



Agencia Română de  
Asigurare a Calitatii în  
Serviciile Educaționale

**Invest in people!**

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Priority axis 1 „Education and training in support of growth and development of the knowledge based society”  
Major intervention field 1.2 „Quality of higher education”

**Project title „Consolidation of quality culture at the level of Romanian Higher Education system - QUALITAS”**  
POSDRU/155/1.2/S/141894 Agreement

## SYNTHETIC REPORT OF EXTERNAL INSTITUTIONAL EVALUATION

ROMANIAN – AMERICAN UNIVERSITY BUCHAREST

**ARACIS  
2015**



## SYNTHETIC REPORT OF EXTERNAL INSTITUTIONAL EVALUATION

**A. Evaluated institution:** Romanian – American University Bucharest

**B. Audit period:** May 21-23 2015

**C. External Institutional Evaluation Commission:**

Control no.	Evaluator name and surname  University	Evaluator position within the Commission
1.	Univ. Prof. Cristina GHITULICA Ph.D. – Polytechnic University Bucharest	Mission Director
2.	Univ. Prof. Razvan NISTOR Ph.D. – “Babes Bolyai” University Cluj-Napoca	Mission coordinator
3.	Univ. Prof. Mircea IVANESCU Ph.D.	Expert <i>Consultative Commission</i>
4.	Univ. Prof. Alexandru TUGUI Ph.D. –A.I.I. Cuza University Iasi	Expert <i>Institutional Commission</i>
5.	Univ. Prof. Gyongyver HERVAI SZABO Ph.D. - Kodolanyi Janos University	Foreign expert
6.	Univ. Prof. Madela ABRUDAN Ph.D. –Oradea University	Program expert – <i>Management</i>
7.	Univ. Prof. dr. Gabriela PRELIPCEAN- „Stefan cel Mare” University Suceava	Program expert – <i>International affairs</i>
8.	Univ. Prof. Constantin MARTA Ph.D. – „Eftimie Murgu” University Resita	Program expert – <i>Commerce, tourism and services economy - part-time education</i>
9.	Univ. Prof. Iuliana CIOCHINA Ph.D. – „Constantin Brancoveanu” University Pitesti	Program expert – <i>Commerce, tourism and services economy - part-time education</i>
10.	Univ. Prof. Inocentiu MANIU Ph.D. - Polytechnic University Timisoara	Program expert – <i>Marketing- part-time education</i>
11.	Univ. Prof. Florin FOLTEAN Ph.D. – West University Timisoara	Program expert – <i>Marketing- part-time education</i>

12.	Elena IACOBENCU - „Dunarea de Jos” University Galati	Student evaluator ANOSR
13.	Florina BESNEA - Craiova University	Student evaluator UNSR
14.	Carmen MIRIAN- ARACIS	Technical secretary

#### D. General frame of the evaluation process:

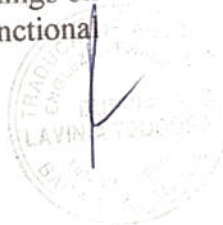
External institutional evaluation was made within the project: “*Development and consolidation of quality culture at the level of Romanian Higher Education system - QUALITAS*” (POSDRU/155/1.2/S/141894), co-financed from the European Social Fund by the Sectorial Operational Human Resources Development Program 2007 – 2013, Priority Axis 1 „*Education and training in support of growth and development of the knowledge based society*”, Major intervention field 1.2 „*Quality of higher education*” and based on the protocol concluded on October 15<sup>th</sup> 2014 between the **Romanian Agency for Quality Assurance in Higher Education (ARACIS)**, represented by **Univ. Prof. Iordan PETRESCU Ph.D.** as representative of the ARACIS Council, and **Romanian – American University Bucharest**, represented by **Univ. Prof. Ovidiu FOLCUT Ph.D.** as chancellor, regarding the setting of higher education license studies subject to ARACIS evaluation

External institutional evaluation process was performed under the ARACIS methodology, higher education quality assurance legislation and specific procedures referred to by the evaluation guide.

