



***SELF-EVALUATION REPORT***

**OVIDIUS UNIVERSITY OF CONSTANȚA**

CONSTANȚA  
2012



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## I. INTRODUCTION

### I.1. The Self-Evaluation Team

The self-evaluation team was set up soon after the May 25th, 2012 *workshop* organised by the **Executive Unit for Higher Education, Research, Development and Innovation Financing** (henceforth referred as **UEFISCDI**), and attended by a number Romanian universities, involved in the second round of institutional evaluation, OUC included.

Understanding the full significance and importance of this action for our university's the institutional development, after extensive consultations between the Rector and the pro-rectors, we finally selected and approved a group made up of 8 members of the academic community and 2 students ([OUC 1](#)).

We would like to underline that the evaluation/self-evaluation process poses a major challenge to our university, the more so as it has to be carried out by a newly elected management that has just begun its (2012-2161) mandate.

### I.2. Organization of the Evaluation activity

**The organization** of the evaluation process involved:

- summoning the evaluation team
- discussing and finalizing the *calendar* of the evaluation process;
- establishing responsibilities for each member of the evaluation team.

**The cooperation** of the evaluation team was two-fold:

- cooperation between the members of the team;
- cooperation between the members of the team and
  - the leadership of the functional structures OUC (bureaus, directions, departments)
  - deans and representatives of faculties
  - academic and research personnel
  - OUC students' associations
  - representatives of the trade unions and employers.

### I.3. Positive Aspects and Difficulties Faced

#### Positive aspects

- the efficiency of the decisional process as regards the contents of the Evaluation Report
- the effective cooperation between the members of the team, and between the team the academic community.

#### Difficulties

- time management
- processing the diverse information collected
- devising viable solutions to institutional development.

## II. THE INSTITUTIONAL CONTEXT

### II.1. Brief History

*Ovidius University of Constanța* is a representative institution for Romania's national system of higher education. Since 1961, it has been carrying on a strong tradition of excellence and innovation, in education and research. Today, OUC presents itself as a modern institution of higher education, continuously re-defining its public profile, while demonstrating a great capacity for authentic scientific and technical creation. It is one of the country's strongest and most dynamic academic centres, capable of fulfilling the needs for education and specialization of an increasing number of young people, regionally, nationally and globally.

The earliest institution of higher education in Dobrudja—the **Pedagogical Institute**—was established out of economic and social necessity. The charter it was granted on this occasion (Order of the Minister of Education *No. 654/1961*), entitled its faculties, namely the **Faculty of Philology**, the **Faculty of Physics and Chemistry**, and the **Faculty of Natural Sciences**, to offer three-year programmes, in *Romanian Language and Literature*, *Physics-Chemistry* and *Industrial Know-How, Natural Sciences and Agriculture*, respectively.

The newly-established academic institution was further consolidated in 1971, when the Faculty of Philology was given the right to provide Bachelor's degree programmes in *Geography, Romanian-Russian and Romanian-English*. Moreover, in the same year, the **Faculty of Physical Education** was set up.

Later on, through *Decree of the State Council No. 147, of June 1974*, the three-year **Pedagogical Institute** officially became the **Pedagogical Institute of Constanța**.

Then, in 1977, (*Decree of the State Council* No. 209, January 12, 1977), the *Pedagogical Institute* was reorganised as an Institute of Higher Education, with a single faculty – the *Faculty of Technical and Pedagogical Education*. New specialisms--*Welding Technology* – full time and part-time evening classes, *Hydro-technical Constructions*– part-time evening classes, *Land Development* part-time evening classes, *Technology of Petroleum and Petro-chemistry*, part-time evening classes, added to the existing educational offer.

Seven years later, through *Decree of the State Council* No. 213, of 1984, the *Institute of Higher Education* was re-organised once more, and turned into an *Institute for Sub-engineers*.

The year 1990 represents a turning point in the history of higher education in Dobruđa. In response to the efforts of a large number of representative intellectuals from Constanța, through *Decision* No. 225, of March 7, 1990, the Romanian Government accorded the former institute a university-equivalent status and autonomy.

In strong connection with the social and economic needs of the region and of the country, and in response to recent developments in various domains of education and research, the structure of *Ovidius University of Constanța*, underwent important changes between 1991 and 2006. New specializations were established, such as **Physics, Theology Orthodox, Law, Administrative Sciences, Computer Science, Pharmacy, Agriculture, Geography, Electronics, Biotechnology, Pedagogy, Psychology, Social Assistance, Music, Drama, Arts, Energetics, Accounting, Finance, Marketing, Horticulture, Political Sciences, and Sciences of Communication**. As the number of specialisms grew, thus opening new fields of science and technology, the material base of the institution continuously expanded and modernized.

*Ovidius University of Constanța* is part of the European System of Higher Education, set up in 2005. The Bologna Process has been implemented at the *Ovidius University of Constanța* as follows: starting with the academic year 2005-2006, for the Bachelor's degree and PhD programmes; starting with 2008-2009, for the Master's degree programs. In November 11-13, 2009, Ovidius University of Constanța was institutionally evaluated by the Romanian Agency for Quality Assurance in Higher Education (henceforth, referred as ARACIS). In the same year, ARACIS gave the university the right „to offer training programs for secondary education personnel” through its Teaching Staff Training Department. ([OUC 2](#)).

