



**External Evaluation Report
Doctoral Study
Domain Finance
University of Oradea**

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The External Evaluation Report of a Doctoral Study Domain

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I. Introduction¹

This report summarizes my impressions as ARACIS International Expert Evaluator of the Doctoral Study Domain Finance within IOSUD University of Oradea (UO). The evaluation of university Doctoral Domain Finance at the University of Oradea was carried out by ARACIS in view of maintaining accreditation, procedure of quality assurance aimed to certify fulfillment of operating standards by the institutions organizing university doctoral studies, based on the provisions of art. 4 para. (2) of the Government Emergency Ordinance no. 75/2005 on Quality Assurance of Education, approved with amendments by the Law No. 87/2006, with subsequent amendments and additions.

The evaluation processes was performed by the Romanian Agency for Quality Assurance in Higher Education (ARACIS), who recruited the following Experts Committee, in charge of Evaluation of the Doctoral Domain Finance at the University of Oradea:

Coordinator

- Prof. univ. dr. Dana Pirvu, Universitatea din Pitești, Romania

International Expert

- Prof. Jasmina Selimović, University of Sarajevo, Bosnia and Herzegovina

PhD student

- Chiper Alexandra-Maria, Universitatea "Alexandru Ioan Cuza" din Iași, Romania

The evaluation period extended from 15/11/2021 to 22/11/2021, and it was developed in a hybrid mode, meaning that the evaluation benefited from both online meetings and on-site visits.

After my appointment as an International Expert Evaluator, I was informed by the ARACIS representative, Ms. Bianca Mitea of the evaluation team on important aspects of the evaluation process, such as:

- Working methodology and the structure of the evaluation panels, for IOSUD and doctoral study domains, including contact data;
- Doctoral Study Domain that was going to be evaluated;
- All important working documents, such as
 - o The Guidelines for Periodical External Evaluation of the Institution Organising Doctoral Study Programs (IOSUD), respectively of the Doctoral study domains;
 - o The Doctoral Studies Code of June 29th, 2011 and the Order no. 3651/12.04.2021 for the approval of the Methodology on conducting the evaluation of university doctoral studies and of the systems of criteria, standards and performance indicators used in the evaluation;
 - o General presentation of the HE and QA systems in Romania.
- Detailed on-line meetings and visit schedule;
- Credentials and how to access the Internal evaluation reports and their annexes uploaded by the evaluated institution;

¹ Each time when applicable the information shall be presented gender-wise.



University of Oradea, as the main higher education institution in Oradea, inherits the tradition of over 240 years of academic education in this area. In May 1990, by the Decision of the Government of Romania, the Technical University was established and after that named University of Oradea (in March 1991). The organization and functioning of UO are in accordance with national regulations and in the spirit of the European principles enshrined in the *Grand Charter of the University of Bologna*.

In more than 29 years of its existence, at UO were established 15 faculties with 47 departments, 29 research entities, 19,135 students (bachelor 11,632, master 2,823 and doctoral 565). As of October 1, 2019 there were 106 bachelor, 66 master and 18 doctoral fields generally grouped in the fields of doctoral studies and integrated into faculties (organized in 7 doctoral schools). Regarding the faculty, there were 116 teachers, 206 associate professors, 443 supervisors and 113 assistants.

The UO funding includes funding from the State budget, own revenues, revenues from micro-production, own income, revenues from the research, revenues from projects and income from economic activities.

Currently, within the UO there are 7 doctoral schools within the structure of the faculties that manage the 18 doctoral fields, as follows:

- Doctoral School of Humanities and Arts
- Doctoral School of Geography
- Doctoral School of History
- Doctoral School of Sociology
- Doctoral School of Biomedical Sciences
- **Doctoral School of Economic Sciences (with doctoral fields Business Administration, Economics, Finance)**
- Doctoral School of Engineering Sciences

The activity within UO is coordinated by the Council of Doctoral Studies which is led by Director. The structure of doctoral schools is similar to departments being set up within faculties that manage the doctoral fields.

The Doctoral school of Economic Sciences operates under this name starting with October 1, 2015. Organizing schooling for the doctoral studies in the fundamental field of Social Sciences, Economics. This field was established in 2002. Within the Doctoral School of Economic Sciences, there are 11 doctoral supervisors.

In 2019, two more doctoral fields were established within the Doctoral School of Economic Sciences (namely, Business Administration and Finance). The evaluated doctoral domain, Finance, operates within the Faculty of Economic Sciences. There are 3 doctoral supervisors affiliated to the doctoral field of Finance. In academic year 2020/21 there are 20 enrolled PhD students at the Doctorate Finance program.

However the total number of PhD students admitted to the doctoral program is showing a decreasing trend in the last 3 years.



The Finance Doctoral Domain covers a large variety of areas of research, which obviously has a great benefit for potential candidates, since they can easily find an area that they might be interested in or that may appeal to them for the development of their doctoral thesis.

The Doctoral School of Economic Sciences aims to generate and transfer knowledge to society through academic trainings of doctoral students in order to meet their needs of intellectual, professional, and social development and through promoting excellence in the scientific research, development, innovation and knowledge transfer to Romanian society. The strategic objective of the Doctoral School of Economic Sciences is to improve the quality of the doctoral studies it manages, by consolidating the existing doctoral fields but also by supporting and promoting new doctoral fields within it.

All PhD students have access to an impressive list of research facilities located either within the Faculty (there are research facilities at the Faculty level) or at the research units throughout the UO. Regarding the type of research conducted in area of Finance, there are many research collaboration protocols (with various institutions from business, academia or government). The access to software or scientific databases are partly financed from projects' activities.



II. Methods used

Self Assessment Report

The institution has taken the evaluation process very seriously and carefully prepared a Self-Assessment Report of the Finance Doctoral Domain. This document was available as a 97 pages .pdf document in the ARACIS cloud, and I was able to access it easily, on-time and as often as necessary. To support information included in the Self Assessment Report, the evaluated institution also included a total of 125 Annexes. Unfortunately, all Annexes were in Romanian language so I could not have an access to them. However, the title of documents in annexes were translated and added to main Report body. All these documents were uploaded to the ARACIS cloud and were available for review by the evaluation panel. No physical documents were requested during the evaluation visit.

Additional Information available on-line

To complete this evaluation report, documents, data and information available on the IOSUD/Doctoral School(s) website, in electronic format was also consulted:

- <https://doctorat.uoradea.ro/en/about-ecs/mission-and-objectives-ecs>
- <https://doctorat.uoradea.ro/en/doctorate-domains-ecs/domain-finance-ecs>
- <https://doctorat.uoradea.ro/en/advisors-ecs/advisors-finance-ecs>

Unfortunately, all content was not translated to English, mainly part that is related to content of the program syllabus. Therefore, it was challenging to gather all relevant information.

Meeting/discussions with doctoral students in the doctoral study domain under review

The meeting/discussions with doctoral students in the doctoral study domain under review was on-line and took place on 16/11/2021. At the meeting students belonging to different years (stages) of the PhD program participated. As expected, students were commonly positive and stated that PhD Supervisor were at all time supportive and accessible, that they have their own allocated space and easy access to research resources. Students showed some concerns regarding the number and value of scholarships and financial allocations.

Meeting/Discussions with the graduates of the doctoral study domain under review

Meeting/Discussions with the graduates of the doctoral study domain under review was on-line and took place on 16/11/2021. At the meeting former students participated. Overall, they all seem satisfied with the quality of their development throughout the PhD, and they easily found a job. However, it should be mentioned that participants have no systematic connection to OA. Their opinion about the linkage between the Doctoral Domain under review and Research capacities is positive.



Meeting/Discussions with employers of the graduates in the doctoral study domain under review

The meeting/Discussions with employers of the graduates in the doctoral study domain under review was on-line and took place on 17/11/2021. At the meeting employers of graduate students participated. Overall, they were all satisfied with the level of training of the graduates as well as their considerably high level of multidisciplinary approach. The active, systematic and concrete cooperation between employers and Faculty can be the great benefit for students.

Meeting/Discussions with the school officials of the Doctoral School(s) in which the doctoral study domain under review is operating

Meeting/Discussions with the Directors of the Doctoral School(s) in which the doctoral study domain under review is operating was on-line and took place on 15/11/2021. At the meeting participated the Director of Program Prof. Claudia Diana Sabau Popa. It was discussed the number of PhD students of the evaluated domain, the number of PhD supervisors, how the doctoral schools are organized and the strategy of the evaluated institution. All discussed items were properly answered by the participants. During the meeting, some comments related to review of the self-assessment report were shared. Also, I have requested three complementary information (after the meeting, in coordination with Coordinator for domain under the review). One request was immediately resolved by the Coordinator (since it was not available in English, but in Romanian) but two other questions were not answered by the School up to the deadline for this report.

Meeting/Discussions with the doctoral advisors in the doctoral study domain under review

The meeting/discussions with the doctoral advisors in the doctoral study domain under review was on-line and took place on 16/6/2021. At the meeting both PhD Advisors and the Director participated. Generally, it was discussed the specific research field of the participants, the number of PhD students that they supervise currently, their actual position and their strategy to attract possible PhD candidates as well as the strategy for the Domain development. The evaluation panel addressed questions regarding research activity of doctoral supervisors, the average number of publication of a PhD Student. Participants were also asked regarding the students' research training and internships. All question were adequately answered. PhD supervisors are supportive with their students.

