutorials and other materials necessary for the teaching process (Annex 71), based on its own methodology. As of 2019 the publishing house also publishes e-books, which are posted on its own website (https://www.scientiakiado.ro/?pg=ebook), facilitating direct access to information and, at the same time, spreading its own results and experience. The NEPTUN electronic system for the management of students' professional activity and Google Classroom also offer the possibility of informing students, through the posting of lecture notes, laboratory tutorials, homework assignments, exercises, and problems necessary to deepen the knowledge presented during lectures and even books considered important from the bibliographic list.

Student services

Sapientia University offers 553 accommodation places at its own premises, respectively 59 places in Cluj-Napoca and 62 places in Sf. Gheorghe in rented premises, covering thereby more than 1/3 of the number of students. The places are allocated with the involvement of student organisations based on the University's *Residence Hall Regulations* and the *Procedure for allocating residence hall places* (Regulament cazare studenti). Successful students enrolled at *Professional Colleges* receive free residence hall places.

The university also supports students' access to sports facilities through its own sports fields (Târgu Mureș), renting of halls and fields (Târgu Mureș, Cluj-Napoca, Miercurea Ciuc, Sfântu Gheorghe), as well as swimming pools, fitness, or aerobics facilities. The University contributes to the funding of student associations and provides space for their headquarters.

The University features **reward programmes for students with outstanding results**. Each faculty within the university also implements specific measures to motivate students professionally, to stimulate and reward students with outstanding performance in learning and student research. *Support for talented students* is provided through the *Colleges of Science*, where members can

complete their training in particular fields of science (Kiss Elemér College, Bölöni Farkas Sándor College, Collegium Iuridicum. Through the *Student Excellence Support Programme* the faculties organise annual *sessions of scientific and creative student circles* (https://www.sapientia.ro/ro/educatie/excelenta-studenteasca/excelenta-studenteasca). Local winners then participate at student conferences organised at national level and quite often also in international competitions. The faculties also offer annual prizes to encourage students' professional activity, which are awarded in a festive setting at the end of their studies (*Sapientia Maximus* prize) or at the opening of the academic year. High-performing students can participate in scientific research projects and receive research grants. The status of a student without contribution to tuition fees implies a continuous competition, as it results from the Study&Exam Regulation. Students with outstanding results are rewarded in addition to a full tuition fee waiver with a merit grant or scholarship, as applicable. A feature of the incentive and social support system is that the various grants can be cumulated, and they can also be acquired by those who receive private scholarships.
For students who have deficiencies in certain key disciplines or have learning difficulties, faculties organise courses to bring their knowledge up to the average level (e.g., FSTU Târgu Mureș physics, mathematics, chemistry courses) or facilitate the functioning of "student to student learning" study groups (e.g., at FSESUI Miercurea Ciuc). For people with disabilities, physical access is facilitated (at all faculties) e.g., lifts, ramps, specially equipped toilets etc. or other specific conditions, as appropriate. Students with difficult social situation are supported with scholarships and social aids, obtained according to the Scholarship Regulation, adopted by the Senate, or they are provided with occasional aids from 2% collected tax or private funds. (http://www.sapientia.ro/data/letoltheto/Regulament_acordare_burse_2016.pdf).
The University has structures for facilitating student mobility (mobility manager - Erasmus, Makovecz - at central level, and coordinators at faculty level), and appropriate regulations and procedures for:

- ✓ applying for mobility programmes and concluding institutional contracts;
- ✓ identifying new partners and negotiating contracts between institutions;
- ✓ spreading information among students and advising them;
- ✓ organising the competition and evaluating the submitted applications;
- ✓ notifying winners and concluding contracts;
- ✓ monitoring the implementation of the contracts and the completion of the mobility.

The mobility regulation also specifies the recognition of credits based on the acquired competences.