Following this process of institutional evaluation, through the Decision of the Executive Bureau of the Council of the A.R.A.C.I.S., of January 21, 2010, *Ovidius University of Constanța* was granted the "HIGH DEGREE OF TRUST" certificate ([OUC 3](#)).

According to the 2012 evaluation of the Ministry of Education, *Ovidius University of Constanța* was placed in the category of *Universities of Education and Scientific Research*

([OUC 4](#)). The same body ranked two of OUC's programmes in the A category, 17 in the B category, 12 in the C category, 3 in the D category and 8 programs in the E category, in their domains of study, respectively ([OUC 5](#)).

## II.2. Ovidius University of Constanța as a Public Institution: Status and Location

*Ovidius University of Constanța* is a state-owned, autonomous, public, apolitical institution of higher education, with juridical personality (cf. *Law on National Education* no. 1, Art. 114). On the basis of its autonomy, the university enforces its own rules and regulations and organizes itself into forms and structures that are best-suited to its own needs, within the limits stipulated by the law.

The following official documents provide the legal and institutional framework upon which *Ovidius University of Constanța*, its faculties and specializations function:

- *Ordin al Ministrului Învățământului și Culturii nr. 654 / 3 august 1961* [Order no. 654 / August 3rd, 1961, of the Minister of Education], by which the Pedagogical Institute was granted the charter ([OUC 6](#));
- *Decretul Consiliului de Stat nr. 147/1974* [Decree no. 147/1974 of the State Council], by means of which the philological programme was turned into a four-year programme ([OUC 7](#));
- *Decretul Consiliului de Stat nr. 209/1977* [Decree no. 209/ 1977, of the State Council], through which the **Pedagogical Institute** was re-organized as o an **Institute of Higher Education**, with one faculty of **engineering and pedagogy** ([OUC 8](#));
- *Decret al Consiliului de Stat nr. 213/1984* [Decree no. 213 / 1984 of the State Council] certifying the transformation of the **Institute of Higher Education** into an **Institute for Sub-engineers**, with one faculty, subordinated to the **Institute of Civil Engineering of Bucharest** ([OUC 9](#));
- *H.G. nr. 225 / 27.03.1990* [Government Decision no. 225 / March 3rd, 1990] by which the **Institute for Sub-engineers** was re-organised as *Ovidius University of Constanța* ([OUC 10](#)).

Therefore, *Ovidius University of Constanța* is chartered and functions under the provision of the Government *Decision no. 225*, of March 27, 1990, through the transformation of the *Institute for Sub-engineers* into the *University of Constanța* ([OUC 10](#)).



Through Address no. 978, of April 17th, 1991, issued by the Minister of Education and Science, the *University of Constanța* was officially renamed "*Ovidius*" *University of Constanța* ([OUC 11](#)).

The *premises* of *Ovidius University of Constanța* are located on:

- Aleea Universității, no. 1, Corp A (Campus), Constanța.

Contact:

Tel/Fax: 0241 – 511 512.

- Bulevardul Mamaia, no. 124, Constanța, COD 900527, OP [Postal Office] nr. 03.

Contact:

Tel/Fax: 0241 - 606 467; 0241 – 606 433; ([OUC 12](#)).

The headquarters of all the functional structures of *Ovidius University of Constanța* (faculties, divisions, departments, centres, etc.) are located in the city of Constanța.

*Ovidius University of Constanța* is the most important institution of higher education in Dobruđja, and an important educational and scientific centre, in the south-eastern region of Romania.

### **II.3. Brief Analysis of the Regional, National and European Labour Market**

*Ovidius University of Constanța* is continuously preoccupied with its relations to the labour markets. A recent research conducted by the *Centre for Educational and Professional Counselling*, covering the years 2009, 2010, and 2011, has traced the evolution of the characteristics of the students attending OPUC, in relation to the resources allocated for their instruction, the employability of our graduates in domains that are concordant with their academic specialization. It attempted to determine how accessible our Bachelor's degree, Master's degree and PhD programmes were, for each cohort of high school and university graduates.

The Centre participated in the „Graduates and the Labour Market – A National Study Monitoring the Insertion into the Labour Market of Higher Education Graduates“ project. From July 2010 to March 2011, the survey mainly focused on the professional trajectory of the 2005 and 2009 graduates of the university. Meanwhile, the Centre has developed cooperation with the Trade, Industry and Navigation Chamber of Constanța, with local representatives of the Ministry of Work and Social Protection, with local companies and institutions involved in research, and has created a database of potential employees and employers.

At *Ovidius University of Constanța*, we permanently analyse the evolution and tendencies of the labour market and, in response to its changes, we offer new study programmes that facilitate the professional integration of our graduates.