Meeting/discussions with the representatives of the various structures of the IOSUD/Doctoral School(s) in which the doctoral study domain under review is operating

The Meeting/discussions with the representatives of the various structures of the IOSUD/Doctoral School(s) in which the doctoral study domain under review is operating were on-line and took place on 15/11/2021 (Representatives of UO, IOSUD and DD management), 15/11/2021 (Academic Staff), 16/11/2021 (Ethics Commission) and 16/11/2021 (Commission for Quality Evaluation and Assurance). All were joint meetings for IOSUD and different DD panel evaluators.

General aspects of IOSUD organization within UO, funding sources, achievements of the last years and projects for the future were discussed. Also, some limitations were mentioned regarding the



organization of PhD, tuition fees and foreign institutions partnerships. Representative of the Ethics Committee, explained the mission and purpose of the ethics committee and its composition.

Meeting/Discussions with the school and council officials of the Doctoral School(s) in which the doctoral study domain under review is operating

Meeting/Discussions with the school and council officials of the Doctoral School(s) in which the doctoral study domain under review is operating was on-line and took place on 17/11/2021. At the meeting the members of Doctoral Schools Council participated. It was discussed the activity of the doctoral school council, what type of decision are they in charge of and other issues arising, such as periodical internal evaluation. All discussed items were properly answered by the participants.

The Evaluation Visit

The evaluation visit took place on 18/11/2021 and 19/11/2021. Due to instructions sent earlier, I did not participated in onsite visit.



III. Analysis of ARACIS's performance indicators

Domain A. INSTITUTIONAL CAPACITY

**general description of domain analysis.*

Criterion A.1. The administrative, managerial institutional structures and the financial resources

**general description of the criterion analysis.*

Standard A.1.1. The institution organizing doctoral studies (IOSUD) has implemented the effective functioning mechanisms provided for in the specific legislation on the organization of doctoral studies.

**general description of the standard analysis.*

Performance Indicator A.1.1.1. *The existence of specific regulations and their application at the level of the Doctoral School of the respective university doctoral study domain:*

- (a) the internal regulations of the Doctoral School;*
- (b) the Methodology for conducting elections for the position of director of the Council of doctoral school (CSD), as well as elections by the students of their representative in CSD and the evidence of their conduct;*
- (c) the Methodologies for organizing and conducting doctoral studies (for the admission of doctoral students, for the completion of doctoral studies);*
- (d) the existence of mechanisms for recognizing the status of a Doctoral advisor and the equivalence of the doctoral degree obtained abroad;*
- (e) functional management structures (Council of the doctoral school), giving as well proof of the regularity of meetings;*
- (f) the contract for doctoral studies;*
- (g) internal procedures for the analysis and approval of proposals regarding the training for doctoral study programs based on advanced academic studies.*

At the level of UO there are specific regulations for organization and development of doctoral studies. Those regulations are developed in accordance with the national law and bylaw provisions and applied at the level of IOUSD and Doctoral Schools. They are published online on the web site of UO and therefore easily available.

Regulation on organization and conduct of doctoral studies at UO level was adopted by the University Senate on January 28, 2021. The specific regulation for organization and development of doctoral university studies at the level of Doctoral School of Economic Sciences was adopted by Council for Academic Doctoral Studies (CSUD) decision.

The methodology for conducting elections for the position of director and members of the Council of doctoral school (CSD) was adopted by the University Senate (Decision number 11 on 26/10/2020).

The methodology for organizing and conducting doctoral studies was adopted by the University Senate (Decision number 16 on 25/3/2021). The methodology for the admission of doctoral students (both Romanian and foreign students) was adopted by the University Senate (Decision number 16 on 25/3/2021).



It was proven the existence of mechanisms for recognizing the doctoral degree in sciences or in professional field (obtained abroad) in form of decision that was adopted by the University Senate (Decision number 19 on 27/3/2017). Also, there is the procedure for recognition of quality of doctoral supervisor who obtained the degree in foreign university accredited educational institution (Decision number 19 on 27/3/2017).

Regarding the proof of the functional management structure, there are meetings organized at the level of the Doctoral School of Economic Sciences. The frequency of those meetings is three times per year at least.

The Doctoral studies contract is added in Annex in Romanian language.

There are internal procedures for the analysis and approval of proposals regarding the training for doctoral study programs based on advanced academic studies (added in Annex in Romanian language). Besides, there are few other internal regulations related to: scholarships and other forms of material support, payment exemptions, occupation of university assistant positions, process of obtaining the certificate of qualification and methodology for doctoral scholarships granting.

Based on the analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself, this performance indicator is considered to be fulfilled.

The indicator is fulfilled.

Performance Indicator A.1.1.2. The doctoral school' Regulation includes mandatory criteria, procedures and standards binding on the aspects specified in Article 17, paragraph (5) of the Government Decision No. 681/2011 on the approval of the Code of Doctoral Studies with subsequent amendments and additions.

The evaluated institution submitted for review regulation of UO, and both included mandatory criteria, procedures and standards binding on the aspects specified in Article 17, paragraph (5) of the Government Decision No. 681/2011 on the approval of the Code of Doctoral Studies with subsequent amendments and additions,

Based on the analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself, this performance indicator is considered to be fulfilled.

The indicator is fulfilled.

Standard A.1.2. The IOSUD has the logistical resources necessary to carry out the doctoral studies' mission.

**general description of the standard analysis.*

Performance Indicator A.1.2.1. The existence and effectiveness of an appropriate IT system to keep track of doctoral students and their academic background.



At the level of UO the Uniweb platform is implemented as the interface for students, which provides the module management, monitoring and computerization of students, including PhD students. Besides the evidences part, the program has module for statistical reporting, the security issues are treated seriously.

Based on the analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself, this performance indicator is considered to be fulfilled.

The indicator is fulfilled.

Performance Indicator A.1.2.2. The existence and use of an appropriate software program and evidence of its use to verify the percentage of similarity in all doctoral theses.

The UO uses the anti-plagiarism software on contract basis. The software is provided by SC system Antiplagiat Prin Internet Srl. It is available through online platform. The procedure for the plagiarism detection exists. All thesis are checked before their presentation to advisory committee. Before the official defense, each thesis must be accompanied with both of Antiplagiarism report and Resolution of the doctoral supervisor on the similarity report, the opinion of Doctoral school on the anti-plagiarism verification and the Declaration of authenticity of the doctoral thesis.

Based on the analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself, this performance indicator is considered to be fulfilled.

The indicator is fulfilled.

Standard A.1.3. The IOSUD makes sure that financial resources are used optimally, and the revenues obtained from doctoral studies are supplemented through additional funding besides governmental funding.

**general description of the standard analysis.*

Performance Indicator A.1.3.1. Existence of at least one research or institutional / human resources development grant under implementation at the time of submission of the internal evaluation file, per doctoral study domain under evaluation, or existence of at least 2 research or institutional development / human resources grant for the doctoral study domain, obtained by doctoral thesis advisors operating in the evaluated domain within the past 5 years. The grants address relevant themes for the respective domain and, as a rule, are engaging doctoral students.

According to documents provided there is 1 research grant, 1 institutional development grant and 4 human resources grant obtained by doctoral thesis advisors operating in evaluated domain within the past 5 years (period 2016 – 2020). This is considered to be a number of grants that is exceeding the minimum requirements to fulfill this Performance Indicator.

The indicator is fulfilled.



Performance Indicator *A.1.3.2. *The percentage of doctoral students active at the time of the evaluation, who for at least six months receive additional funding sources besides government funding, through scholarships awarded by individual persons or by legal entities, or who are financially supported through research or institutional / human resources development grants is not less than 20%.*

The percentage of doctoral students active at the time of the evaluation, who for at least six months receive additional funding sources besides government funding, through scholarships awarded by individual persons or by legal entities, or who are financially supported through research or institutional / human resources development grants is presented in additional annex. In academic 2019/2020 the percentage of students financed from own income of UO was 17,7% while in academic 2020/2021 the percentage was 15%.

Recommendation:

The evaluated institution should develop strategies to attract additional funding sources besides government funding and increase this ratio along with the total of student body within next five years.

The indicator is partially fulfilled.

Performance Indicator *A.1.3.3.² *At least 10% of the total amount of doctoral grants obtained by the university through institutional contracts and of tuition fees collected from the doctoral students enrolled in the paid tuition system is used to reimburse professional training expenses of doctoral students (attending conferences, summer schools, training, programs abroad, publication of specialty papers or other specific forms of dissemination etc.).*

At the level of UO there are special regulations regarding the use of funds dedicated to doctoral studies (from own resources, from other sources, financing the expenses regarding the salary of the doctoral supervisor, the members of the advisory committee, expenses for additional training program and for research activity of PhD students). Since the Domain was established in 2019, the data are available for 2019/2020 and 2020/2021. Namely, since the composition of the 10% is not clearly defined, it is a challenge to estimate the percentage of amount of doctoral grants devoted to professional training. Therefore, the review panel reviewed only the costs related to databases access. In academic 2019/2020 the ration revenues/expenses was 14,55% while in academic 2020/2021 the percentage was 2,46%.