C.6. SYSTEMATICALLY UPDATED INTERNAL QUALITY ASSURANCE DATABASE

C.6.1. INFORMATION SYSTEMS

Databases and information

Sapientia University uses an IT system for creating databases on teaching and research activities, as well as institutional quality assurance. Under the guidance of the director responsible for IT and communication issues, there are IT departments at central and faculty level, which are responsible for the implementation of software, maintenance of the IT systems, etc., according to the Regulation on the organisation and functioning of the Informatics Centre (Annex 72 - Regulamentul_Centrului_Informatica).

At University and faculty level, all management and staff have access to the databases, with rights established according to their duties and responsibilities.
IT systems are implemented for:

- ✓ management of educational activities (from admission to completion of studies through the Neptun system),
- ✓ financial activities (WINCONT, SAL, WINIMOB),
- ✓ management of research activities (KPIOR) and
- ✓ management of the library fund (QULTO).

The University has a high-speed internal network that integrates online the study centres with the Rector' Office, respectively with the Administrative-Economic Directorate, which has also allowed the implementation of online education under stable technical conditions (Google Suite: Classroom and Meet).
The university management is committed to the continuous improvement of the existing IT systems, which are developed according to the requirements. It is planned to introduce digital registers from the following academic year and the application module for this new function is being finalised. The ALUMNI electronic system, the module for electronic submission and evaluation of research projects of the KPIOR system, the electronic system for the submission of articles to the Acta Universitatis Sapientiae journal and student papers to Student Scientific Conferences are under development and implementation.
In the Neptun study management system, all titles of BA/BSc final papers and dissertation works are registered, i.e. the name of the graduate and of the supervisor, while a large amount of BA/BSc/diploma papers and dissertations are inventoried and catalogued in the QULTO system.
Also, within the framework of Erasmus+ mobility our colleagues and fellows from other universities abroad exchange experiences and share best practices in this field.

C.7. TRANSPARENCY OF INFORMATION OF PUBLIC INTEREST ON STUDY PROGRAMMES, AS WELL AS CERTIFICATES, DIPLOMAS AND QUALIFICATIONS (WHERE APPLICABLE)

C.7.1. PUBLIC INFORMATION

The University, its faculties and their departments provide information of public interest in the spaces allocated on the web pages about study programmes, admission criteria, number of places, fees and contributions to tuition fees, how the instructional/educational process is organised, the system of transferable credits, Erasmus+ mobility, Makovecz, the methodology of study completion, regulations and procedures and other aspects of its activity.
An important part of the information is the detailed presentation of the study programmes, the competences that can be acquired after completing them, possible qualifications and occupations, outstanding results of previous graduates, useful information about the timetable of classes and assessments, as well as the daily events in the life of the institution. Faculties publish on their websites detailed information about qualifications, bachelor and master study programmes, faculty structure, faculty management, administrative staff, department management, department members, facilities offered to students (learning and education, accommodation, canteen, leisure). The quality of the posted information is evaluated regularly, and measures for improvement are also proposed. Through the sustained sharing of information about the daily life of the institution and its

achievements, the University has become increasingly known and appreciated by the population which it operates within. The acquired prestige and the efforts made to fulfil its civic and cultural mission are well illustrated by the unexpected success of the Senior Academy (Ezüst Akadémia) programme for people over 50. Started in Miercurea-Ciuc in 2016 with 250 participants, it has grown to operate in three locations (Miercurea Ciuc, Târgu Secuiesc, Sfântu Gheorghe), with 1200 trainees in the 2019-2020 academic year (https://csik.sapientia.ro/hu/hirek-esemenyek/ezust-akademia-oktatasi-program-20192020-as-tanevben-is).
The University's new website with a modern design and a **mobile app** was also launched this academic year.