#### II.4. The Institutional Dimension of *Ovidius University of Constanța*

Nowadays, *Ovidius University of Constanța* includes 16 faculties (see <http://www.univ-ovidius.ro/pagini/contact>):

- Faculty of Dentistry
- Faculty of Economic Sciences
- Faculty of History and Political Sciences
- Faculty of Pharmacy
- Faculty of Medicine
- Faculty of Psychology and Sciences of Education
- Faculty of Letters
- Faculty of Physical Education and Sports
- Faculty of Theology
- Faculty of Mathematics and Informatics
- Faculty of Physics, Chemistry, Electronics and Petroleum Technology
- Faculty of Arts
- Faculty of Natural and Agricultural Sciences
- Faculty of Law, Administrative Sciences and Sociology
- Faculty of Constructions
- Faculty of Mechanical, Industrial and Maritime Engineering.

At the beginning of the academic year 2011-2012, **719** tenured academics of *Ovidius University of Constanța* were involved in various teaching and research activities in Bachelor's degree, Master's degree and PhD programmes (see annex [OUC 13](#)). In the last few years, we have been facing enough difficulties in recruiting qualified staff, since both promotion and recruitment have been severely limited by law, in the budgetary system. All the employees of „*Ovidius “University of Constanța*--the teaching, the auxiliary and administrative personnel--meet the legal requirement for occupying their current positions. Recruitment of personnel is done in accordance with the *Regulations for the Recruitment and Promotion of Staff in Higher Education* ([OUC 14](#)).

In the academic year 2011-2012, **18.352** students enrolled on the programmes offered by *Ovidius University of Constanța*--14.250 in Bachelor's degree programs, 2.844 in Master's degree programmes, 594 in PhD programmes, 66 in residency programmes--, in various forms of education, such as class-based learning, part-time correspondence classes, or distance learning--and in other forms, i.e., preparatory one-year programmes ([OUC 15](#)).

In Romania, student enrolment quotas are set by the Ministry of Education, Research, Youth and Sports, for each state-owned institution of higher education and, consequently, they must be strictly observed. The limitations imposed to employment in the budgetary system have seriously affected the budgetary allocations for tertiary education. At the same time, in the last academic years, especially after 2007, the Romania's school population has dramatically decreased and, consequently, the number of high school graduates and would-be students has diminished.

OUC's **academic space** consists of 27 buildings of its own, or hired, with a total area of 48.377 m<sup>2</sup>. The university finances the costs of repairs and maintenance, from its own resources, from the state budget, and from other sources, in strict observance of current legislation in force. The educational facilities, including auditoriums, lecture rooms, seminar rooms, laboratories and reading rooms have a total area of about 22.938 m<sup>2</sup>, of which 18.275 m<sup>2</sup> are of its own; in the others buildings, with an area of 4.663 m<sup>2</sup>, activity is being carried on, by means of contracts of cooperation. Thus, the useful area which the university has as its own represents 80% of the academic space. All classrooms are equipped with state-of-the-art furnishing and technology, and were developed with the objective to cater for the needs of each study programme, and the number of students enrolled on it ([OUC 16](#)).

**The Editorial, Academic Book and Public Relations Department**, with its specialized bureau – *the Bureau for Advertising and Public Relations* plays a significant role in promoting the image of OUC, in the context of a highly competitive market. The messages that the university delivers to the public are multiple. Firstly, there is a commercial message, which promotes the services and the domains of specialization contained in the educational offer of the university. Secondly, there is a utilitarian message for those youth still undecided about their career options. Thirdly, there is a message of prestige, meant to strengthen the academic image of our institution. Our strategy for building the university's image is based on transparency, pertinence and efficiency in passing information about the academic community to the general public.

### III. OVIDIUS UNIVERSITY OF CONSTANȚA (OUC): THE SELF-EVALUATION REPORT

#### III.1. Mission and Objectives – What Do We Want to Achieve?

The institutional mission, the main objectives, the priorities of action, and the strategic choices of OUC can be analysed from the viewpoints of:

- education,
- research,
- management, administration and infrastructure.

The **assumed characteristics** of Ovidius University of Constanța are as follows:

- an *education and research* university;
- an entrepreneurial university ;
- an internationally visible university;
- a university oriented towards the formation of fundamental human values in students: morality, ethics, respect for human and spiritual values, for well-done work, and for the environment.

**The mission** of the university is to meet the needs of modern society, by offering undergraduate and post-graduate study programmes, adapted to the Romanian, European and global labour markets, to generate research and innovation, to attract the best specialists and high potential youth to scientific research.

By developing specific cultural elements, *Ovidius University of Constanța* assists its academic community in their efforts to become increasingly visible, both nationally and internationally.

The mission of *Ovidius University of Constanța* is three-dimensional:

(1) *The Scientific and Research Dimension*. OUC organizes, supports and conducts scientific research, technological development, design and consultancy activities; it provides expertise and a variety of services to the community. The research work carried out in faculties and/or in specialised centres is strongly oriented towards excellence. Our ultimate goal is to create a highly competitive scientific community, both nationally and globally, which will help improve Romania's relations with the neighbouring countries, with those of the Black Sea basin, with the European Union, but also with other political, economic or military institutions, especially in those domains, which make our university to be one of a kind.

(2) *The Educational Dimension*. OUC offers legally accredited or authorized Bachelor's degree, Master's degree, doctoral and post-graduate study programmes that train specialists with high quality theoretical and practical education, in a wide variety of domains and specializations.