External Institutional Evaluation of the Romanian – American University Bucharest, located in Bucharest, 1B Expoziției Bd., district 1, code 012101, was performed for *the reassurance of the reinforcement of the quality of education, scientific research, institutional structures, administrative and managerial, of the University academic results and performances, conducting to promoting the public trust into the higher education qualifications and certificates granting standards by the institution.* External Institutional Evaluation of the Romanian – American University Bucharest was performed also for the purpose of *comparing the findings and recommendations made by the evaluators’ team during the previous institutional evaluation with the progress made by the higher education institution.*

#### E. Objectives of the external institutional evaluation:

- Observance of the information conformity and data presented by the institutions referred to into the Institutional Self-evaluation Report, as well as of those presented by its addendums;
- Observance of the conformity with the organization legal frame and operation of the institution;
- Teaching personnel quantity and quality evaluation and all the aspects related to its activity;
- Observance of the existence of specific regulations for all type of activities, procedures and their implementation;
- Evaluation of the institutional capacity, as it was described by the Institutional Self-evaluation Report and supported by its addendums, as well as by findings on the field, in what concerns the material base and existence of all functional structures (academic management and administrative etc.);



- f. Observance of the regulations in force implementation in relation to the students professional activity, from their acceptance by the University to classes graduation, the use of transferable credits system, practical activity, provision of the required frame for the performance of the specific research activities for phases II and III study programs etc.;
- g. Evaluation of the educational effectiveness by observing the compliance with the performance standards in relation to: the content of the studies program, learning results, scientific activities performance, scientific research capitalization, provision of learning resources etc.;
- h. Observance of the quality management implementation under all its aspects and for all the activity fields that are making the scope of the mission of the observed institution;
- i. Observance of the implementation of the Ethics code and Academic integrity and an academic and real scientific climate is provided;
- j. Observance of the public information transparency level in relation to the specific activities performed within the Romanian – American University Bucharest.

**F. Procedures used for the achievement of the external institutional evaluation objectives:**

- a. Setting up meetings and discussions with the academic and administrative management of the institution;
- b. Performing a detailed visit on the field, containing the majority of the learning and research areas of the institutions, for the observance of the existence of the material base, quality and its performance level, the way it is being used etc.;
- c. Setting up meetings and discussions with the professors, students and graduates and a series of employers;
- d. Visitation of the secretariat and administrative compartments for the observance of the conformity of procedures implementation related to the students registration and their professional activity, registration of documents issuance, registration of the teaching personnel, financial administration, public acquisitions, etc.;
- e. Drafting the audit charts (on the level of the evaluated study programs and institutional level) and the External Institutional Evaluation Commission report; The analysis of the Institutional Self-evaluation Report and its Addendums.

**G. Work method:**

- a. Activities performed by the External Institutional Evaluation Commission in its entirety: initial meeting with the University management (rector, president, vice-chancellors, scientific secretary, deans), with the representative of the Quality Assurance Department (QAD), the contact person for the institutional evaluation, representatives of the study programs; making the on field visit;
- b. Activities performed differentiated by the Commission members: study programs evaluation by the program experts; institutional evaluation by the Institutional Commission expert, Consultative Commission expert, mission director, mission coordinator, foreign expert and technical secretary;
- c. Activities performed by the commission experts, mission director and coordinator, foreign expert, technical secretary and Commission students, the



meeting organized with the evaluated institution students, the meeting organized with the graduates, the meetings organized with the employers;

- d. Activities performed by the foreign expert: meeting with the academic and administrative management of the institution and QAD representative, visitation of the Romanian – American University Bucharest together with the students within the External Institutional Evaluation Commission;
- e. Students within the External Institutional Evaluation Commission have performed specific activities under full autonomy conditions, corresponding to a program defined by themselves;
- f. Analysis of the evaluation results within the External Institutional Evaluation Commission in its entirety;
- g. Presentation of the evaluation summary within a meeting reuniting the External Institutional Evaluation Commission and the University management (rector, president, vice-chancellors, deans, department directors, administrative general director), QAD representative, contact person for the institutional evaluation and representatives of the study programs.

## H. Findings of the External Institutional Evaluation Commission – summary:

### a. Institutional capacity:

Romanian – American University Bucharest (RAU) is a higher education institution, private legal person and public utility, part of the national education system.

