

The External Evaluation Report of a Doctoral Study Domain

Alexandru Ioan Cuza University of Iasi
The Doctoral School of Economics and Business Administration
Doctoral Field: Administrative Sciences

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I. Introduction¹

The present evaluation report was drawn up because of the visit for the external evaluation of the new Field of Doctoral Studies in Administrative Sciences within the IOSUD of the "Alexandru Ioan Cuza" University in Iași.

The evaluation visit took place between February 15-17, 2023, and the composition of the commission of evaluation experts was as follows:

- Coordinator: Prof. Dr. Constantin Marius Profireoiu – Academy of Economic Studies, Bucharest
- International expert: Prof. Dr. Maria Cojocaru – State University, Chisinau, Republic of Moldova
- National expert: Prof. Dr. Sevastian Cercel – University of Craiova
- PhD student: Andreea Mădălina Dobrița (căs. Stancea).

The field of doctoral studies evaluated - Administrative Sciences - is part of the Doctoral School of Economics and Business Administration (SDEAA).

According to the self-evaluation report, IOSUD-"Alexandru Ioan Cuza" University in Iasi was created in May 2005 (Annex 2), replacing IOD-UAIC, according to the legislation in force. In this context, on September 1, 2005, the Doctoral School of Economics and Business Administration was

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



established (Annex 3), although doctoral education existed in the Faculty of Economics and Business Administration for over three decades. Currently, SDEAA is an active academic community thanks to the 49 doctoral coordinators, 104 members of the guidance committees and 152 doctoral students enrolled in university doctoral studies. The Doctoral School of Economics and Business Administration is organized as a distinct department of the Faculty of Economics and Business Administration, with its own regulations and management structure, coordinating 9 doctoral fields: Cybernetics and statistics, Accounting, Economics, Economics and International Affairs, Finance, Informatics economics, Management, Marketing and Administrative Sciences.

Currently, 49 doctoral supervisors work within the Doctoral School of Economics and Business Administration.

Within the Doctoral School of Economics and Business Administration, the establishment of a new doctoral field in Administrative Sciences was proposed and approved by the SDEAA Council, in accordance with the provisions of Order no. 3651/2021 regarding the approval of the Evaluation Methodology for doctoral university studies and the systems of criteria, standards and performance indicators used in the evaluation, issued by the Minister of Education on April 12, 2021 (OFFICIAL MONITOR NO. 414 of April 20, 2021).

According to the self-evaluation report, the Public Administration specialization was proposed in the context of reforming the system and the activity of administrative structures after 1990, at the request of the public administrative environment. This specialization was authorized and subsequently accredited within the "Alexandru Ioan Cuza" University in Iasi, Faculty of Economics and Business Administration, starting in 1995. In the Official Gazette no. 185/August 16, 1995, the Government Decision was published regarding the granting of the provisional operating authorization, in accordance with the provisions of Law no. 88/1993 regarding the accreditation of higher education institutions and the recognition of diplomas. Initially, the courses of this specialization were organized in the form of day education, with a duration of studies of 4 years. From the academic year 1999-2000, the form of open distance education was created in Public Administration.

The Public Administration specialization, day courses, at the Faculty of Economics and Business Administration was accredited during the academic year 2001/2002, and the Decision of the Government of Romania was published in the Official Gazette no. 675 of September 11, 2002. From the academic year 2005/2006, studies in the Public Administration specialization are organized in the Bologna system in accordance with the provisions of Government Decision no. 916/2005 regarding the structures of higher education institutions accredited or authorized to operate provisionally and of specializations in the fields of undergraduate university studies. In this context, the Public Administration specialization, full-time education, was evaluated and accredited by the Romanian Agency for Quality Assurance of Higher Education (ARACIS) in 2008 (according to the Decision of the ARACIS Council of 28.05.2009 - http://www.aracis.ro/resultate-evaluari/evaluari/evaluari-single/view/arhiva-2009/242/?tx_ttnews%5BpS%5D=1392139257&cHash=7abc5c3a14).

Also, starting with the academic year 2008, the master's program named "Public Administration" is being organized, accredited by ARACIS, according to the Order of the Minister of Education, Research and Youth no. 3628/31.03.2008, published in the Official Gazette no. 312/21.04.2008, Annex 1, page 23. The periodic evaluation of the specialization was carried out in 2009, being formalized by H.G. no. 1093/2009, published in the Official Gazette no. 684/12.10.2009. Within the specialization, in-depth studies were organized with the title "Resource Management in Public Administration" and two master's programs with the title "Post-University Academic School in Public Administration", respectively "Finance and European Public Administration".

Since 2008, the specialization has been managed by the Department of Business Administration, of the Faculty of Economics and Business Administration, and since 2012, it has been managed by the Department of Finance, Currency and Public Administration.



The field of university studies "Administrative Sciences" and the bachelor's and master's degree programs "Public Administration" are approved by H.G. no. 739 of August 31, 2020 for the amendment of annexes 1-6 to H.G. no. 299/2020 regarding the approval of the Nomenclature of fields and specializations/university study programs and the structure of higher education institutions for the 2020-2021 academic year. (accessible at <http://www.uaic.ro/wp-content/uploads/2020/10/HG-739-31aug-2020-Licenta-1.pdf>)

It should be noted that the mission of the doctoral university study program subject to the Administrative Sciences evaluation falls under the institutional mission of the Doctoral School of Economics and Business Administration. In this sense, the mission of the Administrative Sciences PhD program is to ensure a rigorous and favorable (facilitating) research environment, which allows the intellectual and professional development of doctoral students and contributes to the evolution of society.

The objectives of the new doctoral field in Administrative Sciences are in agreement with those established at the IOSUD level, as follows:

1. Providing advanced knowledge for the latest concepts and theories in the field of socio-economic sciences
2. Formation of advanced research skills and dissemination of doctoral research results
3. Stimulating the debate of ideas and multidisciplinary and inter-disciplinary intellectual communication
4. Promoting the principles of integrity and responsibility of academic research
5. Promoting the principles of diversity, cooperation and non-discrimination

II. Methods used

The methods and tools used in the process of external evaluation of the Administrative Sciences doctoral university study field – before and during the evaluation visit – brought together:

- Analysis of the Internal Evaluation Report of the evaluated doctoral university studies field and its annexes;
- Analysis of the documents made available by IOSUD in physical format during the evaluation visit (if such documents were requested);
- Analysis of documents, data and information available on the IOSUD-UAIC/SDEAA website, in electronic format;
- The visit to the institution's buildings, which include (indicative and non-exhaustive list, changes depending on the context):
 - a lecture hall;
 - a laboratory;
 - a library of the institution;
 - reading rooms intended for students;
 - student dormitories;
 - a student canteen.
- Meeting/discussions with Rector of the University Alexandru Ioan Cuza of Iași, Prof. univ. Tudorel TOADER and Vice-Rector of the University Alexandru Ioan Cuza of Iași, Prof. univ. Mihaela ONOFREI.
- Meeting/discussions with the members of the management of the Doctoral School in which the field of doctoral university studies Administrative Sciences will operate (Prof. univ. dr. Nicu



GAVRILUȚĂ, Prof. univ. dr. Adriana ZAIȚ, Prof. univ. dr. Iulia GEORGESCU, prof. univ. dr. Andreea IACOBUȚĂ, prof.univ. dr. Mircea ASANDULUD);

- Meeting/discussions with the participation of doctoral supervisors in the field of administrative sciences doctoral studies (Prof. univ. dr. Florin OPREA, prof. univ. dr. Mihaela TOFAN);

- Meeting/discussions with representatives of the various structures of IOSUD-UAIC/SDEAA in which the field of doctoral university studies Administrative Sciences will operate: the Council of the Doctoral School, the University Senate, the Board of Administration, the Evaluation and Quality Assurance Commission, the Insurance Department of Quality, the Ethics Commission (including student representatives from these structures); secretariats; various departments/administrative offices (Social/Dormitories-Canteens etc.) etc.