(3) *The Civic and Cultural Dimension*. The wide range of artistic, sportive, etc. events is indicative of the rich cultural life of *Ovidius University of Constanța*. OUC is not only a unit of

higher education and research; it also strives to consolidate its role as the main centre irradiating civilization and culture in the south-eastern region of Romania.

Through a broad array of study programmes, research, lifelong learning, and inter-university cooperation programmes, through continuously developing and modernizing its material base, OUC aims to fulfil its **central mission**, i.e., to educate and train the human resources that society and the market economy need.

**Fundamental and applied research** of the highest quality carried out by our academics and students in diverse domains is also fundamental to our mission. To this end, *Ovidius University of Constanța* develops the material resources and the instruments necessary to carry out educational and research activities that reach the standards of quality specified by the *European Higher Education and Research Area*; we do not ignore the civic and social component of our activity, either.

*Ovidius University of Constanța* addresses the mission of conducting research and training highly qualified specialists in different fields of economic and social life, according to the provisions of the four-year Strategic Plan of Development and *Managerial Plan* ([OUC 17](#)) and the objectives inscribed in the Annual Operational Plan.

### III.1.1. Education

To fully carry out its educational mission, *Ovidius University of Constanța* has set out the following aims and objectives:

- a) to develop a system of education centred on the student and the results of learning;
- b) to encourage and maintain academic excellence in teaching and learning;
- c) to further internationalize its study programmes, especially in a European context;
- d) to develop general, specialized and transversal competences, compatible with the level of modernization of our society;
- e) to lay the logistic and professional foundations for lifelong learning;
- f) to attract more international students over the years in its Bachelor's degree, Master's degree and doctoral programmes;
- g) to establish and improve its relations with similar institutions from the European Community, from other European countries, and from all over the world. Thus, for example, the **Confucius Class**, which has been functioning within the *Ovidius University of Constanța* for some time, has been instrumental in encouraging our cooperation with the People's Republic of China.

h) to keep close contact with OUC's alumni and with the social and economic environment;

i) to extend the scope of mobility programmes for students and the academic staff, by offering further support to the Erasmus Bureau.

All our study programmes are based on *curricula* developed by departments, in compliance with the general and specific standards for each domain of specialization. They include fundamental, specialized and complementary subjects, which are further structured into compulsory, optional and additional subjects. All these are listed in the curriculum of each study programme in their logical succession, while the *syllabus* for each subject states the general and the specialized competences that the students should demonstrate at the end of each cycle of tertiary education. The study programmes offered by OUC are correlated with the *National Framework of Qualifications*, and with similar study programmes offered by other universities from Romania, or from the European Union. Students' workload for each subject is measured in ECTS credits.

*Ovidius University of Constanța* has developed its own internal mechanisms for the annual evaluation of students, for analysing the rapid changes in the framework of qualifications and assessing their impact on its study programmes.

The curricula developed by the faculties of *Ovidius University of Constanța* continue the positive tradition of Romanian education; they also attempt to keep pace with the progress, and the dynamics of the educational process, in compliance with the needs of the Romanian economy and society, and with the changes in the National Framework of Qualifications in Higher Education. Our curricula and syllabi

- *meet national and international standards;*
- *reflect the actual expertise level in the fields of science that define their objects of study;*
- *combine informative and formative elements in training our students;*
- *meet the needs of the labour market;*
- *strike a balance among the subjects studied, and a structural and complementary balance, between the various domains of specialization.*

The quality of our study programmes can be analysed in relation to the following aspects:

a) input data (how demanding for students the study program is, and how they assess the construction of the curriculum);

b) process data (the quality of the educational process, analysed through the evolution of the students' training);

c) output data (employability, employers' satisfaction).

The duration of the study programmes is in concordance with the provisions of the Bologna Process, that is, three-year study programmes, with 180 credits for such the fundamental domains as sciences, humanities; four-year study programmes, with 240 credits for the domains of engineering and law; five-year study programmes, with 300 credits, for the domain of Pharmacy, and six-year study programmes, with 360 credits, for the domain of medicine, a domain which also complies with the rules established by the European Union.

*Ovidius University of Constanța* is currently working to ensure compatibility of the study programmes on its educational offer, of the diplomas and the academic certificates it awards, of the academic qualifications it offers, with those offered by other institutions of higher education, to further develop joint Master's degree and European doctorate programmes, to fully implement the European System of Transferable Credits (ECTS), to centre the educational process on the student, to create new opportunities for students and academic staff mobility within the Europe. These are only a few of the major objectives which OUC has put forward to accomplish, as regards the construction of the European Higher Education Area.

The Centre for Distance Learning and Part-Time Correspondence Classes (henceforth referred to as DIDIFR) plays an important role in developing an adequate tutor system that should ensure that the student's training and evaluation meet the standards characteristic of traditional forms of training and evaluation for full-time courses. Distance Learning (henceforth referred as ID), and Part-Time Correspondence Classes (henceforth referred as IFR) represent modern forms of higher education, by means of which, large categories of citizens have access to initial formation, training, and professional conversion, without having to interrupt their current professional activity.