Recommendations:

The evaluated institution should develop strategies to allocate additional funding sources to PhD students' professional training expenses within next five years.

The indicator is partially fulfilled.

² The indicators marked with an asterisk (*) hold a special status, referring exclusively to the evaluation of doctoral studies domains, as per Article 12 from the annex No.1 of the Order of the minister of education No. 3651/12.04.2021 approving the Methodology for evaluating university doctoral studies and the system of criteria, standards and performance indicators used in the evaluation. In case they are not met, the Agency extends a period of maximum 3 years to IOSUD to correct the respective deficiencies.



Criterion A.2. Research infrastructure

**general description of the criterion analysis.*

Standard A.2.1. The IOSUD has a modern research infrastructure to support the conduct of doctoral studies' specific activities.

**general description of the standard analysis.*

Performance Indicator A.2.1.1. *The venues and the material equipment available to the doctoral school enable the research activities in the evaluated domain to be carried out, in line with the assumed mission and objectives (computers, specific software, equipment, laboratory equipment, library, access to international databases etc.). The research infrastructure and the provision of research services are presented to the public through a specific platform. The research infrastructure described above, which was purchased and developed within the past 5 years will be presented distinctly.*

Research facilities available for PhD Students at Doctoral Domain Business Administration are related to Finance domain as well. They are remarkable, as they fulfill all recent requirements in terms of allocated spaces and available complementary services, etc. In terms of research infrastructure, facilities are well equipped so that can clearly help and motivate students to properly engage in their research activities. PhD Students have access to following research laboratories: Financial markets lab, Financial and fiscal administration lab, Accounting and analysis lab, Quantitative and modelling economics lab and Research lab – resources center for the doctoral school.

At the level of the Faculty for Economic Sciences there are Research Center for Competitiveness and Sustainable Development.

Based on the analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself, this performance indicator is considered to be fulfilled.

The indicator is fulfilled.

Criterion A.3. Quality of Human Resources

**general description of the criterion analysis.*

Standard A.3.1. At the level of each domain there are sufficient qualified staff to ensure the conduct of doctoral study program.

**general description of the standard analysis.*

Performance Indicator A.3.1.1. *Minimum three doctoral thesis advisors within that doctoral domain, and at least 50% of them (but no less than three) meet the minimum standards of the National Council for Attestation of University Degrees, Diplomas and Certificates (CNATDCU) in force at the time when the evaluation is carried out, which standards are required and mandatory for obtaining the enabling certification.*



For this specific domain, there are 3 doctoral supervisors and all of them meet the minimum standards of the National Council for Attestation of University Degrees, Diplomas and Certificates (CNATDCU) in force at the time when the evaluation is carried out.

Based on the analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself, this performance indicator is considered to be fulfilled.

The indicator is fulfilled.

Performance Indicator *A.3.1.2. At least 50% of all doctoral advisors have a full-time employment contract for an indefinite period with the IOSUD.

For the evaluated Doctoral Domain, 3 out of 3 PhD Advisors (100%) have a full-time employment contract for an indefinite period with the UO.

Based on the analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself, this performance indicator is considered to be fulfilled.

The indicator is fulfilled.

Performance Indicator A.3.1.3. The study subjects in the education program based on advanced higher education studies pertaining to the doctoral domain are taught by teaching staff or researchers who are doctoral thesis advisors / certified doctoral thesis advisors, professors / CS I or lecturer / CS II, with proved expertise in the field of the study subjects they teach, or other specialists in the field who meet the standards established by the institution in relation with the aforementioned teaching and research functions, as provided by the law.

All study subjects in the education program (Curriculum 2020-2021 in the domain of Finance) based on advanced higher education studies pertaining to the doctoral domain are taught by teaching staff or researchers who are PhD advisors / certified doctoral thesis advisors, professors / CS I or lecturer / CS II, with proved expertise in the field of the study subjects they teach, or other specialists in the field who meet the standards established by the institution in relation with the aforementioned teaching and research functions, as provided by the law. The disciplines from the Curriculum 2020-2021 are taught by professors with extensive experience in the respective areas of research.

Based on the analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself, this performance indicator is considered to be fulfilled.

The indicator is fulfilled.



Performance Indicator *A.3.1.4. *The percentage of doctoral thesis advisors who concomitantly coordinate more than 8 doctoral students, but no more than 12, who are themselves studying in doctoral programs³ does not exceed 20%.*

For the evaluated Doctoral Domain out of 3 supervisors, only one has 8 doctoral students to coordinate, while the other 2 have less than that.

Based on the analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself, this performance indicator is considered to be fulfilled.

The indicator is fulfilled.

Standard A.3.2. The Doctoral advisors within the domain are carrying out a scientific activity visible at international level.

**general description of the standard analysis.*

Performance Indicator A.3.2.1. *At least 50% of the doctoral thesis advisors in the evaluated domain have at least 5 Web of Science- or ERIH-indexed publications in magazines of impact, or other achievements of relevant significance for that domain, including international-level contributions that indicate progress in scientific research - development - innovation for the evaluated domain. The aforementioned doctoral thesis advisors enjoy international awareness within the past five years, consisting of: membership on scientific boards of international publications and conferences; membership on boards of international professional associations; guests in conferences or expert groups working abroad, or membership on doctoral defense commissions at universities abroad or co-leading with universities abroad. For Arts and Sports and Physical Education Sciences, doctoral thesis advisors shall prove their international visibility within the past five years by their membership on the boards of professional associations, membership in organizing committees of arts events and international competitions, membership on juries or umpire teams in artistic events or international competitions.*

For the evaluated Doctoral Domain 100% of PhD supervisors (3 of them) have a significantly number of publication (higher than 5) in Clarivate Web of Science in the last 5 years, and also international visibility. There are different proofs of international visibility: membership on scientific boards of international publications and conferences; membership on boards of international professional associations; guests in conferences or expert groups working abroad, or membership on doctoral defense commissions at universities abroad or co-leading with universities abroad. It exceeds

Based on the analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself, this performance indicator is considered to be fulfilled.

The indicator is fulfilled.

³ 3 years for the doctoral university studies with the duration stipulated at Article 159, paragraph (3), respectively 4 years for the doctoral university studies with the duration stipulated at Article 174, paragraph (3) of the Law of national education No.1/2011 with subsequent amendments and additions, with additional extension periods approved as per Article 39, paragraph (3) of the Code of doctoral studies approved by the GD No. 681/2011 with subsequent amendments and additions.



Performance Indicator *A.3.2.2. *At least 50% of the doctoral thesis advisors in a specific doctoral study domain continue to be active in their scientific field, and acquire at least 25% of the score requested by the minimal CNATDCU standards in force at the time of the evaluation, which are required and mandatory for acquiring their enabling certificate, based on their scientific results within the past five years.*

For the evaluated Doctoral Domain 3 out 3 (100%) PhD supervisors continue to be active in their scientific field, and acquire at least 25% of the score requested by the minimal CNATDCU standards in force at the time of the evaluation.

Based on the analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself, this performance indicator is considered to be fulfilled.

The indicator is fulfilled.



Domain B. EDUCATIONAL EFFECTIVENESS

**general description of domain analysis.*

Criterion B.1. The number, quality and diversity of candidates enrolled for the admission contest

**general description of the criterion analysis.*

Standard B.1.1. The institution organizing doctoral studies has the capacity to attract candidates from outside the higher education institution or a number of candidates exceeding the number of seats available.

**general description of the standard analysis.*

Performance Indicator *B.1.1.1. *The ratio between the number of graduates of masters' programs of other higher education institutions, national or foreign, who have enrolled for the doctoral admission contest within the past five years and the number of seats funded by the state budget, put out through contest within the doctoral domain is at least 0.2 or the ratio between the number of candidates within the past five years and the number of seats funded by the state budget put out through contest within the doctoral studies domain is at least 1,2.*

According to provided documents, the ratio between the number of graduates of masters' programs of other higher education institutions, national or foreign, who have enrolled for the doctoral admission contest during last year and the number of seats funded by the state budget, put out through contest within the doctoral domain 8 in 2019-2020.

Although the indicator is clearly fulfilled for one year, the average can not be calculated due to short period for review.

Based on the analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself, this performance indicator is considered to be fulfilled.

The indicator is fulfilled.

Standard B.1.2 Candidates admitted to doctoral studies demonstrate academic, research and professional performance.

**general description of the standard analysis.*

Performance Indicator *B.1.2.1. *Admission to doctoral study programs is based on selection criteria including: previous academic, research and professional performance, their interest for scientific or arts/sports research, publications in the domain and a proposal for a research subject. Interviewing the candidate is compulsory, as part of the admission procedure.*

The competition for admission to doctoral university studies includes:



a. an examination of linguistic competence, in one of the languages of international circulation (English, French, German), evaluated with the grade Admitted / Rejected.

b. a specialized examination: an interview of PhD candidate, based on the doctoral research project. A PhD candidate must obtain a minimum note (note 7) in order to be declared admitted to doctoral studies. The Admission Commission notes from 1 to 10, PhD candidate being declared admitted, within the available places and in descending order of notes. The Doctoral grants are distributed to the best ranked candidates.