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III. Analysis of ARACIS's performance indicators

Domain A. INSTITUTIONAL CAPACITY

The analysis of the standard takes into account, for the field of doctoral university studies Administrative Sciences: the administrative, managerial institutional structures and financial resources - from the perspective of the implementation of the effective functioning mechanisms provided by the specific legislation, the logistical resources necessary to fulfill the mission of the doctoral studies and the use optimal use of financial resources; research infrastructure - necessary to support specific activities; the quality of the human resource - from the point of view of the existence of qualified personnel with the necessary experience to carry out the doctoral university study program and the international visibility of the scientific activity of the doctoral supervisors.

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

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.

IOSUD-"Alexandru Ioan Cuza" University in Iasi was created according to Government Decision no. 576/June 15, 2005 regarding the organization and conduct of doctoral university studies, replacing the IOD-UAIC, according to the legislation in force. In this context, on September 1, 2005, the Doctoral School of Economics and Business Administration established by Decision of the University Senate no. September 3/1, 2005, although doctoral education existed in the Faculty of Economics and Business Administration for over three decades. Currently, SDEAA is an active academic community thanks to the 49 doctoral coordinators, 104 members of the guidance committees and 152 doctoral students enrolled in university doctoral studies. Doctoral programs are supported by the effort and involvement of teachers and researchers from the four departments of the Faculty of Economics and Business Administration: the Department of Accounting, Economic Informatics and Statistics, the Department of Economics and International Relations, the Department of Finance, Currency and Public Administration and the Department of Management, Marketing and Business Administration.

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 IOSUD - "Alexandru Ioan Cuza" University of Iași, and therefore also within the Doctoral School of Economics and Business Administration, including for the field of ECONOMICS AND INTERNATIONAL BUSINESS, according to the legal provisions in force, doctoral studies are conducted on the basis of their own regulations, adopted by the Senate of "Alexandru Ioan Cuza" University of Iași.

Thus, for the period evaluated, the following regulations were applied at IOSUD-UAIC level ([Annex 16](#)):

- *Regulamentul instituțional de organizare și funcționare a studiilor universitare de doctorat (Institutional regulation for the organization and functioning of doctoral studies)*, adopted in the meeting of the Senate of the "Alexandru Ioan Cuza" University of Iasi on 25.04.2013 - valid for the period 2013-2017;
- *Regulamentul instituțional de organizare și funcționare a studiilor universitare de doctorat (Institutional regulation for the organization and functioning of doctoral studies)*, adopted in the meeting of the Senate of the "Alexandru Ioan Cuza" University of Iași on 27.06.2017 - valid for the academic year 2017-2018;
- *Regulamentul instituțional de organizare și funcționare a studiilor universitare de doctorat (Institutional regulation for the organization and functioning of doctoral studies)*, adopted in the meeting of the Senate of "Alexandru Ioan Cuza" University of Iași on 28.06.2018 - starting with the academic year 2018-2019;
- *Regulamentul instituțional de organizare și funcționare a studiilor universitare de doctorat (Institutional regulation for the organization and functioning of doctoral studies)*, adopted in the meeting of the Senate of "Alexandru Ioan Cuza" University of Iași on 27.06.2019 - starting with the academic year 2019-2020;
- *Regulamentul instituțional de organizare și funcționare a studiilor universitare de doctorat (Institutional regulation for the organization and functioning of doctoral studies)*, adopted at the meeting of the Senate of "Alexandru Ioan Cuza" University of Iași on 28.06.2018 - starting with the academic year 2020-2021.

The activity of the Doctoral School of Economics and Business Administration is carried out on the basis of its own regulations, corresponding to the period evaluated. The latter are ([Annex 6](#)):

- *Regulamentul privind desfășurarea studiilor universitare de doctorat la Școala Doctorală de Economie și Administrarea Afacerilor (Regulation on the conduct of doctoral studies at the Doctoral School of Economics and Business Administration)*, approved by the IOSUD-UAIC Board of Doctoral Studies in the meeting of 18.07.2013;
- *Regulamentul privind desfășurarea activităților la Școala Doctorală de Economie și Administrarea Afacerilor (Regulation on running activities at the Doctoral School of Economics*

and Business Administration), approved by the IOSUD-UAIC Board of Doctoral Studies in the meeting of 07.03.2018.

The Doctoral School of Economics and Business Administration is managed by a Director appointed according to legal provisions ([Annex 18](#)) and a Council of the Doctoral School, elected by the General Assembly of doctoral advisors, respectively by the PhD students working within it, the results of these procedures being validated by the Senate of "Alexandru Ioan Cuza" University of Iași by Decision no. 3 of 27.07.2017 ([Annex 19](#)).

Admission examinations for doctoral studies were held each year ([Annex 20](#)), based on their own methodology; for the academic year 2020-2021, *Metodologia privind organizarea și desfășurarea admiterii în ciclul de studii universitare de doctorat pentru anul universitar 2020-2021 (Methodology on the organization and running of admission to the cycle of doctoral studies for the academic year 2020-2021)* was used, approved by the Decision of the Senate of the "Alexandru Ioan Cuza" University of Iași no. 10 of 30.01.2020 (supplemented with a specific procedure for the online admission exam, given the pandemic-related restrictions).

With regard to the completion of doctoral studies, there are specific provisions in the *Regulamentul instituțional de organizare și funcționare a studiilor universitare de doctorat (Institutional Regulation to Organize and Operate Doctoral Studies)*, with a separate regulation on the online public defence of doctoral dissertations, given the pandemic-related restrictions, through the *Procedura operațională privind finalizarea studiilor universitare de doctorat, depunerea tezei de doctorat în vederea susținerii publice online pentru perioada stării de urgență și a eventualelor consecințe care decurg din aceasta (Operational procedure on the completion of doctoral studies, the submission of doctoral dissertations for online public defence during lockdown and the possible consequences thereof)* ([Annex 21](#)).

At the level of "Alexandru Ioan Cuza" University of Iasi, specific mechanisms have been adopted and applied for the recognition of the capacity of PhD advisor and for the equivalence of the PhD degree obtained in other countries, as follows:

- *Procedură de sistem privind recunoașterea automată de către Universitatea „Alexandru Ioan Cuza” din Iași a calității de conducător de doctorat obținută în instituții de învățământ universitar acreditate din străinătate (System procedure for the automatic recognition by the "Alexandru Ioan Cuza" University of Iași of the status of doctoral advisor obtained in foreign accredited university education institutions)* no. 1423 from 31.01.2017 ([Annex 22](#));
- *Procedură de sistem privind recunoașterea de către Universitatea „Alexandru Ioan Cuza” a diplomei de doctor și a titlului de doctor în științe sau într-un domeniu profesional obținute în instituții de învățământ universitar acreditate din străinătate (System procedure for the recognition by "Alexandru Ioan Cuza" University of the doctor's degree and of the title of doctor in science or in a professional field obtained in foreign accredited university education institutions)* no.1422 from 31.01.2017([Annex 23](#)).

At the level of the Doctoral School of Economics and Business Administration, the management structures are functional and the regularity of the meetings of the Doctoral School Board is proven ([Annex 24](#))

According to legal provisions, between IOSUD - "Alexandru Ioan Cuza" University of Iași and each doctoral student enrolled at this higher education institution, a doctoral studies contract is concluded ([Annex 25](#)), its format being completed (in the first part of the reporting period) with an additional act aiming at the application of the CNATDCU minimum standards for the awarding of the doctoral degree ([Annex 26](#)) - currently, these provisions are included in the contract.