**"Ovidius" Centre for Lifelong Learning and Professional Training** (henceforth referred as CFDPCO) consists of the *School for Postgraduate Studies* (henceforth referred as SSP) and the *Department for Lifelong Learning for Adults* (henceforth referred as FDP) ([OUC 18](#)). The mission of CFDPCO is to promote, carry out and coordinate all the postgraduate activities/programmes/ courses of initial formation and lifelong learning, as well as those regarding the professional training of adults, in cooperation with the faculties / departments of the university, with a view of assuring scientifically and methodologically valuable educational programmes, in agreement with the requirements of the reform process in education.

### III.1.2. Research

*Ovidius University of Constanța* promotes an authentic quality culture. It creates, capitalizes on, and disseminates the best acquisitions and practices in knowledge. The members of OUC academic community are actively involved in, and promote entrepreneurially functional, successful and mutually benefitting partnerships, both national and/or international.

Research is one constant preoccupation of our academic staff, since it weighs heavily in their annual evaluation. Research financing is provided through national and international projects, and/or grants, either from public, or private funds.

In defining our research strategy, we started from the mission OUC aims to accomplish, and the role it wants to play, namely from the necessity of training specialists for society and the market economy, by means of teaching-learning activities, *fundamental and applicative research*, lifelong learning, inter-university cooperation, through the development and modernization of its material base.

Research work at *Ovidius University of Constanța* is organized and is currently carried out in institutes, centres, laboratories, study groups, design units, artistic workshops, sport teams, archaeological sites, and lifelong centres for human resources.

In compliance with the *Law on Education* no. 1/2011 most research work is planned, organized and undertaken by the OUC departments and faculties. The human resource involved in research--teaching staff, researchers, doctorate candidates, post-doctorate fellows, and students enrolled on the Bachelor's degree and Master's degree programmes--are free to organize their work and select those research methods that are best suited to the nature of their activity, and which will yield the best-possible results.

The development of scientific research remains a high priority at *Ovidius University of Constanța*, a decisive factor in the functioning of our institution, which will boost its performance levels.

To this end, OUC's centres of research, doctoral schools and post-doctoral programmes, not only stimulate the creation and the transfer of scientific knowledge, especially multi-disciplinary, they also help our students and young academics hone their research skills to a professional level.

At the same time, through:

- *the formation, development and dissemination of the values characteristic of a society based on knowledge,*



- *self-governance, and by making intelligent use of key data provided by the economic and social sectors,*
- *the harmonization and promotion of scientific, cultural and technical values in the regional, national and international community,*
- *the creation of durable partnerships with other academic or business organizations;*
- *the integration of our research centres into European networks of excellence*
- *conducting fundamental and applicative research that generates knowledge;*
- *encouraging teaching and research personnel to use their capacities in furtherance of their own professional and civic responsibility,*

OUC aims to develop scientific research at international standards of excellence.

In order to accomplish these desiderata, our University:

- *encourages and acknowledges its academics' contribution to fundamental scientific research, through articles, treaties, reports, monographs, participation in scientific manifestations;*
- *stimulates participation in research projects, financed through the National Plan for Research, Development, or through international programmes;*
- *supports the organization of scientific manifestations of reference, with national and/or international participation.*

The *Regulations for Organizing, Functioning and Financing Scientific Research* ([OUC 19](#)) encourage not only academics and other categories of OUC employees, but also students enrolled on Bachelor's degree, Master's degree and post graduate programmes, doctorate candidates to conduct research.

Research work is carried out according to the institutional programmes drawn up by every faculty, department and/or research centre, and yearly approved by **Ovidius University of Constanța**. These programmes, either national, or international in participation, focus on priority research topics, and are specific *of our institution*. According to OUC' long-term strategy, departments, research centres and institutes are stimulated to carry out research work, design and consulting activities, provide technological development, expertise and other services. Whenever the portfolio of programmes to be launched, or already in progress, requires a specific organization, then distinct units, or structures of research-development can be created by departments or by the university, at the recommendation of the Administration Council, with the approval of the University Senate.

**The Department for Research and Projects Management** coordinates research at Ovidius University Constanța; it provides logistical backing and counselling to those interested, with a view to stimulating the involvement of specialists, from various domains, in programmes of research and cooperation (<http://www.univ-ovidius.ro/cercetare/>). The Department strongly supports and constantly monitors the research activity carried out by our academics; the data obtained are then used in sociometric measurements, in procedures of internal and external evaluation, or are integrated in the general database of the university. It provides counselling, expertise and monitoring to all those interested, which helps them obtain, carry out and implement projects financed by means of operational programmes, programmes of cross-border cooperation, transnational and interregional, and other schemes of national financing, European or international.

To accomplish its mission, *Ovidius University of Constanța* has established its own strategic objectives, which have been thus defined as to take into account not only the main aspects which characterize research of excellence, its tendencies, its specific requirements and the opportunities it opens up, but also the economic dynamics of Romania's south-eastern zone. These are as follows:

1. *to improve the quality of research by establishing indicators of performance in research, congruent with international standards;*
2. *to open of new directions, with a local and national specificity, in strategic domains of research,;*
3. *to expand international research cooperation and improve existing research infrastructure;*
4. *to increase the research performance levels of the human resource;*
5. *to achieve national and international recognition for the research work carried out at OUC;*
6. *to develop national and international partnerships;*
7. *to professionalize research management.*

At *Ovidius University of Constanța*, research includes

- (1) *fundamental and applicative research,*
- (2) *experimental development (develop innovative prototype products and services) and*
- (3) *innovation (implement innovative products and services in the social and economic field)*

and is specific to the domain of each faculty.