The entire activity of the Romanian – American University Bucharest is based on the University Charta, adopted by the University Senate (September 15<sup>th</sup> 2011) and favourably approved by M.E.C.T.S. (Address 50202bis/2011) under the law. The Charta is the unequivocal expression of the complete agreement of the will of the universities community and sanctions the structure, functions and principle governing the achievement of its educational ideal, managerial vision and assumed mission.

Romanian – American University Bucharest's mission is education, teaching, scientific research and innovation, cultivating science values and universal culture as a whole, of economic science and especially legal. The University provides education and research in compliance with the quality standards, within a stimulating, intellectual internal climate, for students as well as for professors.

The evaluated University may be described also by the following statistical data: 6 faculties, 4 research centres, over 2800 students during the university year 2014-2015, for all study classes. The Romanian – American University Bucharest organizes during the university year 2014-2015 a number of 11 license study programs and 14 masters' study programs.

The University, as a higher education institution, is defined as being didactic and of scientific research, targeting:



- ✓ Training higher education specialists for teaching, research, socio-economic and cultural activities by preparing youngsters on two Bologna type educational levels: licence and masters';
- ✓ Research for the truth, materialized by fundamental and applicative analysis work;
- ✓ Knowledge and good practices transfer towards the society and for the society by consultancy and counselling services that would sustain regional development under the generous principles of the sustainable development concept.

RAU management is employed under the legislation in force and University Charta. The supreme decision forum within the University is the University Senate, with competences in all university autonomy fields and sets the general development strategy of the University. The Senate activity is performed in plenum and according the commissions.

The entire didactic and research activity within the Romanian – American University Bucharest is performed under the national legislations and self-made regulations, approved by the university senate, addendums to the University Charta. Regulations are compatible with the legislation in force into the education field, being approved by the University Senate. The Senate decisions are communicated at faculty and departments level, transparently so, being known within the University and by the university web page.

The Romanian – American University Bucharest applies, based on its own regulation, *The Professional Deontology and Ethics Commission* within a structure and component proposed by the Administration Council, approved by the Senate and approved by the institution chancellor. Annually the commission is drafting a report concerning the compliance with the university ethics and research activities ethics, submitted to the chancellor, University senate making it public by publishing it on the institution webpage.

The University employs internal auditing good practices regarding the main university's activity fields. The audit department performs the internal financial audit for all departments, being drafted, annually, an internal audit report, which is presented and discussed upon within the meeting of the University Senate.

The University chancellor presents annually a Report on the University status, which is public. The Report contains information and data on the financial status of the University, teaching and research personnel, students, material base, scientific research, internal and international relations, internal quality assurance, university ethics and others.

The Romanian – American University Bucharest has an organizational structure defined by the institution flowchart. The University has a coherent regulation system used for the activities management, in compliance with the legal regulations in force.

The election of the University management structures is based on the University elections performance methodology, approved by the University Senate and it is done once in 4 years by a democratic system, on all hierarchical levels. The validation of the management structures was performed according to the methodology, under the law.

The Administration Board of the Romanian-American University Bucharest is designated by the founders, under the law. The management positions within RAU are represented, on all levels (institutional, faculties, departments) by higher education tenured professors, being designated

the professor position, associate professor or lecturer (vice-dean), with the basic norm within the University.

The University has a strategic plan and annual operational plans. These are published on the university webpage in order to be known by the universities community members and are implemented according to rigorous follow practices and mechanisms. The University strategic plan highlights the institutional priorities and targets the following aspects: education program, research initiatives, learning environment, work relationships and the relationship with the community.

The University owns its own areas for the proper performance of the educative activities and scientific research. The faculties own a sufficient number of lecture rooms, their own laboratories, rooms for seminars and other specific activities that are performed by students groups. All lectures rooms are endowed with the logistics required for class support: vide picture projector, protection screen, Internet access, appropriate furniture, and the areas designated for practical activities are set up according to requirements specific to each laboratory and endowed with modern equipment and apparatus allowing the achievement of the objectives set by the chart of each subject.