PPUA is monitored and evaluated periodically (every 5 years) by the CDS - SDEAA, according to the School Regulation (art 6.1.2 and 6.1.3). The CSD initiates each year debates to endorse the possible change of subjects in the curriculum and the introduction of new subjects in the PPUA, in order to ensure the adaptation of the doctoral training offer to the needs of doctoral students and to the national and international educational context ([Annex 6](#)).



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Recommendations:

It is recommended that all decisions of the Doctoral School Council be published on the website of the doctoral school.

It is recommended to continue the permanent updating of the website of the Doctoral School so that both PhD supervisors, PhD students and admission candidates can find all the necessary information on the website.

The indicator is **fulfilled**/partially fulfilled/not 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.

According to the Self-Assessment Report and the site visit, the committee assesses the following:

Regulamentul Școlii Doctorale de Economie și Administrarea Afacerilor (The Regulation of the Doctoral School of Economics and Business Administration) includes all mandatory provisions related to criteria, procedures and standards concerning the issues specified in Art. 17, para. 5 of H.G. 681/2011 ([Annex 6](#)).

Thus, with regard to the *acceptance of new doctoral advisor members, as well as regulations on how a doctoral advisor may be withdrawn from membership of the doctoral school*, Art. 3.1.(2) refers to the existence of a specific procedure for affiliation to the SDEAA (set out in Annex R3 to this Regulation), while Art. 3.1.(4) and 3.1.(5) contain provisions on how a doctoral advisor's affiliation to the SDEAA may be withdrawn.

The mechanisms through which decisions are taken regarding the appropriateness, structure and content of the training program based on advanced university studies are set out in section 6.2. of the Regulation, specifically dedicated to the Advanced University Studies Program, highlighting both the role of the doctoral school, which establishes a curricular offer carried out over a period of 14 weeks - art. 6.2(4), as well as that of the doctoral advisor, who must advise the doctoral candidate on the choice of study elements in the curricular area proposed by the doctoral school - art. 6.2(5).).

At the same time, there are explicit provisions on *procedures to change a doctoral student's advisor*, within the same field of doctoral studies, in art. 3.1.(8) and art. 3.1.(9), and *procedures to mediate conflicts*, art. 3.1.(11) being relevant in this respect.



Regarding the *circumstances under which the doctoral program may be interrupted*, Art. 5.3(1) explicitly states the grounds on which a doctoral student may request the interruption of doctoral studies, while Art. 5.3(2) contains clarifications on the impact of the interruption of doctoral studies on funding, eligibility of expenses incurred, the maximum number of doctoral students per scientific advisor etc.

Regulamentul Școlii Doctorale de Economie și Administrarea afacerilor (The Regulation of the Doctoral School of Economics and Business Administration) insists on aspects related to *how to prevent fraud in scientific research, including plagiarism*, allocating an entire chapter to these elements. Thus, chap. 8 is titled *Etica cercetării și principii de prevenire a fraudei academice* (Research Ethics and Principles for the Prevention of Academic Fraud) and it contains eight articles covering essential provisions applicable in this area throughout the doctoral program.

Ensuring *access to research resources* is envisaged by the Regulamentul Școlii Doctorale de Economie și Administrarea Afacerilor (Regulation of the Doctoral School of Economics and Business Administration), which refers, in Art. 4.3(1), to Art. 16 of the *Regulamentul instituțional de organizare și funcționare a studiilor universitare de doctorat* (Institutional Regulation for the Organization and Operation of Doctoral Studies), which states that *during the course of the doctoral studies, doctoral students have the right ... (d) to benefit from the logistics, documentation centers, libraries and equipment of the University for the elaboration of research projects and doctoral dissertations*.

Last but not least, Regulamentul Școlii Doctorale de Economie și Administrarea Afacerilor (Regulation of the Doctoral School of Economics and Business Administration) contains provisions related to the *attendance policy of doctoral students*, articles 5.1.(1) and 5.1.(2) being relevant in this respect.

Recommendations:

It is recommended to permanently update the regulations of the doctoral school in accordance with the existing legislation.

The indicator is **fulfilled**/partially fulfilled/not fulfilled.

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

The mission of the Doctoral School of Economics and Business Administration within IOSUD UAIC is to train researchers and specialists (doctors), capable of working at the highest levels both in scientific research and in practical professional activity, ensuring the insertion on the labor market of a competent human resources in carrying out scientific research and with rich professional experience, accumulated through the award of the doctorate, in all 9 fields of study. IOSUD UAIC has the logistical resources necessary to fulfill the mission of doctoral studies – computer system for recording students and their academic progress, computer programs for checking the percentage of similarity in all doctoral theses.

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.

IOSUD – “Alexandru Ioan Cuza” University of Iași implemented an informatics system which allows keeping track of the doctoral students and their academic background. The system is called *eSims* and it is the result of the implementation of the project *Sistem informatic integrat privind managementul activităților profesionale ale studenților în contextul transformărilor generate de procesul Bologna*



[Integrated informatics system for the students' professional activities management within the context of the changes triggered by the Bologna process], financed by the Ministry of Education and Research ([Annex 27](#)). The system has constantly been updated and improved by the specialists working within the Department of Statistics and Computerization IOSUD-UAIC to best meet the needs of the higher education establishment.

According to *Protocolul de finalizare a proiectului [the Project completion protocol]* ([Annex 28](#)), the informatics system can be used by two categories of users: occasional users (students and professors), who have access to individual data and use the system when they need information, and “professional” users, who use the application on a daily basis, to carry out student management activities (secretariat, databases, faculty and university management, etc.).

It should be noted that IOSUD-UAIC was actively involved in the implementation of the *Official Academic Record* across the entire country, promoting and successfully completing two projects funded by CNFIS through the *Institutional Development Fund (IDF)* aimed to update the database and ensure its compatibility with the structure and constraints imposed by the *Official Academic Record*:

- IDF project entitled *Asigurarea transparenței în gestiunea studenților și implementarea Registrului Matricol Unic al Universităților din România în cadrul Universității „Alexandru Ioan Cuza” din Iași* [Ensuring transparency in student management and implementation of the Official Academic Record of Romanian Universities within the “Alexandru Ioan Cuza” University of Iași], project code: CNFIS-FDI-2016-0021, 2016, project director: Professor Liviu-George MAHA, PhD;
- IDF project entitled *Asigurarea transparenței în gestiunea studenților și implementarea Registrului Matricol Unic al Universităților din România în cadrul Universității „Alexandru Ioan Cuza” din Iași* [Ensuring transparency in student management and the implementation of the Official Academic Record of Romanian Universities within the “Alexandru Ioan Cuza” University of Iași], project code: CNFIS-FDI-2017-0084, 2017, project director: Professor Liviu-George MAHA, PhD.

Recommendations:

The publication on the website of the doctoral school related to each field of performance and quality information from the student management system.

The indicator is **fulfilled**/partially fulfilled/not 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 “Alexandru Ioan Cuza” University of Iași has shown ongoing concern for ensuring the necessary resources to check the similarity percentage for all the works elaborated by students from all three levels of university studies, including PhD theses ([Annex 29](#)). Thus, since 2006, within IOSUD-UAIC, a special module has been used for this function within the eLearning platform Blackboard – *SafeAssign*. The “Alexandru Ioan Cuza” University of Iași was one of the first higher education institutions in Romania to invest in this area, and the only public university to acquire this e-learning platform.

The licenses to use this application have been extended on a yearly basis, through successive procurement contracts ([Annex 30](#)). In 2018, the decision to adopt another technical solution based on *Moodle* in order to secure the eLearning platform for the distance learning and part-time learning, resulted in the annual purchase of the Turnitin application ([Annex 31](#)). This ensures the access of the teaching staff from the “Alexandru Ioan Cuza” University of Iasi, including PhD advisor, to the



application, and grants PhD students the opportunity to use an informatics program to verify the similarity percentage in PhD theses.

Recommendations:

Consider the improved versions of this software to expand the database to increase the level of originality.