C.8. FUNCTIONALITY OF THE STRUCTURES FOR QUALITY ASSURANCE IN EDUCATION, ACCORDING TO THE LAW

C.8.1. THE INSTITUTIONAL STRUCTURE FOR QUALITY ASSURANCE IN EDUCATION MEETS THE LEGAL REQUIREMENTS AND OPERATES CONTINUOUSLY

The Committee coordinates the implementation of quality assessment and quality assurance procedures and activities

The University Senate has established the *Commission for Quality Assurance and Evaluation (CEAC)* which coordinates the implementation of quality assurance and evaluation procedures and activities, working in collaboration with the commissions organised at faculty level (CEACF). The quality assurance process is based on a series of regulations and procedures approved by the University Senate, elaborated and updated in accordance with the legislation in force, regulating all areas of activity within the institution (Annex 73). Annual reports and operational plans are debated by the Administration Council and adopted by the Senate (https://www.sapientia.ro/ro/universitate/acreditare/asigurarea-calitatii). The quality management improvement measures proposed by CEAC are implemented centrally and at the level of each faculty, department, and compartment. The CEAC management cooperates with similar committees in other universities in the country (“Gheorghe Asachi” Technical University of Iași, ”Iuliu Hațieganu” University of Medicine and Pharmacy, Cluj-Napoca, Partium Christian University), as well as with similar entities in universities from abroad (University of Szeged, University of Óbuda, University of Debrecen, University of Pécs) in order to develop and improve the quality management system. The CEAC management participates in various courses and seminars on quality assurance.

C.9. EXTERNAL QUALITY ASSURANCE AT REGULAR INTERVALS

All study programmes of the institution have been subject to external evaluation by ARACIS experts (external evaluation for obtaining provisional authorisation for operation, external evaluation for obtaining accreditation and periodic quality evaluation), within the deadlines set by the legislation in force. Also, Sapientia University has been subject to institutional evaluation (institutional accreditation in 2009/10, and periodic institutional evaluation in 2015/2016) obtaining the "Confidence" degree.

VICE-RECTOR,
MARA Gyöngyvér, PhD, associate professor



SWOT ANALISYS

Strengths:

- Sapientia University of Cluj-Napoca, as a relatively small institution, is able to focus on a student-based teaching process;
- The ever-expanding material resources and improving equipment are mostly adequate for the requirements of quality teaching;
- Special relations with universities from Hungary shape potential collaborations on teaching and research;
- Rather low contributions to tuition fees and providing ancillary facilities: scholarships, accommodation in modern residence halls, cultural activities, financing Students' Unions may be exploited in attracting students;
- A healthy policy regarding the coverage of the teaching process with full-time teaching staff for the majority of study programmes;
- Institutional flexibility that enabled a rapid transition to digital education due to the crisis caused by the COVID-19 pandemic.

Weaknesses:

- A relatively slow process of all members of the academic community to adhere to an incontestable set of academic values;
- The splitting of forces by maintaining and even extending the parallelism of study programmes in all four centres;
- Insufficient motivation for some teaching staff members;
- Insufficient communication towards local and regional businesses regarding the opportunities offered by the university in area development;
- Preserving certain compromise situations owing to a still underdeveloped stage of institutional culture weakening the cohesion of the community;
- Limited possibilities to organise practical activities and labs online.

Opportunities:

- University campus with all facilities in continuous transformation and modernisation;
- The structure of the geographical organisation of network type, with independent units in the 4 locations allows a better adaptation to the regional needs
- Young and flexible teaching staff, able to embrace fixed university values through the combination of financial incentives and proper management;
- The existence of competences in study centres allowing rapid adaptation to the changes of the labour market;
- Development of a high-quality digital education ecosystem and strengthening of digital competences.

Threats:

- Adverse demographic trends, visible in the past years' admission exams, by not occupying all places, endangering the future of certain study programs;
- The change of percentage of the orientation of high school graduates towards social and human university study programs to the detriment of technical and applied sciences, as a result of a rather slow development of the counties where the study centres function, except for the University headquarters;
- Migration of young teaching staff towards fields of activities both at home and abroad with higher financial advantages;
- Remote work can lead to a decrease in work discipline and may cause an eventual decrease in work performance.

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