### III.1.3. Management, Administration and Infrastructure

One of the main concerns of Ovidius *University of Constanța* is to provide effective institutional management, in all its aspects: academic, administrative, and academic marketing.

Our main objectives are:

- a) to provide strategic academic management in concordance with the European standards;
- b) to improve the intra-university communication strategy;
- c) to improve the institutional assets management.

In compliance with the *Law on National Education no. 1/2011*, faculty deans are selected through a public contest, and appointed officially after their approval by the Senate. The process is meant to make faculties' managerial planning fully compatible with that of the university ([OUC 20](#)).

The rector *Ovidius University of Constanța* is elected through universal suffrage, by equal, direct and secret ballot, with the participation of all tenured OUC academics.

At OUC, administrative processes are controlled centrally, by specialised personnel. However, academics are also involved in this kind of work. Actually, in every faculty, there is an academic whose responsibility is to cooperate with some central bureau or department. Each faculty has a secretary's office, organized according to the principle of double subordination: to the dean of the faculty, and to the *General Secretariat of the University*. The OUC pro-rectors are assisted in their work by a secretariat, staffed with personnel with specific competences in executive administration.

### III.2. Governance and Activities– How to Deal?

*Ovidius University of Constanța* aims to attain its objectives, by improving the organizational and functional efficiency of its leadership and of its executive corporate structures, as well as the relations between these.

#### III.2.1. Education

Education at OUC is organized in compliance with the principles of the Bologna Process, and is carried out by its faculties and departments. Each department is led by a director, while the management of the faculty is provided by the dean and the pro-deans. The number of pro-deans varies from faculty to faculty, depending on the number of students enrolled, as stipulated by the OUC *Charter*. The director provides the operative management of the department, and he/she focuses mostly on its members' teaching activity and research work; he/she also performs

some administrative work. The activity of department directors is assisted by the Department Council, formed of 3-5 members, and is coordinated by the dean.

At OUC, the administrative work associated with the educational activity is coordinated by the *General Secretariat*, led by a chief-secretary, in direct subordination to the *Pro-rector for Lifelong Learning*.

The *Pro-rector for International Relations and Foreign Students*, the *Department for Foreign Relations* (in direct subordination of the pro-rector), the *Bureau for Communitarian Programmes*, led by a director, cater for the foreign students enrolled on OUC study programmes.

Deans and faculties closely cooperate in providing the necessary teaching staff, especially when a faculty is faced with shortage of qualified personnel, for certain subjects. The organizational structure of OUC faculties ([OUC 21](#)) reflects the relationships between departments and faculties, and the structure of the central administration and of its management ([OUC 22](#)).

Admissions at OUC are coordinated by a *Central Admissions Commission*, led by the Rector, with an academic, with proven managerial skills, acting as admissions officer. The latter's position is only temporary, and the person occupying it does not normally hold any other position of authority at OUC. An admissions commission, led by the dean (who may delegate a pro-dean or a director of department) and an academic acting as admissions officer coordinate the process at faculty level. Students are directly involved in the admissions process and in the decisions taken by faculty councils and the University Senate, where they take 25% of all the seats. At OUC, admissions are organized in accordance with the provisions the *Admissions Methodology*, which is firstly debated in the Administration Council, and then approved by the University Senate ([OUC 23](#)).

At OUC, education is centred on the student, and this is visible at various levels:

- a) at the decisional level – students actively participate in the decisional structures and processes, as members of faculty councils and of the university senate, through the quotas of representation mentioned above;
- b) at the level of the educational resources management--students have free access to electronic resources, online books in various on domains of science, but also to a series of academic scientific journals.

On the occasion of admission to Master's degree, PhD and postgraduate programmes, we also gather information about the students commitment to lifelong learning, which is afterwards

processed by the **Centre for Educational and Professional Counselling** ([OUC 24](#), [OUC 25](#), [OUC 26](#)) which conducts periodical surveys into the matter.

The need to modernize academic activity requires the reconsideration of the student's status: we must place him/her at the very centre of teaching/learning activity and, consequently turn *from information-based education to formative education*, oriented towards the development of competences. At OUC, we believe that *the student should be a partner in the educational process*. As a partner he/she should be given permanent support to become an individual capable of being responsible, productive in various domains of economic, social or cultural life. In this context, the University Senate has unanimously approved to open a **Centre of Excellence for Students**, and has decided that each faculty should appoint one/two of its former graduates, with remarkable performance levels, as founding members of the ALUMNI Association.