The indicator is **fulfilled**/partially fulfilled/not fulfilled.

Criterion A.2. Research infrastructure

IOSUD-UAIC has a research infrastructure to support the development of activities specific to doctoral university studies - spaces, material endowment, research infrastructure and service offer - in accordance with the mission and objectives assumed, and publicly presented through a profile platform.

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

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.

The venues and the material equipment available at the Doctoral School of Economics and Business Administration allow carrying out research activities in the field of Finance, in line with the mission and objectives undertaken. Thus, the headquarters of the Doctoral School of Economics and Business Administration is in Building R of the "Alexandru Ioan Cuza" University of Iasi, 14 Al. Lapusneanu Street. PhD students can use individual offices/ study rooms equipped with 10 Lenovo All-In-One desktop systems, laptops and multifunction printers. Equally, the same modern building accommodates the activities organized by SDEAA: courses, seminars, workshops, conferences, public defenses of doctoral theses, etc.; all rooms are equipped with the most modern facilities: *smartboards*, laptops, sound system, Internet connection, etc.

In 2020, a new Laboratory (C710) was equipped with 15 computers and licenses for STATA and Eviews econometric software. Subscriptions to international databases such as ORBIS and BankFocus were also purchased.

In addition to the mini library set up in the individual study room (R411) for the exclusive use of doctoral students, it should be noted that they also have access to the resources offered by the two libraries of the Faculty of Economics and Business Administration. Of these, the FEAA Library specializes in the field of Economics, but, given the variety of related subjects of study, it also holds publications in the fields of socio-politics, history, geography, as well as a collection of reference works (encyclopaedias, dictionaries, monographs, legislation). The document collections consist of approximately 25,000 volumes (books and serial publications – Romanian and foreign), subscriptions to foreign and Romanian periodicals on traditional support, electronic documents, and other specialized audio-visual materials; database subscriptions (InfoTrac-Custom Journals; Encyclopedias Britannica online and Universalis online). Logistics includes a network of 100 computers, 3 photocopiers, 3 printers, an e-mail server, video surveillance system, fire and security surveillance system, fingerprint



access system, electronic anti-theft system for each volume. Internet browsing is provided by the University's network, and it is free of charge, and the Server Department within FEAA is responsible for ensuring electronic security. The Database Department designed a publications processing library software, equipped with an online catalog and search engine.

The educational resources presented above are complemented by online databases that the SDEAA community has access to by subscription via ANELIS PLUS 2020 - *Acces National Electronic la Literatura Stiințifică pentru Susținerea Sistemului de Cercetare și Educație din România* [National Electronic Access to Scientific Literature to Support the Research and Education System in Romania], project co-financed by the Regional Development European Fund through the Competitiveness Operational Program 2014-2020, which provides access to databases such as: *Science Direct Freedom Collection, Scopus, SciFinder (CAS), MathSciNet* etc., to which is added a significant number of other databases that can be accessed via the "Mihai Eminescu" Central University Library in Iasi.

The doctoral coordinators in the field of FINANCE, as well as some of the doctoral students enrolled in this field of doctoral studies work in the Research Center in Finance within the "Alexandru Ioan Cuza" University of Iași, whose director is Mrs. prof. Univ. dr. Mihaela Onofrei and which is public on the platform Engage in the Romanian Research Infrastructures System - ERRIS: <https://eiris.eu/ERIF-2000-000G-6721>.

Recommendations:

It is recommended to continue investing in equipment and especially in new data processing and analysis software.

It is recommended to set up a mechanism to attract resources / funds from the private environment.

The indicator is **fulfilled**/partially fulfilled/not fulfilled.

Criterion A.3. Quality of Human Resources

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

At the level of the assessed field, there are qualified staff with the necessary experience to carry out the doctoral university study program - doctoral supervisors, holders within the IOSUD and who meet the minimum CNATDCU standards in force, but also professors who have the quality of doctoral supervisor /ability to support subjects from the training program based on advanced university studies related to the field.

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.

In order to support the establishment of the doctoral field of study in Administrative Sciences within SDEAA, it is noted that there are 3 full-time tenured professors at Alexandru Ioan Cuza University of Iași that are affiliated to the Doctoral School of Economics and Business Administration and meet CNATDCU criteria, as follows:

1. Prof. Ph.D. Habil. Ana-Maria Bercu (tenure) [Annex 10](#)



2. Prof. Ph.D. Habil. Florin Oprea (tenure) [Annex 11](#)
3. Prof. Ph.D. Habil. Mihaela Tofan (tenure) [Annex 12](#)

Recommendations: -

The indicator is **fulfilled**/partially fulfilled/not 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.

The three-teaching staff who support the creation of the Administrative Sciences doctoral field are full-time teaching staff of the Alexandru Ioan Cuza University in Iași, the Faculty of Economics and Business Administration, the Department of Currency, Finance and Public Administration, with employment contracts for an indefinite period.

Although the doctoral school has a separate list of teaching positions, it does not have its own employed teaching and research staff. Thus, the associated teaching and research staff are employees of our university or prestigious national or international specialists, who are Ph.D. supervisors; members of the guidance or support Ph.D. commissions, as well as guest professors.

The following professors have the quality of Ph.D. supervisors in the field of administrative sciences in 2020-2022 academic year:

Prof. Ph.D. Habil. Ana-Maria Bercu

Prof. Ph.D. Habil. Florin Oprea

Prof. Ph.D. Habil. Mihaela Tofan

The Ph.D. supervisors in the field of administrative sciences are also members in the Ph.D. guiding commissions for Ph.D. students involved in other doctoral fields of SDEAA. Ph.D. supervisors in the field of Administrative Sciences meet the mandatory minimum standards established by CNATDCU for obtaining the qualification certificate (according to Annex 2.2).

Recommendations: -

The indicator is **fulfilled**/partially fulfilled/not 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.

The teaching staff who support the establishment of the new administrative sciences doctoral field meet the standards required by the institution for the teaching and research positions they occupy according to Annexes 10, 11, 12 to the Self-evaluation Report.

Recommendations:-

The indicator is **fulfilled**/partially fulfilled/not fulfilled.

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



Doctoral supervisors in the field carry out an internationally visible scientific activity - proven by articles/studies published in prestigious international journals, participation in international scientific conferences, the capacity of reviewer and/or member in the scientific/editorial committees of some international journals and conferences, Google Hirsh indexes.

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.

Doctorate supervisors in the field of Administrative Sciences have international visibility highlighted by the quality of Fulbright Alumna in the field of administrative and related sciences (Prof. dr. habil. Ana-Maria Bercu, in 2022 – University of Illinois in Chicago; Prof. dr. habil. Florin Oprea , in 2021 – University of Michigan-Flint; Prof. Dr. habil. Mihaela Tofan, in 2019 – New York University) and by the number of articles published in journals listed in recognized international databases, as well as books and specialized volumes published at recognized publishing houses with relevant significance for the field of administrative sciences, in which international level contributions can be found that reveal a progress in scientific research - development-innovation for the field subject to evaluation (according to the self-evaluation sheets of the minimum standards by field, of the lists of works and of the CVs attached to this file, Annex 10, Annex 11, Annex 12).

PhD supervisors have national and international visibility, through:

- the number of citations in Web of Science, Scopus, Google Scholar;
- membership in professional associations and/or their boards;
- membership in the boards of national and international journals listed in international databases.

Within the Doctoral School of Economics and Business Administration, the share of doctoral supervisors in the field of administrative sciences who present at least 5 publications indexed Web of Science or ERIH in journals with impact factor or other achievements, with relevant relevance for that field, in which contributions are found of international level that reveals a progress in scientific research - development-innovation for the evaluated field is 100%.