The Romanian-American University has a Central Library and faculties libraries which provide learning resources in all specialty fields wherein are performed educational activities and research within the university. The library provides its users: 6 study and reading halls with 570 places located within the University; 10 rooms with 200 places located, on each floor, in the university hall; (for 27,5% from the total number of students). The University library has a subscription to legislative SINTACT database.

RAU own a patrimony which allows activities to be performed according to the assumed mission, by complying with the quality standards set by international standards, 100% from the learning areas being the property of the institution.

The Romanian-American University Bucharest has a personal budget for revenues and expenses, signed off by the Administration Board and approved by the University Senate.

#### **b. Educational effectiveness:**

Romanian –American University Bucharest promotes a transparent students recruitment and acceptance policy, based on its own methodology.

The admission examination is organized for each study program, representing the main recruitment activity of students and class takers. The admission into a university study class is done solely based on a previously earned certificate (AB and license), based on a combined criteria system.

The University is organizing information and promotion events, such as: the day of open gates, missions for the promotion of the educational offer within high schools etc.

Considering the specific of the University a large part of the graduates find a position on the job market. The Faculties within RAU Bucharest maintains contact with the faculty graduates, and the graduates lists are posted on the webpage of each faculty.

The university is periodically performing analysis concerning the professional insertion of its graduates (per classes and study/specialties programs), using the analysis results to adapt their educational effort to the requirements of the labour market and its direct beneficiaries.





According to such internal analysis, for the analysed time frame, the employability average rate was between 64,87% and 84,06%, against every specialty, as it results from the studies performed on institutional level and from the findings of the commission on the evaluation date.

During 2010-2014, the employability average rate per University level was 73,45%, which proves a good insertion of graduates on the labour market, in study fields.

For the entire period that was analysed, 58,1% from the higher education licence study graduates have continued their studies by masters' university programs, either within the University, or in other University across the country and abroad.

On University level, the ratio of the last two license university study graduates promotions who continued studies with the institutional masters' programs is of 50,08%, differences occurring from one major to another.

For supporting the students in making the appropriate decisions for the structure of their own professional training path, starting with 2005, within the University was created the Career Orientation and Counselling Centre, which aims mainly at their counselling in view of making a decision for the professional specialty that best suits them.

The educational activity from the University is based on student focused learning methods and media. Professors develop learning student centred techniques, methods and media, which are brought to their attention by publishing the leaflets on the faculties boards.

Each faculty provides the professors and students with modern technical means for the performance under the most efficient conditions, of the learning and teaching processes (multimedia systems, intelligent boards, flipcharts etc.).

The University has its own strategy regarding the scientific research, approved by the University Senate and drafts average and short term programs, respectively annual programs. The University provides the development of the materials required for the scientific research and supports the running of research-development projects, provides experimental fields in various ecologic conditions, as well as equipment.

Scientific research financing is provided by funds attracted by participating in national and international competitions, as well as funds brought by partnership with private bodies.

The performance of the research activity is regulated by the Research Department Regulation.

The research activity centre is coordinated by the vice-chancellor responsible with the research. Within the Romanian – American University are running multiple centres defined by the University as being scientific research units, such as: Microsoft Innovation Centre and Centre for Political Economy and Business "Murray Rothbard".

The results of the scientific research are capitalized, according to their character, by scientific publications, technologic transfer, consultancy and specialty aid, for educational purposes etc. During 2010-2014, the scientific research activity within the University materialized by: 73 ISI rated papers, 177 articles in CNCSIS recognition journals, 368 papers in scientific conference volumes, specialty magazines, 663 articles with indexes in BDI database, 203 books, treaties, monographs.





The Romanian – American University Bucharest is annually organizing a series of events whose purpose is to capitalize the results of the scientific research. Thus between 2010 and 2014 there have been organized over 121 such scientific manifestations. Also, there were organized round tables attended by the Romanian business environment representatives, for the creation of a larger frame for the collaboration in inter-multidisciplinary research fields.

### c. Quality management:

Within the Romanian – American University Bucharest, the specific evaluation and quality assurance structure is the Evaluation and Quality Assurance Commission (EQAC), constituted under the national legislation in force in relation to quality assurance and based on its own regulation. The Commission coordinates the quality assurance activity of the study programs provided by the university and it is monitoring the efficient running of the Quality System Management adopted by the Senate.