Based on the analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself, this performance indicator is considered to be fulfilled.

The indicator is fulfilled.

Performance Indicator B.1.2.2. *The expelling rate, including renouncement / dropping out of doctoral students 3, respectively 4, years after admission⁴ does not exceed 30%.*

The Doctoral Domain started in 2019.

Therefore the criterion assessment is not applicable.

Criterion B.2. The content of doctoral programs

**general description of the criterion analysis.*

Standard B.2.1. The training program based on advanced university studies is appropriate to improve doctoral students' research skills and to strengthen ethical behavior in science.

**general description of the standard analysis.*

Performance Indicator B.2.1.1. *The training program based on advanced academic studies includes at least 3 disciplines relevant to the scientific research training of doctoral students; at least one of these disciplines is intended to study in-depth the research methodology and/or the statistical data processing.*

Currently, there are 3 disciplines proposed for PhD Students: Scientific Research Methodology, Ethics and Academic Integrity. The curriculum also includes at least components dedicated to some of the transversal competencies including aspects related to research ethics, scientometry and academic writing.

Based on the analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself, this performance indicator is considered to be fulfilled.

⁴ 3 years for the doctoral university studies with the duration stipulated at Article 159, paragraph (3), respectively 4 years for the doctoral university studies with the duration stipulated at Article 174, paragraph (3) of the Law of national education No. 1/2011 with subsequent amendments and additions.



Recommendations:

To include within the Training Program of the PhD Students new courses that include information on how to effectively present research output, how to make better presentations, how to speak in public and how to properly communicate a scientific message, among others. Furthermore, it is highly recommended to personalize these courses, as far as possible, for this specific doctoral domain.

The indicator is fulfilled.

Performance Indicator B.2.1.2. *At least one discipline is dedicated to Ethics and Intellectual Property in scientific research or there are well-defined topics on these subjects within a discipline taught in the doctoral program.*

Currently, there is 1 discipline (courses) proposed for PhD Students: Ethics and Integrity in Economics in Curriculum.

Based on the analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself, this performance indicator is considered to be fulfilled.

The indicator is fulfilled.

Performance Indicator B.2.1.3. *The IOSUD has mechanisms to ensure that the academic training program based on advanced university studies addresses „the learning outcomes”, specifying the knowledge, skills, responsibility and autonomy that doctoral students should acquire after completing each discipline or through the research activities⁵.*

According to the analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself, the IOSUD has proven to have mechanisms to ensure that the academic training program based on advanced university studies addresses „the learning outcomes”, specifying the knowledge, skills, responsibility and autonomy that doctoral students should acquire after completing each discipline or through the research activities. Namely, there are competencies that are to be achieved in order to reach the intended learning outcomes. They are divided in professional and transversal skills.

The indicator is fulfilled.

⁵ Or by what the graduate should know, understand and to be able to do, according to the provisions of the Methodology of 17 March 2017 regarding inscription and registration of higher education qualifications in the National Register of Qualifications in Higher Education (RNCIS) approved by the Order No.3475/2017 with subsequent amendments and additions.



Performance Indicator B.2.1.4. *All along the duration of the doctoral training, doctoral students in the domain receive counselling/guidance from functional guidance commissions, which is reflected in written guidance and feedback or regular meeting.*

Along the duration of their doctoral training, Phd Students in the evaluated domain receive counselling/guidance from a mixed guidance commission, which is formed by three persons. The written guidance and feedback are periodically analyzed in accordance with the UO regulations.

Based on the analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself, this performance indicator is considered to be fulfilled.

The indicator is fulfilled.

Performance Indicator B.2.1.5. *For a doctoral study domain, the ratio between the number of doctoral students and the number of teaching staff/researchers providing doctoral guidance must not exceed 3:1.*

For the Doctoral Domain evaluated, the ratio between the number of doctoral students and the number of teaching staff/researchers providing doctoral guidance are 2,35:1 (which is far from the 3:1 threshold ratio).

Based on the analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself, this performance indicator is considered to be fulfilled.

The indicator is fulfilled.

Criterion B.3. The results of doctoral studies and procedures for their evaluation.

**general description of the criterion analysis.*

Standard B.3.1. Doctoral students capitalize on the research through presentations at scientific conferences, scientific publications, technological transfer, patents, products and service orders.

**general description of the standard analysis.*

Performance Indicator B.3.1.1. *For the evaluated domain, the evaluation commission will be provided with at least one paper or some other relevant contribution per doctoral student who has obtained a doctor's title within the past 5 years. From this list, the members of the evaluation commission shall randomly select 5 such papers / relevant contributions per doctoral study domain for review. At least 3 selected papers must contain significant original contributions in the respective domain.*

The study has no PhD graduates at the time of review.

The assessment of criteria is not applicable.



Performance Indicator *B.3.1.2. *The ratio between the number of presentations of doctoral students who completed their doctoral studies within the evaluated period (past 5 years), including posters, exhibitions made at prestigious international events (organized in the country or abroad) and the number of doctoral students who have completed their doctoral studies within the evaluated period (past 5 years) is at least 1.*

The study has no PhD graduates at the time of review.

The assessment of criteria is not applicable.

Standard B.3.2. The Doctoral School engages a significant number of external scientific specialists in the commissions for public defense of doctoral theses in the analyzed domain.

**general description of the standard analysis.*

Performance Indicator *B.3.2.1. *The number of doctoral theses allocated to one specialist coming from a higher education institution, other than the evaluated IOSUD should not exceed two (2) in a year for the theses coordinated by the same doctoral thesis advisor.*

The study has no PhD graduates at the time of review.

The assessment of criteria is not applicable.

Performance Indicator *B.3.2.2. *The ratio between the doctoral theses allocated to one scientific specialist coming from a higher education institution, other than the institution where the defense on the doctoral thesis is organized, and the number of doctoral theses presented in the same doctoral study domain in the doctoral school should not exceed 0.3, considering the past five years. Only those doctoral study domains in which minimum ten doctoral theses have been presented within the past five years should be analyzed.*

The study has no PhD graduates at the time of review.

The assessment of criteria is not applicable.



Domain C. QUALITY MANAGEMENT

**general description of domain analysis.*

Criterion C.1. Existence and periodic implementation of the internal quality assurance system

**general description of the criterion analysis.*

Standard C.1.1. There are an institutional framework and procedures in place and relevant internal quality assurance policies, applied for monitoring the internal quality assurance.

**general description of the standard analysis.*

Performance Indicator C.1.1.1. *The Doctoral school in the respective university study domain shall demonstrate the continuous development of the evaluation process and its internal quality assurance following a procedure developed and applied at the level of the IOSUD, the following assessed criteria being mandatory:*

- (a) the scientific work of Doctoral advisors;*
- (b) the infrastructure and logistics necessary to carry out the research activity;*
- (c) the procedures and subsequent rules based on which doctoral studies are organized;*
- (d) the scientific activity of doctoral students;*
- (e) the training program based on advanced academic studies of doctoral students;*
- (f) social and academic services (including for participation at different events, publishing papers etc.) and counselling made available to doctoral students.*

The quality assurance management is a real strength of the evaluated institution and it follows closely the European Standards and Guidelines. At the level of the Doctoral Schools, an analysis is carried out on the evaluation of PhD supervisors. The necessary measures are established. The Finance PhD Domain is subject annually to the evaluation process in accordance with the procedures developed at the level of the Doctoral School and IOSUD. The scientific work of PhD supervisors is analyzed on the basis of the complete and detailed data reported of the teaching and scientific activity. The evaluation sheets of the scientific activity of the Doctoral students and the monitoring of the doctoral students' work by the PhD Supervisor were made available for evaluation. The results of the evaluations are centralized and analyzed. Regarding the infrastructure for research activity, the quality of teaching materials is analyzed, as well as quality of access to research databases, consultation programs and advising activities, research laboratories and participation in conferences. Regulations and procedures are defined at the UO level. The scientific activity of PhD students is reviewed through evaluation by supervisors, and scientific progress presentation. A training programs that are annual are reviewed through curriculum review and feedback in order to close the loop in improvements. Support services are related to Social Service at the UO level, canteen, medical service, spiritual spaces, Career Council Office, and financial support for publishing.

Based on the analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself, this performance indicator is considered to be fulfilled.

The indicator is fulfilled.



Performance Indicator *C.1.1.2. *Mechanisms are implemented during the stage of the doctoral study program to enable feedback from doctoral students allowing to identify their needs, as well as their overall level of satisfaction with the doctoral study program in order to ensure continuous improvement of the academic and administrative processes. Following the analysis of the results, there is evidence that an action plan was drafted and implemented.*

The evaluated institution has tools and mechanisms in place to identify the needs and satisfaction of students through specific questionnaires. There is Operational procedure for the internal evaluation and monitoring of doctoral schools/doctoral fields within UO. All students should complete the questionnaires. These questionnaires allow for a permanent analysis and feedback mechanism for students on how training methods are perceived, how the evaluation is assessed in final examinations, the skills of students, the quality of curriculum, accessible facilities, quality of support services and the relationship with academic and administrative staff. The results are analyzed, and after the conclusions are drawn the package of measures is recommended, if needed.