Table no. 3.3. Research visibility indicators for qualified teachers in the field of Administrative Sciences affiliated to SDEAA

No.	Doctoral Supervisors	Articles Web of Science with IF	Articles/Proceedings Web of Science
1	Prof. Dr. Habil. Ana-Maria BERCU	9	25
2	Prof. Dr. Habil. Florin OPREA	12	22
3	Prof. Dr. Habil. Mihaela TOFAN	7	20



Doctoral supervisors in the field of administrative sciences have an international visibility in the last five years, consisting of:

a) membership in the scientific committees of international publications - e.g. Administrative Sciences, Sustainability, Scientific Annals of Economics and Business; Review of Economic and Business Studies; Journal of Public Administration, Finance and Law; European Journal of International Management; Lex Localis - Journal of Local Self Governance; International Journal of Public Administration.

b) membership in the scientific committees of international conferences - e.g. 2019 Globalization and Higher Education in Economics and Business Administration 17 –20 October 2019 Iași, Romania; Decision making for Small and Medium-Sized Enterprises. Conference Proceedings. Karviná: Silesian University in Opava, School of Business Administration in Karviná, Czech Republic, 16-17 May 2019; EUFIRE 2019, European Financial Regulation, May 2019-2022, Iași, Romania, EU-PAIR 2022, May 2022.

c) the quality of guest at conferences held abroad: e.g. Conf. Dr. habil. Ana-Maria Bercu at Youth Unemployment in Central and East European Countries. A regional perspective, International Scientific Conference Transborder Statistics and Spatial Cohesion - Challenges and Perspectives, Rzeszow, Poland, 18-19 April 2018, https://rzeszow.stat.gov.pl/files/gfx/rzeszow/pl/defaultstronaopisowa/1625/1/1/a_bercu_bezrobocie_wsrod_mlodziyzy.pdf; The employee performance appraisal and its impact on public administration, 27th International Scientific Conference on Economic and Social Development, Rome, Italy, 1-2 March 2018, http://www.esd-conference.com/upload/book_of_abstracts/Book_of_Abstracts_esd_Rome_2018_Online.pdf; Prof. Dr. Habil. Mihaela Tofan at the National Academy of Kyiv Mohyla, Ukraine, <https://www.ukma.edu.ua/eng/> September - October 2012; Emile Noel Fellow - New York University School of Law, Jean Monnet Center for International and Regional Economic Law & Justice, fall semester - September - December 2019.

At the time of the visit of the expert committee to evaluate the doctoral program in Administrative Sciences, the number of citations in Web of Science, Scopus and Google Scholar for each PhD supervisor is as follows:

Prof. Dr. Habil. Ana-Maria BERCU, 583 citations
(<https://scholar.google.com/citations?user=Euak-GgAAAAJ&hl=ro&oi=ao>), H index 10;

Prof. Dr. habil Florin OPREA, 277 citations
(<https://scholar.google.com/citations?user=BOTq4fUAAAAJ&hl=ro&oi=ao>), H index 10;

Prof. dr. habil Mihaela TOFAN, 443 citations
(<https://scholar.google.com/citations?user=zKkWm6YAAAAJ&hl=ro&oi=ao>), H index 8.

Doctoral supervisors in the field have created / developed / innovated fields or directions of scientific research.

Doctoral supervisors in the field of administrative sciences have international visibility and are recognized experts in their fields of expertise.

Scientific research contracts

The PhD supervisors in administrative sciences have won in national and international competitions scientific projects in which teachers of the Department of Finance, Currency and Public Administration, young researchers, PhD students of SDEAA specializations were involved. Following this approach, PhD supervisors in administrative sciences will develop new projects in which future PhD students will be actively involved, supporting the study and research effort of the latter and



developing medium and long-term strategic partnerships with partners from country and abroad. Among the projects in which the PhD supervisors in administrative sciences were actively involved, both as director / project manager and member of the implementation team, are the following:

Project Jean Monnet CHAIR, Erasmus+ Programme, no. 101047526-ERASMUS-JMO-2021-CHAIR cu titlul *EU Public Administration Integration and Resilience Studies*, EU-PAIR, financed by EACEA, 66.825, 00 Euro (implementation period 2021-2024), project director Prof. dr. habil. Ana-Maria Bercu.

Erasmus + Project KA203 - Strategic Partnerships for Higher Education European Citizens' Initiative: A Tool for Engagement and Active Citizenship (ECI: From A to Z) coordinated by the University of Coimbra, Portugal and implemented in partnership Alexandru Ioan Cuza University of Iasi, University of Vigo , Spain and Georg-August University of Gottingen, Germany, project value 279,042 Euro, implementation period 2020-2022.

Project Quality in education through social responsibility and ethics at Alexandru Ioan Cuza University of Iași (UAIC) - ReSoNor-Etic-UAIC, CNFIS-FDI-2018-0180 code

Project CEDEX Cross border educational exchanges in European Studies - favourable framework in the diminishing of the border effects at the eastern frontier of the EU <http://cedes.uaic.ro/team.html>

Project Implementation of modern mechanisms for evaluating the quality of teaching and didactic evaluation processes from the perspective of sustainability principles in Alexandru Ioan Cuza University of Iași (UAIC), CNFIS-FDI-2019-0540

Jean Monnet Project, Erasmus + Program, no. 553361-EPP-1-2014-1-EN-EPPJMO-MODULE, entitled European Regional Competitiveness and Human Resource Development, financed under the Decision of the European Agency for Education, Audio-Visual and Culture (EACEA) no. 2014-1586 / 001-001, 40824 euros.

Jean Monnet Project, Erasmus + Program, no. 587359-EPP-1-2017-1-EN-EPPJMO-MODULE, entitled Sustainable Education through European Studies for Young Researchers - SESYR, funded under the Decision of the European Agency for Education, Audio-Visual and Culture (EACEA) no. 2017-1893 / 001-001, director Prof. univ. Dr. Ada Prodan, 38,102.40 Euro.

Jean Monnet-EUFIRE-JM Chair EU Financial Regulation Project, funded under the Decision of the European Agency for Education, Audio-Visual and Culture (EACEA) no. 2016-2302 / 001-001, 66290 Euro

Project Jean Monnet The European civil service and the civil servant, Centrul de Studii Europea, Universitatea Al. I. Cuza, Iași, project financed within the Jean Monnet Program: Key Activity 1, contract no. 10/2603 AJM 10D027674 financed by the European Commission, 26880 euro.

Jean Monnet Center of Excellence in European Studies / Jean Monnet Center of Excellence in European Studies, Center for European Studies, Universitatea Al. I. Cuza, Iași, European LLLP program, Jean Monnet subprogram (2009-2756 / 001-011). Project director Prof. Dr. Gabriela Pascariu, 117,000 Euro



The project "Development of innovation capacity and increasing the impact of research excellence at UAIC", acronym UAIC-INOV-IMP contract no. 34PFE / 19.10.2018, Funded by the Ministry of Research and Innovation (Budget 5.402.00 RON) –Project Director –Prof. univ. Dr. habil. Andrieș Marius Alin

Project "Increasing the quality of master's programs in public administration", Contract POSDRU / 86 / 1.2 / S / 60072, 2010-2013

European Grant Scholarship - EDEN Grant - Erasmus + Program, Post-doctoral Researcher Fellow at Tel Aviv University, Israel, Recanati School of Business, 10,800 Euro, project director Assoc. Prof. Dr. habil. Ana-Maria Bercu.

Mobility project financed by the Executive Unit for Financing Higher Education, Research, Development and Innovation (UEFISCDI), project code PN-III-P1-1.1-MC-2017-1395, project director Assoc. Prof. Dr. habil. Ana-Maria Bercu.

Mobility project funded by the Executive Unit for Financing Higher Education, Research, Development and Innovation (UEFISCDI), project code PN-III-P1-1.1-MC-2018-1683, project director Assoc. Prof. Dr. habil. Ana-Maria Bercu.