Within RUA Bucharest, it is promoted and implemented the quality culture on specific activities level: learning, scientific research, institutional, administrative and financial-accounting management. There have been created structures, policies have been formulated and strategies have been set which are creating the institutional frame for quality development and monitoring for the continuous improvement of the quality standards. The quality culture targets the values, norms and activities performed by the University, including the initiation, approval and monitoring of the educational and research activities monitoring based on an operational plan.

The Evaluation and Quality Assurance Commission (EQAC) created on institutional level, has the responsibility to develop the skills of professors and administrative personnel within the quality management field, to establish a set of concrete and achievable quality culture promoting actions within the University and follow up, to encourage and support internal audits between various institutional structures, as well as the establishment of an external audits calendar on both academic and administrative levels.

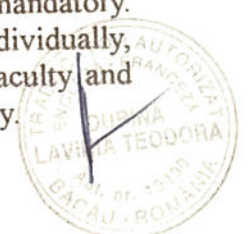
Within the university there is a specific operational procedure for the initiation, approval and evaluation of the curricula. The evaluation is done by EQAC under the Regulation concerning the initiation, approval, monitoring and periodic evaluation of study programs, the regulation being associated a monitoring study program.

Annually, within each department are performed study programs monitoring activities by collecting data from students through evaluation sheets, aspect confirmed during the meeting with students.

All study programs are evaluated annually by departments in view of relating to the market requirements and determining the number of seats for each program.

Within the Institutional periodic evaluation report there are programs that were included in the educational as a result of the correlation with the labor market. By means of international collaborations within various programs and projects, study programs are regularly adjusted to the requirements of the European and international market. Evidence in this respect is the growing number of foreign students in various study programs.

The Romanian-American University Bucharest, evaluation performed by students is mandatory. The results of the evaluation of professors performed by students are discussed individually, statistically processed, by departments, faculties and universities, and analyzed by faculty and university, in the interests of transparency and to formulate policies on education quality.



The evaluation of professors performed by students is carried out quarterly, after the completion of the regular evaluation sessions scheduled on institutional level, based on a questionnaire administered directly.

The results of the evaluation performed by students are analyzed by faculty EQAC, which is also conducting the information processing, compiling a report and informing the administrative structures of the Faculty. The evaluation results and actions taken are made public when presenting the annual report of the department / faculty.

The IT and Communications department of RAU operates under a regulation institutionally approved and is responsible for the investment decision making in equipment and information technologies, equipment and functionality of the computer system, computer systems and databases of the University.

The University provides the collection, processing and analysis of relevant data and information needed for the evaluation and management on institutional level of the quality.

The University and all its faculties offer information of interest to the public in general and students in particular through brochures edited annually, articles published occasionally in the press and permanently on the university website. The University website meets the highest demands being presented information about the university and its faculties.

**I. Comments and suggestions from the evaluators presented within the reunited meeting of the External Institutional Evaluation Commission and University management:**

- ✓ Packaged optional modules, containing classes with the same number of hours and credits, thus being provided uniform paths from this stand point within the same studies program;
- ✓ A more rigorous allotment of the hours corresponding to fundamental disciplines within educational plans;
- ✓ Continuous harmonization of the content of classes charts according to the labour market evolution and beneficiaries of the educational services;
- ✓ Increase the practical training ratio, including by turning the seminars into laboratories with a more pronounced content of direct applicability;
- ✓ Putting efforts into funding the financial resources for research projects;
- ✓ Increase the quality of publications of the teaching personnel, by publishing in journals internationally recognized;
- ✓ Entering stimulating methods for the improvement of youngsters scientific performance, correlated to the application of stimulating mechanism for continuous involvement in research;
- ✓ Continuation of the efforts to maintain, keep and modernize the technical-material base, didactic and research laboratories, specialty equipment and apparatus, Dendrology Park, botanical garden etc.
- ✓ The improvement of the students satisfaction monitoring system and provision of the required feedback;
- ✓ Increase preoccupation for the intensification of internal trades on scientific publications level, between the magazines edited by RAU and those edited by other universities;

- ✓ Identification of some possibilities to diminish the school abandonment by a more accentuated involvement of tutors, but also of senior students.