Based on the analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself, this performance indicator is considered to be fulfilled.

The indicator is fulfilled.

Criterion C.2. Transparency of information and accessibility of learning resources

**general description of the criterion analysis.*

Standard C.2.1. Information of interest to doctoral students, future candidates and public interest information is available for electronic format consultation.

**general description of the standard analysis.*

Performance Indicator C.2.1.1. *The IOSUD publishes on the website of the organizing institution, in compliance with the general regulations on data protection, information such as:*

- (a) the Doctoral School regulation;*
- (b) the admission regulation;*
- (c) the doctoral studies contract;*
- (d) the study completion regulation including the procedure for the public presentation of the thesis;*
- (e) the content of training program based on advanced academic studies;*
- (f) the academic and scientific profile, thematic areas/research themes of the Doctoral advisors within the domain, as well as their institutional contact data;*
- (g) the list of doctoral students within the domain with necessary information (year of registration; advisor);*
- (h) information on the standards for developing the doctoral thesis;*



(i) links to the doctoral theses' summaries to be publicly presented and the date, time, place where they will be presented; this information will be communicated at least twenty days before the presentation.

All relevant information regarding the completion of PhD study program, from admission to the final stages of obtaining doctoral degree are provided on the web page of the UO and can be found on <https://doctorat.uoradea.ro/ro/documente/formulare-utile> and <https://doctorat.uoradea.ro> . All relevant information about the Doctoral School regulation, the admission regulation, the doctoral studies contract;, the study completion regulation including the procedure for the public presentation of the thesis, the content of study program Curriculum, the academic and scientific profile, thematic areas/research themes of the Doctoral supervisors within the domain, as well as their institutional contact data, the list of doctoral students within the domain with necessary information (year of enrollment; supervisor), information on the elaboration standards of the doctoral thesis and links to the doctoral theses' summaries to be publicly presented and the date, time, place where they will be presented; this information will be communicated at least twenty days before the presentation.

Based on the analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself, this performance indicator is considered to be fulfilled.

Recommendations:

The reviewer is of the opinion that all content need to available in English language.

The indicator is fulfilled.

Standard C.2.2. The IOSUD/The Doctoral School provides doctoral students with access to the resources needed for conducting doctoral studies.

**general description of the standard analysis.*

Performance Indicator C.2.2.1. All doctoral students have free access to one platform providing academic databases relevant to the doctoral studies domain of their thesis.

All PhD Students are granted access to the academic databases relevant to the field of doctoral domain under the review. The access is enabled though the ANELIS Plus Project of online access to scientific electronic resources (databases/platforms of scientific journals with full text and bibliographic and bibliometric databases) in order to support research, education, innovation and stimulate scientific production at national level. Students have access to following databases: Proquest, ScienceDirect, Scopus, Elsevier, de Gruyter, SpringerLink, WoS, Clarivate Analytics.

Based on the analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself, this performance indicator is considered to be fulfilled.

The indicator is fulfilled.

Performance Indicator C.2.2.2. Each doctoral student shall have access, upon request, to an electronic system for verifying the degree of similarity with other existing scientific or artistic works.



The evaluated institution proved the use of plagiarism check (percentage of similarity) software. This grants access to each PhD student to an electronic system for verifying the degree of similarity with other existing scientific or artistic works.

Based on the analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself, this performance indicator is considered to be fulfilled.

The indicator is fulfilled.

Performance Indicator C.2.2.3. All doctoral students have access to scientific research laboratories or other facilities depending on the specific domain/domains within the Doctoral School, according to internal order procedures.

The Faculty of Economic Sciences provides three office rooms, one of which belongs to Finance field. Doctoral students have access to Faculty laboratories, mainly those devoted to field of Finance (Financial markets lab, Financial and fiscal adm, Accounting and analysis lab, Quantitative and modelling lab, Research resources center).

Based on the analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself, this performance indicator is considered to be fulfilled.

The indicator is fulfilled.

Criterion C.3. Internationalization

**general description of the criterion analysis.*

Standard C.3.1. There is a strategy in place and it is applied to enhance the internationalization of doctoral studies.

**general description of the standard analysis.*

Performance Indicator *C.3.1.1. IOSUD, for every evaluated domain, has concluded mobility agreements with universities abroad, with research institutes, with companies working in the field of study, aimed at the mobility of doctoral students and academic staff (e.g., ERASMUS agreements for the doctoral studies). At least 35% of the doctoral students have completed a training course abroad or other mobility forms such as attending international scientific conferences. IOSUD drafts and applies policies and measures aiming at increasing the number of doctoral students participating at mobility periods abroad, up to at least 20%, which is the target at the level of the European Higher Education Area.

Since the Doctoral domain under the review is established in 2019, no students got their PhD degree.

University of Oradea has ERASMUS mobility agreements with foreign universities for the study and placement mobility of doctoral students in economics. A number of 5 PhD students at Finance



Doctoral Domain participated in international conferences abroad, representing 25% of the number of PhD students enrolled in the academic year 2021/2022.

Recommendations:

The Doctoral School must investigate the further efforts in order to increase the mobility options. All students should be encouraged to have one part of their educational process completed abroad.

The indicator is partially fulfilled.

Performance Indicator C.3.1.2. *In the evaluated doctoral study domain, support is granted, including financial support, to the organization of doctoral studies in international co-tutelage or invitation of leading experts to deliver courses/lectures for doctoral students.*

According to the analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself, it was clear that within the evaluated Doctoral Domain – Finance there is an international opening related to the coopting of foreign students. Also, Director and Council members showed a continuing concern regarding the invitation of leading experts and specialists for lectures of interest for PhD students.

The PhD students at Finance Doctoral Domain listened 5 specialization courses held in English in October and November 2019 within the project entitled Institutional cooperation in research activities for specialists, training and usage of computational intelligence for creating companies' financial decisions.

Recommendations:

The School need to invest further effort in order to increase the international orientation of the Doctoral Domain.

The indicator is fulfilled.

Performance Indicator C.3.1.3. *The internationalization of activities carried out during the doctoral studies is supported by IOSUD through concrete measures (e.g., by participating in educational fairs to attract international doctoral students; by including international experts in guidance committees or doctoral committees etc.).*

According to the analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself, the internationalization of activities carried out during the doctoral studies is supported by IOSUD mostly by participating in educational fairs to attract international doctoral students.

Recommendations:

The School need to invest further effort in order to increase the international exposure of the Doctoral Domain.

The indicator is fulfilled.



IV. SWOT Analysis

<p style="text-align: center;"><u>Strengths:</u></p> <ul style="list-style-type: none"> - structured regulation and procedures related to the doctoral study - IT support system - highly qualified PhD supervisors - high number of research output (of the high quality) - quality assurance system - anti-plagiarism policy 	<p style="text-align: center;"><u>Weaknesses:</u></p> <ul style="list-style-type: none"> - lack of international exposure The DS need to develop the policy and criteria for international cooperation and partnerships. - web site in English will all relevant content does not exist. In order to increase the visibility, the web page need to be translated completely. - small number of supervisors The number of qualified supervisors need to be increased since the doctoral domain has the potential to grow. - number of international members of PhD committees There need to be the procedure for international committees' members recruitment. - law professional training opportunities The professional training options need to be enriched.
<p style="text-align: center;"><u>Opportunities:</u></p> <ul style="list-style-type: none"> - attractive study field - highly proficient academics - number of students - upgrade of communication with business community 	<p style="text-align: center;"><u>Threats:</u></p> <ul style="list-style-type: none"> - lack of additional funding sources - lack of international strategy and high quality partnerships

V. Overview of judgments awarded and of the recommendations

No.	Type of indicator (PI, PI *, CPI)	Performance indicator	Judgment	Recommendations
1.	PI	A.1.1.1.	Fulfilled	
2.	PI	A.1.1.2.	Fulfilled	
3.	PI	A.1.2.1.	Fulfilled	
4.	PI	A.1.2.2.	Fulfilled	
5.	PI	A.1.3.1.	Fulfilled	
6.	PI *	A.1.3.2.	Partially fulfilled	The evaluated institution should develop strategies to attract additional funding sources besides government funding and increase this ratio along with the total of student body within next five years.
7.	PI *	A.1.3.3.	Partially fulfilled	The evaluated institution should develop strategies to allocate additional funding sources to PhD students' professional training expenses within next five years.
8.	CPI	A.2.1.1.	Fulfilled	
9.	CPI	A.3.1.1.	Fulfilled	
10.	PI *	A.3.1.2..	Fulfilled	
11.	PI	A.3.1.3.	Fulfilled	
12.	PI *	A.3.1.4.	Fulfilled	
13.	CPI	A.3.2.1.	Fulfilled	
14.	PI *	A.3.2.2.	Fulfilled	
15.	PI *	B.1.1.1.	Fulfilled	

No.	Type of indicator (PI, PI *, CPI)	Performance indicator	Judgment	Recommendations
16.	PI *	B.1.2.1.	Fulfilled	
17.	PI	B.1.2.2.	N/A	Not applicable
18.	PI	B.2.1.1.	Fulfilled	To include within the Training Program of the PhD Students new courses that include information on how to effectively present research output, how to make better presentations, how to speak in public and how to properly communicate a scientific message, among others. Furthermore, it is highly recommended to personalize these courses, as far as possible, for this specific doctoral domain.
19.	PI	B.2.1.2.	Fulfilled	
20.	PI	B.2.1.3.	Fulfilled	
21.	PI	B.2.1.4.	Fulfilled	
22.	CPI	B.2.1.5.	Fulfilled	
23.	CPI	B.3.1.1.	N/A	Not applicable
24.	PI *	B.3.1.2.	N/A	Not applicable
25.	PI *	B.3.2.1.	N/A	Not applicable
26.	PI *	B.3.2.2.	N/A	Not applicable
27.	PI	C.1.1.1.	Fulfilled	
28.	PI *	C.1.1.2.	Fulfilled	
29.	CPI	C.2.1.1.	Fulfilled	The reviewer is of the opinion that all content need to available in English language.