Mobility project funded by the Executive Unit for Financing Higher Education, Research, Development and Innovation (UEFISCDI), project code PN-III-P1-1.1-MC-2019-0627, project director Assoc. Prof. Dr. habil. Ana-Maria Bercu.

Mobility project funded by the Executive Unit for Funding Higher Education, Research, Development and Innovation (UEFISCDI), Access to Research Infrastructure at the University of Michigan Flint, USA - code PN-III-P1-1.1-MC-2018-0740, October- November 2018, Prof. Dr. habil. Mihaela Tofan.

Fulbright Senior Scholar Research Grant - September - November 2019, New York University - USA, Prof. Dr. habil. Mihaela Tofan.

Mobility project funded by the Executive Unit for Funding Higher Education, Research, Development and Innovation (UEFISCDI), Access to research infrastructure at New York University, USA - code PN-III-P1-1.1-MC-2019-0117, Prof Dr. habil. Mihaela Tofan.

Recommendations:

Continue monitoring the performance of doctoral supervisors and doctoral students with international visibility.

The indicator is **fulfilled**/partially fulfilled/not fulfilled.

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.



Doctoral supervisors in the field of Administrative Sciences are scientifically active, obtaining at least 25% of the required score according to the minimum standards CNATDCU in force at the date of evaluation, necessary and mandatory to obtain the certificate of qualification, based on scientific results from the last five years. ([Annex 10](#), [Annex 11](#), [Annex 12](#)).

Recommendations:

Continuous monitoring of the fulfilment of the CNATDCU minimum standards in force for each doctoral supervisor.

The indicator is **fulfilled**/partially fulfilled/not fulfilled.

Domain B. EDUCATIONAL EFFECTIVENESS

With regard to the educational effectiveness of the field of doctoral university studies in Administrative Sciences, it is estimated that the legal regulations in force and the IOSUD-UAIC regulations will be respected in terms of the ability to attract high-performing candidates (including from outside the higher education institution) - reflected in the number, quality and diversity of candidates who will appear at the admissions competition; the suitability of the training program based on advanced university studies and the functionality of the guidance committee – which impacts the content of doctoral university study programs; the valorization of doctoral students' research and the diversity of external scientific referees from the commissions for public support of theses - as indicators of the results of doctoral studies and their evaluation procedures.

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

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.

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

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.

Candidates who will be admitted to doctoral university studies in the field of Administrative Sciences will demonstrate qualities of academic, research and professional performance by completing the advanced training program, by meeting performance indicators and by engaging in advanced research activities carried out at the SDEAA level.

Recommendations:

Continuation of the policy of attracting graduates at master's level from other higher education institutions, especially from abroad.

The indicator is **fulfilled**/partially fulfilled/not fulfilled.



Criterion B.2. The content of doctoral programs

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.

The training program of the students who will be enrolled in the doctoral field of Administrative Sciences will comply with the legal regulations in force and the IOSUD regulations.

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.

The training program for students who will be enrolled in the doctoral field of Administrative Sciences will comply with the legal regulations in force and the IOSUD regulations.

The training program for the students who will be enrolled in the doctoral field of Administrative Sciences contains 3 disciplines relevant to the scientific research training of doctoral students, according to the attached plan (Annex 7). The program ensures the study of the subject Research methods and quantitative data analysis.

Recommendations:

Permanent updating of the content of relevant subjects for the scientific research training of doctoral students in the field of Administrative Sciences.

The indicator is **fulfilled**/partially fulfilled/not 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.

The training program for doctoral students enrolled in the doctoral field of Administrative Sciences will include a compulsory discipline entitled Ethics and Intellectual Property, which is allocated 6 hours of course and 8 hours of seminar (Annex 7).

Recommendations:

Continuing to promote ethics in research.

The indicator is **fulfilled**/partially fulfilled/not 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 activities².

IOSUD - “Alexandru Ioan Cuza” University of Iași has created mechanisms to ensure that the training program based on advanced university studies, related to the field of Administrative Sciences,

² 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.



will target “learning outcomes”, specifying the competencies, skills and attitudes that PhD students they should acquire them after completing each discipline or through research activities. For each discipline provided in the training program based on advanced university studies, the holder of the discipline draws up a discipline sheet that makes specific references to the knowledge, abilities / skills, competences, responsibility and autonomy acquired by doctoral students after its promotion, there are evaluation mechanisms the level of the doctoral school both in terms of subject sheets and the satisfaction of doctoral students.

Recommendations:

Maintaining and improving the mechanisms that ensure that the training program based on advanced university studies, related to the field of Administrative Sciences targets the learning outcomes.

Monitoring the subject sheet for all subjects in the doctoral school curriculum.

The indicator is **fulfilled**/partially fulfilled/not fulfilled.

Domain C. QUALITY MANAGEMENT

During the visit and from the analysis of the Self-Assessment Report of the Administrative Sciences doctoral program, the internal quality assurance system was analysed - the institutional framework, the policies and procedures applied for internal quality assurance; Transparency of information and accessibility to learning resources - the availability for consultation of information of interest in electronic format, the assurance for doctoral students of access to resources; and Degree of internationalization – the existence and application of a strategy to increase the degree of internationalization.

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

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.

With a view to establishing the new doctoral field of Administrative Sciences within SDEAA, we appreciate that the necessary institutional framework exists and relevant policies and procedures are applied for internal quality assurance.

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.

At the IOSUD level, *Procedura operațională privind evaluarea și monitorizarea internă a școlilor doctorale din cadrul Universității „Alexandru Ioan Cuza” din Iași.* (The Operational Procedure regarding the evaluation and internal monitoring of the doctoral schools within the “Alexandru Ioan Cuza” University of Iași) was approved. It establishes the procedure of internal evaluation of the doctoral schools and of the domains of doctoral studies in order to accredit and periodically evaluate them according to Metodologia de evaluare a studiilor universitare de doctorat (The Methodology of Evaluation of Doctoral University Studies) elaborated in accordance with the legislation in force. The application of the procedure is materialized in the form of periodic reports made at the level of the Doctoral School.

Regulamentul instituțional de organizare și funcționare a studiilor universitare de doctorat (The Institutional Regulation for the Organization and Functioning of Doctoral University Studies) establishes internal quality assurance policies that apply to all doctoral schools at UAIC. At the level of the Doctoral School of Economics and Business Administration, the permanent evaluation of the activity is regulated by Regulamentul de funcționare al școlii doctorale (The Regulation of Operation of the Doctoral School) and represents one of the objectives in Planul strategic al Facultății de Economie și Administrarea Afacerilor (The Strategic Plan of the Faculty of Economics and Business Administration).

Recommendations:

It is recommended to create a clearer record of the application of the internal evaluation and monitoring procedure.

The indicator is **fulfilled**/partially fulfilled/not 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.

At the level of the Doctoral School of Economics and Business Administration, the *Questionnaire for Assessing the Quality of Doctoral Studies* is administered annually. The conclusions drawn from this mechanism for collecting feedback from doctoral students are mentioned in the report devised by the internal commission for evaluating the activity of the doctoral school:

- The doctoral students from the Doctoral School of Economics and Business Administration deem the activity of the doctoral school as very good, being satisfied with the collaboration with the doctoral advisors and the members of the guidance commission, as well as with the administrative staff.
- The frequency of meetings with the doctoral advisor is about 2 meetings per week and when necessary.
- The doctoral students have presented some suggestions for the continuous improvement of the academic and administrative activity, among which we mention: the organization of optional courses, the extension of the existing book fund, the opening of a dialogue with other doctoral schools within IOSUD-UAIC and beyond etc.

The report of the internal evaluation commission contains a series of recommendations that are transposed in the action plan proposed within the strategies and procedures implemented at the level of the Doctoral School of Economics and Business Administration as measures to continuously improve, beyond the minimum standards, the quality of the ECONOMICS doctoral study program.