The **management of the institution's relations with its students** is a major preoccupation of the leadership of OUC. We do our best to *identify and understand* our students' needs and to adopt those decisions and to act in such a way as to meet these needs. The main objectives we pursue are as follows:

- *to support students' research work;*
- *to create a network of services for students;*
- *to offer material and social support to students.*

### III.2.2. Research

Research is inscribed in the strategic plans of each faculty. It is institutionally coordinated by the **Department for Research and Projects Management**, and is periodically evaluated by faculty councils and the University Senate. The re-organization of research, which is well underway, provides academics and students with easy access to the infrastructure of the university, and guarantees them complete freedom of action in choosing their research topics, in organizing and monitoring their work, and in attracting human resources, as to pursue and accomplish their objectives and successfully complete their projects.

Research work results are then published in national and international journals indexed in international databases („Web of Science" included), or are presented at symposia, or conferences.

Research is inextricably linked to learning. That is why a large number of OUC students, from the Bachelor's degree, Master's degree, PhD and post-graduate programmes actively

participate in it, in various forms: student scientific clubs, student symposia, conferences, workshops, etc. This way, they learn how to write qualitative scientific reports, to present and bring to good account their own research work.

In order to disseminate the knowledge its members have accumulated, to allow the transfer of its consulting services and technological solutions in specific domains to society, to secure additional grants and/or contracts for research, *Ovidius University of Constanța* maintains close contacts with economic agents. This partnership is likely to ease our graduates' integration in the labour market too.

OUC academics (teaching and research personnel) are actively involved in public debates in mass-media for the popularization of science, and in producing scientific publications.

Research at OUC is mainly funded from governmental funds, from structural funds (POS DRU), and European Cross Border funds, also from funds provided by the private sector, from OUC's own revenues, and other research funds accessed through diverse international schemes. Since these sources of financing are complementary, they may completely cover the costs of research in our university, i.e., both investments in research infrastructure and the formation of the human resource for research.

### III.2.3. Management, Administration and Infrastructure

*The University Charter* controls the functioning of the institution ([OUC 27](#)). This document, together with the *Regulations for the Elections of Students' Representatives in the Governing Structures of Ovidius University of Constanța* ([OUC 28](#)) shows very clearly and transparently the mechanisms by means of which each faculty elects its student representatives. In addition, all activities carried out at OUC have to comply with the new Regulations recently approved by the University Senate.

The Rector is the sole representative of the university. Except for the *Accounting Division* (henceforth referred as R.U.F.), the *Internal Audit Service*, the *Juridical and Legal Service*, and the *General Administrative Division*, which are directly subordinated to the Rector, all other divisions, directions, and services of *Ovidius University of Constanța* are subordinated to the pro-rectors. The Rector coordinates the whole administrative apparatus, by means of periodical meetings.

To further motivate its administrative personnel *Ovidius University of Constanța* issues vouchers to all of them. A significant number of them participate in national research projects, or in projects financed from European funds, on administration and management topics. At present,

OUC's administration is faced with a shortage of qualified personnel, due to restrictive legislation in force/ the so-called 1 to 7 rule, i.e., for every new employee who joins OUC, seven other must have left the system, either by retiring, or by finding employment with other companies.

*Ovidius University of Constanța* encourages its personnel to participate in exchanges of experience with other institutions of higher education, such as the one was organized by the General Secretariat of OUC, in March 2012.

The material base of *Ovidius University Constanța* is high on the agenda of the Administration Council, since the performance levels of the university depend on how well-equipped its laboratories are, the status of its academic spaces, the working conditions offered to its academic community.

As regards the *financial situation*, the budget approved for 2011 included the necessary resources for financing all the activities carried out by the university.

The OUC's revenues and expenditure are founded on the following indices:

1. the number of students enrolled on full-time Bachelor's degree, Master's degree and PhD programmes with budgetary financing;
2. the number of students enrolled on full-time Bachelor's degree, Master's degree and PhD programmes that pay tuition fees in "lei", or in foreign currency;
3. the number of students enrolled on part-time distance learning and correspondence classes Bachelor's degree programmes;
4. the number of students enrolled on post-graduate studies;
5. the average cost *per capita* /student
6. the amount of financing for 'equivalent student'
7. the number of positions occupied
8. the total funds for salaries
9. the existent material base, consisting of academic rooms, hostels, canteen, equipment's and apparatuses necessary for the teaching-learning process;
10. the closing balance for the previous year
11. the financing for the previous year.

Throughout the year, we have continuously analysed the execution of the budget, and we have taken steps to improve the collection of revenues, and to meet the execution of expenditure.

The modification, by the Romanian government, of the basic and complementary financing of higher education institutions, wielded strong influence on the execution of the 2011

budget. It had to be rectified so that the shortage of government financing could be balanced by supplementing university's plan for income from its own revenue sources ([OUC 29](#)).

It is necessary that, in future, strategies should focus on the identification of new solutions for the allocation of supplementary sums of money to buy the vital equipment for laboratories, lecture rooms, for students' accommodation, etc., since these are important quality indicators for the financing of the university from the budget.

In spring 2012, we started to modernize, rehabilitate, consolidate, and equip many academic and administrative spaces, a process still in progress. This is indicative of the fact that the OUC leadership is seriously preoccupied with the continuous improvement of the university facilities. We are well-aware that the academic and scientific performance of our institution is conditioned by the quality of the equipment that we use in laboratories, the general condition of lecture and seminar rooms, the work facilities we provide to the academic community, both teaching staff and students.