No.	Type of indicator (PI, PI *, CPI)	Performance indicator	Judgment	Recommendations
30.	PI	C.2.2.1.	Fulfilled	
31.	PI	C.2.2.2.	Fulfilled	
32.	PI	C.2.2.3.	Fulfilled	
33.	PI *	C.3.1.1.	Partially fulfilled	The Doctoral School must investigate the further efforts in order to increase the mobility options. All students should be encouraged to have one part of their educational process completed abroad.
34.	PI	C.3.1.2.	Fulfilled	The School need to invest further effort in order to increase the international orientation of the Doctoral Domain.
35.	PI	C.3.1.3.	Fulfilled	The School need to invest further effort in order to increase the international exposure of the Doctoral Domain.



VI. Conclusions and general recommendations

Several important issues raised during the evaluation are resumed and some general conclusions are drawn on the quality of the education provided within the doctoral study domain under review; the Experts' Panel also presents general assessments about the institution. Other general recommendation may also be presented, which cannot be related to a specific indicator and have not been presented at point V.

A decision is proposed, together with the reasons for granting it (if the Experts' Panel members do not reach a consensus, each of them can propose and argue his/her own decision).

Beyond any doubt, the Doctoral Study Domain Finance within IOSUD University of Oradea (UO) is of high quality and benefits of highly qualified PhD Supervisors, with significantly number of publication. However, the number of supervisors should be increased due to number of PhD students and regulation regarding the number of thesis per one supervisor.

There is a high number of research output (research articles, meeting abstracts, conference papers, etc.) / PhD Student which is commendable for the DD.

The separate mention should be for ethical issues and anti-plagiarism policy. Namely, as an inevitable part of the quality assurance system the UO established good procedure for the anti-plagiarism checking. The procedure and system is in place and that contributes to the high quality of the thesis.

Some weaknesses have also been identified, such as the low participation of international collaborators in the diverse activities that are typical of a doctoral school (PhD committees, co-tutelage, joint research grants, etc.). Also, it seems that the evaluated institution does not have a precise strategy when deciding international partners.

Furthermore, although the evaluated institution has tools and mechanisms in place to identify the needs and satisfaction of students through specific questionnaires, but the students should be encouraged to fill the surveys and to take the advantage of that process.

Finally, the evaluated institution should be more proactive on identifying and recruiting possible PhD candidates as well as to develop closer links with diverse potential employers of their graduates, by perhaps meeting on regular basis and consult, this way developing stronger real partnerships for future mutual benefit.

I will resume below all the recommendations (majority of them already mentioned in previous Chapters) that I will address to the evaluated institution to further improve the quality of the Doctoral Domain as well as to meet requirements and needs of the different agents that are involved or may be somehow impacted by the educational and formative process that they provide.

1. Institution

- a. The UO should develop the strategy for internationalization (both of the Institution and of the DD in Finance as a part of it). The separate part should be the internationalization strategy for the students (In order to expose them more to international experiences and to attract the foreign students); this can be realized



throughout different involvements of foreign partners in everyday processes (committees, mentorships, projects,...)

- b. The financial part of the DD need to strengthen. Namely, the funds for professional training need to specifically allocated within the institution with clear procedures and regulations along with criteria. The students should be able to attend the various forms of professional training in the country and abroad.
- c. The funds for scholarships need to be increased
- d. The communication with the business community should be structured and precisely defined. The potential that the UO has should be prioritized and utilized.
- e. Explore the possibilities of cooperation with foreign higher education institutions in order to create joint or twinning study program (or double degree if possible)

2. Faculty

- a. The number of faculty, namely the supervisors should be increased in future period. The current supervisors are of the high quality but the work with PhD students is extremely demanding. Therefore, the new supervisors should be introduced along with the international ones.

3. Students

- a. The proficiency of PhD students should be utilized throughout other activities within the UO (teaching, projects, trainings)
- b. Students should benefit more from the international experience available at the moment (and those possibilities should be extended)
- c. Students should benefit more from the business community available at the moment (and those possibilities should be extended)
- d. Consider including within the Training Program of the PhD Students new courses that include information on how to effectively present research output, how to make better presentations, how to speak in public and how to properly communicate a scientific message, among others. Furthermore, it is highly recommended to personalize these courses, as far as possible, for specific doctoral domain.

4. Quality assurance

- a. In order to create a real climate of quality culture, the institution is encouraged to promote actively the purpose and benefits of quality assurance procedures among both staff and students. The student satisfaction questionnaires should be filled on regular basis by majority of PhD Students. Consequently, the evaluation results should be considered for strategic decision- making.

Sarajevo 1st of December, 2021

Jasmina Selimović, PhD



VII. Annexes

The following types of documents shall be attached:

- The detailed schedule of the evaluation visit – **MANDATORY**.

Nr.... /.....2021

Programul⁶ vizitei de evaluare instituțională - IOSUD / domeniilor de studii universitare de doctorat a **Universității din Oradea**

*The timetable of the institutional evaluation visit - IOSUD / doctoral study domains at the **University of Oradea***

Perioada de derulare a vizitei: 15.11.2021 – 22.11.2021

The evaluation period: 15.11.2021 – 22.11.2021

Evaluarea Externă Periodică a IOSUD și a domeniilor de studii universitare de doctorat

Periodical External Evaluation of the Institution Organising Doctoral Study Programs (IOSUD), and of the doctoral study domains

Intervalul orar / Hour	Activitate / Activity	Participanți / Participants	Observații/ Responsabil Comments/ Responsible
Luni / Monday, 15.11.2021			
09:00-10:45	Întâlnire preliminară online pentru pregătirea și armonizarea etapelor de evaluare, în modul mixt, la nivel de domenii de doctorat și IOSUD <i>Online preliminary meeting for the preparation and harmonization of evaluation steps, in hybrid mode, of doctoral study domains and IOSUD</i>	Comisia de evaluare IOSUD&domeniilor IOSUD&domains evaluation panel - toți membrii echipei de evaluare <i>all evaluation panel members</i>	Înregistrare audio-video ARACIS / platforma ZOOM <i>Audio-video recording ARACIS / ZOOM platform</i>

⁶ În perioada vizitei, pot fi solicitate și alte întâlniri, pentru eventuale clarificări.

During the visit, other meetings may be requested for possible clarifications.

Intervalul orar / Hour	Activitate / Activity	Participanți / Participants	Observații/ Responsabil Comments/ Responsible
11:00-11:45	<p>Întâlnirea online a comisiei de experți evaluatori cu reprezentanții conducerii universității și ai CSUD</p> <p><i>Online meeting with representatives of the institution and of the Council for Academic Doctoral Studies (CSUD)</i></p>	<p>Comisia de evaluare IOSUD&domeniului <i>IOSUD&domains evaluation panel</i></p> <p>- toți membrii echipei de evaluare <i>all evaluation panel members</i></p> <p>- reprezentanți ai conducerii <i>representatives of the University's management</i></p> <p>- reprezentanți ai CSUD și ai școlii/școlilor doctorale <i>representatives of the CSUD and of the Doctoral School /Schools</i></p> <p>- persoana de contact IOSUD/domeniului <i>the contact person for IOSUD / doctoral domains</i></p>	<p>Înregistrare audio-video / platforma UO <i>Audio-video recording UO / ZOOM platform</i></p>
12:00-13:00	<p>Activități de evaluare <i>Evaluation activities</i></p> <p>Domeniu⁷: Întâlnire online a comisiei de experți evaluatori cu responsabilul</p>	<p>Comisia de evaluare domeniu <i>Domain evaluation panel</i></p> <p>-membrii comisiei de experți evaluatori domeniu <i>members of domain evaluation panel</i></p>	<p>Înregistrare audio-video / platforma UO <i>Audio-video recording UO / ZOOM platform</i></p>