Specifically, the SDEAA Report for the 2012-2017 period includes the results of an analysis conducted between March-April 2017 on 31 graduates (31 valid answers out of the 33 received). It was



carried out by distributing a questionnaire in order to obtain feedback from doctoral students on the quality of the doctoral process and the quality of doctoral guidance, as follows:

- doctoral student's decision to enrol in the SDEAA study program - alternative to plan "0";
- quality of the program - according to expectations, with too much emphasis on other activities;
- research environment - more competitive than collaborative;
- pressure to work - stress and loneliness;
- final customer satisfaction - grade 4/5;
- quality of doctoral guidance– normal, with emphasis on autonomy and independence of the doctoral student.

Recommendations:

It is recommended to better operationalize the provisions of this procedure and draw up a plan of measures for the continuous improvement of the academic and administrative processes.

The indicator is **fulfilled**/partially fulfilled/not fulfilled.

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

At the level of IOSUD-UAIC, respectively SDEAA, transparency and accessibility to learning resources is ensured by publishing information on the UAIC website, in compliance with the legal regulations in force regarding data protection.

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

Within the SDEAA, information of interest to doctoral students, future candidates, respectively information of public interest is available on the school's website, in electronic format. This information concerns: the regulations of the doctoral school; admission regulations; the doctoral studies contract; the regulations for completing the studies, which also include the procedure for public defense of the thesis; the content of study programs; the scientific profile and thematic areas / research themes of the PhD supervisors in the field, as well as their institutional contact details; the list of doctoral students in the field with basic information (year of enrollment; supervisor); information about the standards for the preparation of the doctoral thesis.

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.

The website of the *Doctoral School of Economics and Business Administration* is doctorat.feaa.uaic.ro. The section presenting doctoral studies includes information on:

- the regulation regarding the activity of doctoral studies at the level of the doctoral school;
- the list of active members of the doctoral school with the contact details and the research field of interest;

- the minimum standards for obtaining the enabling certificate;
- the content of the advanced university training program.

The second section contains information on admission to doctoral studies:

- the admission methodology, elaborated annually;
- the topics for admission;
- the manner of conducting the admission exam;
- information on the admission contest schedule, fees, number of seats and the content of the file.

The Doctoral School's website also includes *sections for announcements* regarding the presentation of research reports, which is public according to the school's regulations, and of doctoral theses.

"Alexandru Ioan Cuza" University of Iasi offers doctoral students the opportunity to access the following databases: Science Direct Freedom Collection, Scopus, SciFinder (CAS), MathSciNet, etc., while through the Central University Library "Mihai Eminescu" in Iasi, they also have access to other representative databases, such as: SpringerLink Journals, ProQuest Central, Emerald Journals, Science Journals, Thompson Reuters, Oxford Journals, SAGE Journals HHS Collection, EBSCO, Wiley Journals etc.

Students and academics have [free access](#) to the most important online scientific documentation resources worldwide, including: Clarivate Analytics (Web of Science + Derwent Innovation + Journal Citation Report), Science Direct, SCOPUS, MatSciNet, SciFinder, ScienceDirect National Archives, ScienceDirect. Free access is allowed as a result of UAIC's participation as a contributing member in the project "Electronic National Access to Scientific Literature to Support the Research and Education System in ROMANIA - ANELIS PLUS 2020" (*ANELIS PLUS 2020 - 2017 Contract Annex*).

The university ensures through its own resources, financial and scientific expertise, the publication of 56 scientific journals, most of them published annually (<http://www.uaic.ro/cercetare/publicatii-stiintifice/>).

Since 2006, within IOSUD-UAIC, a special module has been used to verify the percentage of similarity for the works developed by students from all three cycles of university studies (bachelor, master, doctorate) within the Blackboard - *SafeAssign* e-learning platform, the "Alexandru Ioan Cuza" University of Iași being among the first higher education institutions in Romania to invest in this direction and the only public university to purchase this e-learning platform ([Annex 29](#)).

Licenses to use this application have been extended annually by successive procurement contracts ([Annex 30](#)). In 2018, with the decision to adopt another technical solution based on Moodle to provide the e-learning platform to distance- and part-time learning students, the *Turnitin* application was purchased ([Annex 31](#)). Thus, access is ensured for all professors, including doctoral advisors, at the "Alexandru Ioan Cuza" University of Iasi, as well as for doctoral students (with the consent of their doctoral advisor) to an electronic system which can be used to verify the degree of similarity with other existing scientific or artistic creations.



Recommendations:

Continuous updating of the web pages of IOSUD and SDEAA-UAIC.

The indicator is **fulfilled**/partially fulfilled/not fulfilled.

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

IOSUD/SDEAA provides doctoral students with access to the resources necessary to carry out their doctoral studies. Thus, access to international databases is ensured, free online scientific documentation resources are provided, scientific research is published in its own journals.

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.

"Alexandru Ioan Cuza" University of Iasi offers doctoral students the opportunity to access the following databases: Science Direct Freedom Collection, Scopus, SciFinder (CAS), MathSciNet, etc., while through the "Mihai Eminescu" Central University Library in Iasi they also have access to other representative databases, such as: SpringerLink Journals, ProQuest Central, Emerald Journals, Science Journals, Thompson Reuters, Oxford Journals, SAGE Journals HHS Collection, EBSCO, Wiley Journals etc.

The doctoral students also had access to the ORBIS and BankFocus databases that contain financial data for companies.

Recommendations:

Permanent information of doctoral students regarding free access to platforms with academic databases relevant to the field of Administrative Sciences.

The indicator is **fulfilled**/partially fulfilled/not 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.

IOSUD –“Alexandru Ioan Cuza” University of Iași has shown a continuous concern for ensuring the necessary resources to verify the percentage of similarity for the works developed by students from all three cycles of university studies, including those of doctoral theses ([Annex 29](#)). Thus, since 2006, at IOSUD-UAIC, the special module for this functionality has been used within the e-learning platform Blackboard - *SafeAssign*, the “Alexandru Ioan Cuza” University of Iași being among the first higher education institutions in Romania investing in this direction and the only public university that purchased this e-learning platform.

The necessary licenses to use this application have been extended annually, through successive procurement contracts ([Annex 30](#)), so in 2018, with the decision to adopt another technical solution based on Moodle to provide the e-learning platform to distance- and part-time learning students, the *Turnitin* application was purchased ([Annex 31](#)). Thus, access is ensured for all professors, including doctoral advisors, at the “Alexandru Ioan Cuza” University of Iași, as well as for doctoral students (with the consent of their doctoral advisor) to an electronic system which can be used to verify the degree of similarity with other existing scientific or artistic creations.



Recommendations:

It is recommended to support doctoral students and for the verification of scientific works.

The indicator is **fulfilled**/partially fulfilled/not 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.

All doctoral students enrolled in the doctoral program have access to the research infrastructure available within IOSUD - Alexandru Ioan Cuza University of Iasi, this being one of the rights of the doctoral student, as they are formulated in art. 16 of *Regulamentul instituțional de organizare și funcționare a studiilor universitare de doctorat* (The Institutional Regulation for the organization and functioning of doctoral studies), which stipulates that during the doctoral studies, the doctoral student has the right ... (d) to benefit from the logistics, documentation centers, libraries and equipment of the University for the elaboration of research projects and doctoral thesis. For SDEAA laboratories and the research infrastructure available to its doctoral students in general, there is an appropriate access and conduct regulation displayed in each room.

Recommendations:

Supporting new doctoral students admitted to the PhD so that they have access to the existing research infrastructure.

The indicator is **fulfilled**/partially fulfilled/not fulfilled.