#### J. Strengths:

- ✓ The existence of an academic staff extremely well prepared, who possesses a vast didactic and practical experience and who manifests a continuous effort in providing a quality educational process;
- ✓ The existence of a very good infrastructure, consisting into a material base improved continuously, apparatus and modern equipment, complex, for social and cultural activities. There is also, an important preoccupation for the sustainable development of the material base;
- ✓ The academic and administrative management are well set, fact that led to a balanced budget, which can ensure the financial health of the institution;
- ✓ The existence of coherent and detailed procedures for various educational and administrative activities, which are permanently promoted and implemented;
- ✓ The implementation of a modern IT system (internet, intranet) which ensures the good communication within the University and outside.

#### K. Weaknesses - suggestions:

- ✓ Reduced performance within the research capitalization activity. It is recommended the increase in the number of articles published in major impact scientific journals, including in those with a relative influential score;
- ✓ The relatively reduced number of research projects won by competitions. It requires a more active participation of the teaching staff within RAU to the national and international projects competition;
- ✓ Insufficient involvement of students in research activities. Involvement of the masters' programs students in contracted research activities will increase the attractiveness degree of such programs;
- ✓ Low activity within the Alumni field; active involvement of the University in the formation of the Alumni members' network. Contact with the University, upon studies graduation, must be supported on a more efficient ALUMNI platform.

#### L. Final conclusions:

Following the analysis of the Institutional Self-evaluation Report and its addendums, reports of the study programs that are making the scope of the evaluation within the institutional evaluation process and their addendums, as well as a result of all the activities undertaken by the External Institutional Evaluation Commission during the audit performed during May 21 – 23 2015 within the Romanian – American University Bucharest and mentioned by p. G. herein, the following conclusions ensue:

- ✓ Information provided and contained by all evaluation reports correspond to what has been found on the field;



- ✓ The Romanian – American University Bucharest has an infrastructure appropriate for the educational process. We found the existence of education areas set up in a modern fashion, of a research base in conformity with the University profile, modern equipment and apparatus, areas destined to social activities, cultural and sport related, its own library and publishing house;
- ✓ The university owns a valuable professors who cover all professional activities for all study programs;
- ✓ There is an optimum balance between the number of tenured professors, with their basic position within the University, and the total number of students, which provides a high quality level to all study programs;
- ✓ The results of the scientific research activity are materializes in studies, papers, monographs, articles or volumes of scientific communication sessions;
- ✓ The institution website is updated and user friendly, providing all data required by the future candidates or those who wish to know the activity of the University.

### M. Suggested score:

Considering the Romanian – American University Bucharest has met the performance level provided by the quality assurance law for the higher education institutions, justified by all the documentation used within the institutional evaluation process, the External Institutional Evaluation Commission ARACIS suggests granting the score: **HIGH LEVEL OF CONFIDENCE**.

SOLICITAT RAMBURSARE  
FSE-POSDRU  
POSDRU/155/1.2/S/141894  
ID 141894

Mission Director:

Univ. Prof. Eng. Cristina GHITULICA Ph.D.

### Granted score:

Based on the proposal of the External Institutional Evaluation Commission, on the institution self-evaluation documents, findings during the audit performed during May 21 – 23 2015 and on other documents from Addendums, ARACIS Council concludes that the Romanian – American University Bucharest is a higher education institution which appropriately provides the standards and quality conditions, thus, creating the frame for future quality assurance.

The ARACIS Council grants the Romanian – American University Bucharest the score **HIGH LEVEL OF CONFIDENCE** in what concerns the institution management in relation to the study programs quality assurance and compliance with the academic standards of granting graduations certificates.

*Subsemnata DUBINĂ Lavinia Teodora, interpret și traducător autorizat pentru limbile engleză și franceză, în temeiul autorizației nr. 19400, eliberată de Ministerul Justiției din România, certifică exactitatea traducerii efectuate din limba română în limba engleză, că textul prezentat a fost tradus complet, fără omisiuni, și că, prin traducere, înscrisului nu i-au fost denaturate conținutul și sensul.*

INTERPRET ȘI TRADUCĂTOR AUTORIZAT,