⁷ Pentru toate întâlnirile din program unde se menționează domeniu, se vor organiza **11 întâlniri în PARALEL pentru cele 18 domenii de studii universitare de doctorat** din componența IOSUD (1.SD_Științe inginerești_(Matematică), 2.SD_ Științe inginerești _Agronomie, 3.SD_ Științe inginerești _(Inginerie electrică, Inginerie energetică, IETTI), 4. SD_ Științe inginerești _(Inginerie și managemet, Inginerie industrială), 5.SD_Geografie, 6. SD_Sociologie, 7.SD_ Științe economice (Finanțe, Economie, Administrarea afacerilor), 8. SD_ Științe Umaniste si Arte (Filologie, Teologie), 9.SD_Istorie, 10.SD_ Științe biomedicale_ Biologie, 11. SD_ Științe biomedicale_(Medicină, Farmacie). *For all the timetable meetings where the domain is mentioned, 11 meetings will be ORGANIZED IN PARALLEL for the 18 doctoral university studies domains within IOSUD (1.SD_ Engineering Sciences_(Mathematics), 2.SD_ Engineering Sciences _ Agronomy, 3.SD_ Engineering Sciences_(Electrical engineering, Energy engineering, EETIT), 4.SD_Engineering Sciences_(Engineering and Management, Industrial Engineering), 5.SD_ Geography, 6.SD_ Sociology, 7.SD_ Economic Sciences (Business Administration, Economics, Finance), 8. SD_ Humanistic Sciences and Arts (Philology, Theology), 9.SD_ History, 10.SD_ Biomedical Sciences _(Biology), 11.SD_ Biomedical Sciences _(Medicine, Pharmacy).*

Intervalul orar / Hour	Activitate / Activity	Participanți / Participants	Observații/ Responsabil Comments/ Responsible
	<p>domeniului de studii universitare de doctorat evaluat și cu echipa care a realizat raportul de evaluare internă</p> <p><i>Domain: Online meeting with the contact person for the doctoral study domain under review and the team who drafted the internal evaluation report</i></p>	<p>- responsabilul domeniului de studii universitare de doctorat evaluat și echipa care a realizat raportul de evaluare internă</p> <p><i>The doctoral studies domain contact person and the team who drafted the internal evaluation report</i></p>	
13:15-14:15	<p>Activități de evaluare</p> <p><i>Evaluation activities</i></p> <p>IOSUD: Întâlnire online a comisiei de experți evaluatori cu directorul CSUD/directorii școlilor doctorale din IOSUD supus procesului de evaluare și cu echipa care a realizat raportul de evaluare internă</p> <p><i>IOSUD: Online meeting with the director of CSUD / directors of doctoral schools and the team who drafted the internal evaluation report</i></p>	<p>Comisia de evaluare IOSUD</p> <p><i>IOSUD evaluation panel</i></p> <p>- membrii comisiei de experți evaluatori IOSUD</p> <p><i>members of IOSUD evaluation panel</i></p> <p>- reprezentanți ai CSUD și ai școlii/școlilor doctorale/ IOSUD</p> <p><i>representatives of CSUD and of doctoral school(s)/IOSUD</i></p>	<p>Înregistrare audio-video / platforma UO</p> <p><i>Audio-video recording UO / ZOOM platform</i></p>
14:30-15:30	<p>Activități de evaluare</p> <p><i>Evaluation activities</i></p> <p>Domeniu: Întâlnire online a comisiei de experți evaluatori cu personalul didactic aferent domeniului evaluat</p> <p><i>Domain: Online meeting with the academic staff corresponding to the doctoral study domain</i></p>	<p>Comisia de evaluare domeniu</p> <p><i>Domain evaluation panel</i></p> <p>-membrii comisiei de experți evaluatori domeniu</p> <p><i>members of domain evaluation panel</i></p> <p>-cadre didactice cu titlul de conducător de doctorat</p> <p><i>Doctoral coordinators</i></p>	

Intervalul orar / Hour	Activitate / Activity	Participanți / Participants	Observații/ Responsabil Comments/ Responsible
15:45– 16:45	Activități de evaluare <i>Evaluation activities</i> IOSUD: Întâlnire online a comisiei de experți evaluatori cu personalul didactic aferent școlilor doctorale din IOSUD <i>IOSUD: Online meeting with IOSUD academic staff</i>	Comisia de evaluare IOSUD <i>IOSUD evaluation panel</i> - membrii comisiei de experți evaluatori IOSUD <i>members of IOSUD evaluation panel</i> - cadre didactice cu titlul de conducător de doctorat <i>Doctoral coordinators</i>	Înregistrare audio-video / platforma UO <i>Audio-video recording UO / ZOOM platform</i>
16:45-19:00	Continuarea activităților de evaluare a domeniilor de studii universitare de doctorat și IOSUD <i>Continuation of the doctoral study domain and IOSUD evaluation activities</i>	Comisia de evaluare IOSUD&domenii <i>IOSUD&domains evaluation panel</i> - la nivel de IOSUD <i>at IOSUD level</i> - la nivel de domenii de doctorat <i>at doctoral study domain level</i>	Se lucrează separat.⁸ offline/online. <i>Independent evaluation activities.</i>
Marti / Tuesday, 16.11.2021			
09:00 - 10:00	Întâlnire online cu membrii Comisiei de Etică a universității <i>Online meeting with the members of the Ethics Commission</i>	Comisia de evaluare IOSUD&domenii <i>IOSUD&domains evaluation panel</i> - toți membrii echipei de evaluare <i>all evaluation panel members</i> -membrii Comisiei de Etică <i>Ethics Commission members</i>	Înregistrare audio-video / platforma UO <i>Audio-video recording UO / ZOOM platform</i>

⁸ În cazul în care se organizează întâlniri suplimentare cu reprezentanții instituției de învățământ superior sau cu alte părți interesate, acestea se vor organiza în format online, după caz, de către instituția evaluată sau de către echipa de evaluare, iar înregistrările se vor încărca în *cloud-ul* ARACIS. Dacă sunt întâlniri între membrii echipei de evaluare, nu este necesară încărcarea înregistrărilor. Se pot organiza și vizite la fața locului, de comun acord cu persoana de contact de la domeniul evaluat. *If additional meetings are organized with the representatives of the higher education institution or with other interested parties, they will be organized in online format, as the case may be, by the evaluated institution or by the evaluation team, and the records will be uploaded to ARACIS' cloud. If there are meetings between the members of the evaluation team, it is not necessary to upload the records. On-site visits may also be arranged, in agreement with the contact person of the evaluated domain.*

Intervalul orar / Hour	Activitate / Activity	Participanți / Participants	Observații/ Responsabil Comments/ Responsible
10:15 - 11:15	Activități de evaluare <i>Evaluation activities</i> Întâlnire online cu membrii Comisiei pentru Evaluarea și Asigurarea Calității (CEAC) / Departamentul de asigurare a calității <i>Online meeting with the Commission for Quality Evaluation and Assurance (CEAC) members / Quality Assurance Department</i>	Comisia de evaluare IOSUD&domeniilor <i>IOSUD&domains evaluation panel</i> - toți membrii echipei de evaluare <i>all evaluation panel members</i> - reprezentanți ai CEAC/Departament AC <i>representatives of Commission for Quality Evaluation and Assurance (CEAC) / Quality Assurance Department</i>	Înregistrare audio-video / platforma UO <i>Audio-video recording UO / ZOOM platform</i>
11:30–12:30	Activități de evaluare <i>Evaluation activities</i> Domeniu: Întâlnire online a comisiei de evaluare cu studenții doctoranzi <i>Domain: Online meeting with PhD students</i>	Comisia de evaluare domeniu <i>Domain evaluation panel</i> - membrii comisiei de experți evaluatori domeniu <i>members of domain evaluation panel</i> - studenții doctoranzi <i>PhD students</i>	Înregistrare audio-video ARACIS / platforma ZOOM <i>Audio-video recording ARACIS / ZOOM platform</i>
12:45-13:45	Activități de evaluare <i>Evaluation activities</i> IOSUD: Întâlnire online a comisiei de evaluare cu studenții doctoranzi <i>IOSUD: Online meeting with PhD students</i>	Comisia de evaluare IOSUD <i>IOSUD evaluation panel</i> - membrii comisiei de experți evaluatori IOSUD <i>members of IOSUD evaluation panel</i> - studenții doctoranzi <i>PhD students</i>	Înregistrare audio-video ARACIS / platforma ZOOM <i>Audio-video recording ARACIS / ZOOM platform</i>
14:00-15:00	Activități de evaluare <i>Evaluation activities</i>	Comisia de evaluare domeniu <i>Domain evaluation panel</i>	Înregistrare audio-video / platforma UO <i>Audio-video recording UO / ZOOM platform</i>