IV. SWOT Analysis

<u>Strengths:</u>	<u>Weaknesses:</u>
<ul style="list-style-type: none"> • IOSUD and SDEAA with tradition in organizing doctoral university studies; • PhD supervisors in the field of Administrative Sciences with national and international recognition; • Scientific projects coordinated by PhD supervisors supporting research in the field of Administrative Sciences; • Valorisation of research by doctoral supervisors who support the establishment of the field of Administrative Sciences through publications with impact in the field. • Structures, procedures and policies for ensuring the quality of doctoral studies; • Modern research infrastructure; • Current and sufficient logistical resources for the advanced training of doctoral students; • Access to scientific resources in international databases; 	<ul style="list-style-type: none"> • At the level of IOSUD, SDEAA, a small number of doctoral students from abroad; • At the level of IOSUD, SDEAA, the lack of an internationalization plan with specific measures

<u>Opportunities:</u>	<u>Threats:</u>
<ul style="list-style-type: none"> • Organizations that need specialists (doctoral students or doctors) to carry out research projects and/or to increase competitiveness • The existence of national and international research programs for the financing of doctoral and post-doctoral research; • The digitization of education and its move mainly to the online environment facilitates the participation of doctoral supervisors and doctoral students in prestigious international conferences or provides access to different "networks", for the exchange of best practices, the formation of research clusters • The need in public organizations for specialists with a doctorate in the field of Administrative Sciences. 	<ul style="list-style-type: none"> • Decrease in interest in doctoral university studies from master's graduates. • Decrease in the number of places with funding from the state budget. • Lack of direct connections with graduates of doctoral studies to obtain appropriate feedback. • Internationalization of HE in the EU

V. Overview of judgments awarded and of the recommendations

No.	Type of indicator (IP, IP*, IPC)	Performance Indicator	Qualifying	Recommendations
1.	IP	A.1.1.1. The existence of specific regulations and their application at the level of the doctoral school of which the field of university doctoral studies is a part: <ul style="list-style-type: none"> a) regulations of the doctoral school; b) the methodology for conducting the elections for the position of director of the Doctoral School Council (CSD), as well as the choice by the students of the representative in the CSD, and evidence of their progress; c) methodologies for organizing and conducting university doctoral studies (admission of doctoral students, completion of university doctoral studies); d) the existence of mechanisms for the recognition of the quality of doctoral supervisor and for the equivalence of the doctorate obtained in other states; e) functional management structures (Council of the doctoral school), proving including the regularity of convening meetings; f) the doctoral university studies contract; 	Fulfilled	It is recommended that all decisions of the Doctoral School Council be published on the website of the doctoral school. It is recommended to continue the permanent updating of the website of the Doctoral School so that both PhD supervisors, PhD students and admission candidates can find all the necessary information on the website.

No.	Type of indicator (IP, IP*, IPC)	Performance Indicator	Qualifying	Recommendations
		g) internal procedures for analysis and approval of proposals regarding the subject of the training program based on advanced university studies.		
2.	IP	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.	Fulfilled	It is recommended to permanently update the regulations of the doctoral school in accordance with the existing legislation;
3.	IP	A.1.2.1. The existence and effectiveness of an appropriate IT system to keep track of doctoral students and their academic background.	Fulfilled	The publication on the website of the doctoral school related to each field of performance and quality information from the student management system.
4.	IP	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.	Fulfilled	Consider the improved versions of this software to expand the database to increase the level of originality.
5.	IPC	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.	Fulfilled	It is recommended to continue investing in equipment and especially in new data processing and analysis software. It is recommended to set up a mechanism to attract resources / funds from the private environment.
6.	IPC	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.	Fulfilled	-

No.	Type of indicator (IP, IP*, IPC)	Performance Indicator	Qualifying	Recommendations
7.	IP *	A.3.1.2. At least 50% of all doctoral advisors have a full-time employment contract for an indefinite period with the IOSUD.	Fulfilled	
8.	IP	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.	Fulfilled	
9.	IPC	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 defence 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.	Fulfilled	Continue monitoring the performance of doctoral supervisors and doctoral students with international visibility.

No.	Type of indicator (IP, IP*, IPC)	Performance Indicator	Qualifying	Recommendations
10.	IP *	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.	Fulfilled	Continuous monitoring of the fulfilment of the CNATDCU minimum standards in force for each doctoral supervisor.
11.	IP *	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.	Fulfilled	Continuation of the policy of attracting graduates at master's level from other higher education institutions, especially from abroad.
12.	IP	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.	Fulfilled	Permanent updating of the content of relevant subjects for the scientific research training of doctoral students in the field of Administrative Sciences.
13.	IP	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.	Fulfilled	Continuing to promote ethics in research.
14.	IP	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 activities.	Fulfilled	Maintaining and improving the mechanisms that ensure that the training program based on advanced university studies, related to the field of Administrative Sciences targets the learning outcomes. Monitoring the subject sheet for all subjects in the doctoral school curriculum.
15.	IP	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	Fulfilled	It is recommended to create a clearer record of the application of the internal evaluation and monitoring procedure.

No.	Type of indicator (IP, IP*, IPC)	Performance Indicator	Qualifying	Recommendations
		<p>following assessed criteria being mandatory:</p> <ul style="list-style-type: none"> (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. 		
16.	IP *	<p>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.</p>	Fulfilled	<p>It is recommended to better operationalize the provisions of this procedure and draw up a plan of measures for the continuous improvement of the academic and administrative processes.</p>
17.	IPC	<p>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:</p> <ul style="list-style-type: none"> (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; 	Fulfilled	<p>Continuous updating of the web pages of IOSUD and SDEAA-UAIC.</p>

No.	Type of indicator (IP, IP*, IPC)	Performance Indicator	Qualifying	Recommendations
		(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.		
18.	IP	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.	Fulfilled	Permanent information of doctoral students regarding free access to platforms with academic databases relevant to the field of Administrative Sciences.
19.	IP	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.	Fulfilled	It is recommended to support doctoral students and for the verification of scientific works.
20.	IP	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.	Fulfilled	Supporting new doctoral students admitted to the PhD so that they have access to the existing research infrastructure.

VI. Conclusions and general recommendations

It is recommended that all decisions of the Doctoral School Council be published on the website of the doctoral school.

It is recommended to continue the permanent updating of the website of the Doctoral School so that both PhD supervisors, PhD students and admission candidates can find all the necessary information on the website.

It is recommended to permanently update the regulations of the doctoral school in accordance with the existing legislation.

The publication on the website of the doctoral school related to each field of performance and quality information from the student management system.

Consider the improved versions of this software to expand the database to increase the level of originality.

It is recommended to continue investing in equipment and especially in new data processing and analysis software.

It is recommended to set up a mechanism to attract resources / funds from the private environment.

Continue monitoring the performance of doctoral supervisors and doctoral students with international visibility.

Continuous monitoring of the fulfilment of the CNATDCU minimum standards in force for each doctoral supervisor.

Continuation of the policy of attracting graduates at master's level from other higher education institutions, especially from abroad.



Permanent updating of the content of relevant subjects for the scientific research training of doctoral students in the field of Administrative Sciences.

Continuing to promote ethics in research.

Maintaining and improving the mechanisms that ensure that the training program based on advanced university studies, related to the field of Administrative Sciences targets the learning outcomes.

Monitoring the subject sheet for all subjects in the doctoral school curriculum.

It is recommended to create a clearer record of the application of the internal evaluation and monitoring procedure.

It is recommended to better operationalize the provisions of this procedure and draw up a plan of measures for the continuous improvement of the academic and administrative processes.

Continuous updating of the web pages of IOSUD and SDEAA-UAIC.

Permanent information of doctoral students regarding free access to platforms with academic databases relevant to the field of Administrative Sciences.

It is recommended to support doctoral students and for the verification of scientific works.

Supporting new doctoral students admitted to the PhD so that they have access to the existing research infrastructure.

Iași, 17th of February 2023

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