Intervalul orar / Hour	Activitate / Activity	Participanți / Participants	Observații/ Responsabil Comments/ Responsible
	<p>Domeniu: Întâlnire online a comisiei de evaluare cu reprezentanți ai absolvenților domeniului</p> <p><i>Domain: Online meeting with graduates for the respective doctoral study domain</i></p>	<p>- membrii comisiei de experți evaluatori domeniu <i>members of domain evaluation panel</i></p> <p>- reprezentanți ai absolvenților <i>representatives of doctoral graduates</i></p>	
15:15-16:15	<p>Activități de evaluare <i>Evaluation activities</i></p> <p>IOSUD: Întâlnire online a comisiei de evaluare cu reprezentanți ai absolvenților IOSUD</p> <p><i>IOSUD: Online meeting with IOSUD graduates</i></p>	<p>Comisia de evaluare IOSUD <i>IOSUD evaluation panel</i></p> <p>- membrii comisiei de experți evaluatori IOSUD <i>members of IOSUD evaluation panel</i></p> <p>- reprezentanți ai absolvenților <i>representatives of doctoral graduates</i></p>	<p>Înregistrare audio-video / platforma UO <i>Audio-video recording UO / ZOOM platform</i></p>
16:15-18:00	<p>Continuarea activităților de evaluare a domeniilor de studii universitare de doctorat și IOSUD</p> <p><i>Continuation of the doctoral study domain and IOSUD evaluation activities</i></p>	<p>Comisia de evaluare IOSUD&domenii <i>IOSUD&domains evaluation panel</i></p> <p>- la nivel de IOSUD <i>at IOSUD level</i></p> <p>- la nivel de domenii de doctorat <i>at doctoral study domain level</i></p>	<p>Se lucrează separat offline/online. <i>Independent evaluation activities offline/online..</i></p>
Miercuri / Wednesday, 17.11.2021			
09:00-10:00	<p>Activități de evaluare <i>Evaluation activities</i></p>	<p>Comisia de evaluare domeniu <i>Domain evaluation panel</i></p>	<p>Înregistrare audio-video UO / platforma UO <i>Audio-video recording UO / ZOOM platform</i></p>

Intervalul orar / Hour	Activitate / Activity	Participanți / Participants	Observații/ Responsabil Comments/ Responsible
	<p>Domeniu: Întâlnire online cu directorii/responsabilii centrelor/laboratoarelor de cercetare aferente domeniului de studii universitare de doctorat</p> <p><i>Domain: Online meeting with the Directors/ persons in charge of the research centers/laboratories within the doctoral study domain</i></p>	<p>- membrii comisiei de experți evaluatori domeniu <i>members of domain evaluation panel</i></p> <p>-directorii centrelor / laboratoarelor de cercetare <i>directors of research centers/laboratories</i></p>	
10:15-11:15	<p>Activități de evaluare <i>Evaluation activities</i></p> <p>IOSUD: Întâlnire online cu directorii/responsabilii centrelor/laboratoarelor de cercetare IOSUD</p> <p><i>IOSUD: Online meeting with the Directors/ persons in charge of the research centers/laboratories within IOSUD</i></p>	<p>Comisia de evaluare IOSUD <i>IOSUD evaluation panel</i></p> <p>- membrii comisiei de experți evaluatori IOSUD <i>members of IOSUD evaluation panel</i></p> <p>- directorii centrelor / laboratoarelor de cercetare <i>Directors of the research centers/laboratories</i></p>	Înregistrare audio-video / platforma UO <i>Audio-video recording UO / ZOOM platform</i>
11:30 - 12:30	<p>Activități de evaluare <i>Evaluation activities</i></p> <p>Domeniu: Întâlnire online cu membrii Consiliului școlii /școlilor doctorale (CSD) în cadrul cărora funcționează domeniul evaluat</p> <p><i>Domain: Online meeting with Doctoral Schools Council (CSD members)</i></p>	<p>Comisia de evaluare domeniu <i>Domain evaluation panel</i></p> <p>- membrii comisiei de experți evaluatori domeniu <i>members of domain evaluation panel</i></p> <p>-membrii CSD <i>CSD's members</i></p>	Înregistrare audio-video / platforma UO <i>Audio-video recording UO / ZOOM platform</i>
12:45-13:45	Activități de evaluare	Comisia de evaluare IOSUD	Înregistrare audio-video / platforma UO

Intervalul orar / Hour	Activitate / Activity	Participanți / Participants	Observații/ Responsabil Comments/ Responsible
	<p><i>Evaluation activities</i></p> <p>IOSUD: Întâlnire cu membrii Consiliului Studiilor Universitare de Doctorat al IOSUD</p> <p><i>IOSUD: Online meeting with Doctoral University Studies Council (CSUD) members</i></p>	<p><i>IOSUD evaluation panel</i></p> <p>- membrii comisiei de experți evaluatori IOSUD <i>members of IOSUD evaluation panel</i></p> <p>- membrii CSUD <i>CSUD's members</i></p>	<p><i>Audio-video recording UO / ZOOM platform</i></p>
<p>14:00 - 15:00</p>	<p>Activități de evaluare <i>Evaluation activities</i></p> <p>Domeniu: Întâlnire online a comisiei de evaluare cu reprezentanți ai angajatorilor absolvenților domeniului</p> <p><i>Domain: Online meeting with employers of Doctoral graduates in the domain</i></p>	<p>Comisia de evaluare domeniu <i>Domain evaluation panel</i></p> <p>- membrii comisiei de experți evaluatori domeniu <i>members of domain evaluation panel</i></p> <p>- reprezentanți ai angajatorilor <i>employers' representatives</i></p>	<p>Înregistrare audio-video / platforma UO <i>Audio-video recording UO / ZOOM platform</i></p>
<p>15:15-16:15</p>	<p>Activități de evaluare <i>Evaluation activities</i></p> <p>IOSUD: Întâlnire online a comisiei de evaluare cu reprezentanți ai angajatorilor absolvenților</p> <p><i>IOSUD: Online meeting with employers of doctoral graduates</i></p>	<p>Comisia de evaluare IOSUD <i>IOSUD evaluation panel</i></p> <p>- membrii comisiei de experți evaluatori IOSUD <i>members of IOSUD evaluation panel</i></p> <p>- reprezentanți ai angajatorilor <i>employers' representatives</i></p>	<p>Înregistrare audio-video / platforma UO <i>Audio-video recording UO / ZOOM platform</i></p>

Intervalul orar / Hour	Activitate / Activity	Participanți / Participants	Observații/ Responsabil Comments/ Responsible
16:30 - 17:30	<p>Întâlnire tehnică online, pentru identificarea aspectelor specifice care trebuie clarificate, dacă este cazul, pe parcursul vizitei la fața locului</p> <p><i>Online technical meeting to identify specific issues that need to be clarified, if necessary, during the on-site visit</i></p>	<p>Comisia de evaluare IOSUD&domeniului <i>IOSUD&domains evaluation panel</i></p> <p>- toți membrii echipei de vizită <i>all evaluation panel members</i></p>	<p>Înregistrare audio-video ARACIS / platforma ZOOM <i>Audio-video recording ARACIS / ZOOM platform</i></p>
Joi / Thursday, 18.11.2021			
09:00-18:00	<p>Reuniuni de lucru față în față⁹, vizitarea bazei materiale didactice și de cercetare</p> <p><i>Face-to-face working meetings, visiting the educational and research infrastructure</i></p>	<p>- directorul de misiune și coordonatorul, un student doctorand evaluator <i>the Evaluation Director and the coordinator of the IOSUD evaluation panel, one student</i></p> <p>- reprezentanți ai universității <i>university's representatives</i></p>	<p>Vizită UNIVERSITATE <i>Site visit to the university</i></p>
Vineri / Friday, 19.11.2021			
09:00-18:00	<p>Reuniuni de lucru față în față, vizitarea bazei materiale didactice și de cercetare</p> <p><i>Face-to-face working meetings, visiting the educational and research infrastructure</i></p>	<p>- directorul de misiune și coordonatorul, un student doctorand evaluator <i>the Evaluation Director and the coordinator of the IOSUD evaluation panel, one student</i></p> <p>- reprezentanți ai universității <i>university's representatives</i></p>	<p>Vizită UNIVERSITATE <i>Site visit to the university</i></p>
Sâmbătă/ Saturday, 20.11.2021			

⁹ Experții evaluatori la nivelul domeniilor de studii universitare de doctorat pot stabili independent programul vizitei la fața locului, de comun acord cu persoana de contact de la domeniul evaluat și respectând programul întâlnirilor comune cu restul membrilor echipei de evaluare. *The evaluators at doctoral study domain level can independently establish the program of the on-site visit, in agreement with the contact person for the evaluated domain and respecting the schedule of joint meetings with the rest of the evaluation panel members.*



Intervalul orar / Hour	Activitate / Activity	Participanți / Participants	Observații/ Responsabil Comments/ Responsible
10:00-11:30	Întâlnire online pentru concluzii <i>Online meeting for conclusions</i>	Comisia de evaluare IOSUD&domeniilor <i>IOSUD&domains evaluation panel</i> - toți membrii echipei de evaluare <i>all evaluation panel members</i>	Înregistrare audio-video ARACIS / platforma ZOOM <i>Audio-video recording ARACIS / ZOOM platform</i>
11:45-12:30	Întâlnire finală online în vederea prezentării principalelor constatări rezultate în urma evaluării la nivel de domenii de doctorat și IOSUD și a recomandărilor de îmbunătățire a calității <i>Meeting with representatives of the institution under review to discuss on the conclusions of the evaluation process and the main recommendations</i>	Comisia de evaluare IOSUD&domeniilor <i>IOSUD&domains evaluation panel</i> - toți membrii echipei de evaluare <i>all evaluation panel members</i> - reprezentanții universității <i>university's representatives</i>	Înregistrare audio-video / platforma UO <i>Audio-video recording UO / ZOOM platform</i>

Prof. univ. dr. Oprean Radu

Prof.univ.dr. Țarcă Radu Cătălin

Director de misiune

Director CSUD