### **III.3. Quality Assurance – How Do We Know Whether Our Procedures Are Functional?**

At *Ovidius University of Constanța*, we have fully implemented a system of quality assurance whose goal is to enhance our partners' satisfaction—teaching personnel, students and representatives of the social and economic sectors. The *Quality Manual* gives an accurate description of the way in which we have designed, documented, implemented, maintained and improved the quality management at OUC. Its foundations were laid in 2000, when the Faculty of History and Administrative Sciences, the Faculty of Natural Sciences, and the Faculty of Mathematics-Informatics experimentally participated in the MATRA Project, which was meant to implement a procedure of internal and external evaluation of quality in higher education. Later on, through Quality Culture II project, financed by E.U.A. and coordinated by the Free University of Berlin, we passed on to the second stage of evaluating the OUC system for quality assurance, this time, for the Bachelor's degree programmes offered by the same faculties, which had been involved in the earlier project. Therefore, *the culture of quality assurance* in our university is an old desideratum, which has been continuously developing, based on the experience accumulated in these two projects.

In compliance with current legislative provisions, *Ovidius University of Constanța* has developed an integrated system of quality assurance, which consists of:



- the OUC *Commission for Quality Assurance and Evaluation* (henceforth referred as C.E.A.C.);
- the Pro-rector for quality management;
- The University Senate's *Commission for Image, Communication, Strategies, Institutional Development and Quality Management*;
- The *Centre of Quality Assurance in Education* (henceforth referred as D.A.C.I.S.) a functional unit in the direct subordination of the Rector and the C.E.A.C.;
- faculty coordinators for quality assurance and evaluation;
- faculty commissions for quality assurance and evaluation;
- coordinators for each study programme.

The new leadership of *Ovidius University of Constanța* has decided that all study programmes should be evaluated periodically and, based on the results of this internal evaluation, to approve (or not) the faculty's request for external evaluation by A.R.A.C.I.S., with a view of obtaining authorization, or accreditation. The results of this internal evaluation are first discussed in the panel of D.A.C.I.S., then they are examined by the pro-rector for quality assurance and evaluation. The aim of these analyses is to identify and remedy, wherever the case, any shortcomings, before the A.R.A.C.I.S. panel visit.

### III.3.1. Education

The internal evaluation involves:

- the coordinators' evaluation of curricula and study programmes, by means of the SWOT analysis;
- students' evaluation of the teaching staff, at the end of each semester, by filling in a standard questionnaire.

At *Ovidius University of Constanța*, a series of procedures regulate admissions, students' professional activity, the implementation of the system of transfer credits, final examinations, enrolment, transfer etc.

The teaching staff self-evaluate themselves, by completing a standard questionnaire, which can be easily adapted to the needs of each faculty. This questionnaire, together with the students' evaluation of teaching staff, the direct management's evaluation of the same, and the peer evaluation represent elements of an integrated system of performance management.

### III.3.2. Research

The implementation of the OUC's strategy for quality assurance in research involves the development of structures with specific responsibilities.

In the academic year 2011-2012, *Ovidius University of Constanța* passed through all the stages of *the EN ISO 9001:2008 certification process*. The certificate for the management system was issued by *TÜV Austria*, on July 6, 2012 ([OUC\\_30](#)), and refers to:

- *higher education activities (Bachelor's degree, Master's degree, doctoral programmes) in the following fundamental domains: mathematics, natural sciences, engineering, biological and bio-medical sciences, social sciences, humanities and arts;*
- *research, counselling, innovation and technological transfer activities;*
- *management of support activities (administration).*

Department and faculty commissions work in cooperation with the *Centre for Quality Assurance and Evaluation*, in compliance with the *Regulations for Quality Assurance of Educational Services and Research* ([OUC\\_31](#)), and based on the *Quality Manual* (online at [http://calitate.univ-vidius.ro/index.php?option=com\\_content&view=article&id=57&Itemid=84](http://calitate.univ-vidius.ro/index.php?option=com_content&view=article&id=57&Itemid=84)).

*Ovidius University Constanța* has formulated its own policies, by means of which it defines the objectives, the activities and the procedures for quality assurance, and closely monitors the way they are understood, implemented and developed, within the existing institutional framework. Thus, the data collected by the faculty commissions for quality assurance are then analysed by department and faculty councils. The OUC Administration Council carries out the final analysis, which is afterwards approved by the Scientific Council and the OUC Senate.

The **internal evaluation** of scientific research consists of:

- a) the evaluation of research projects;
- b) the evaluation of the administrative framework within which research is conducted (institutes, centres, teams, laboratories, etc.);

Research is an important criterion in the annual evaluation of the teaching and research personnel, based on specific indicators.

The Rector produces an Annual Report on Quality, where scientific research is assessed according to specific indicators (<http://www.univ-ovidius.ro/noutati/raport-rector-privind-starea-OUC-2011>).

The internal evaluation of research has allowed us to identify performing domains, to better estimate how the existing research infrastructure is used, the extent to which the academic community (teaching and research staff, students) are involved in research work.

### **III.3.3. Management, Administration and Infrastructure**

Numerous people and operational structures are involved in the OUC quality management process, namely the rector, the pro-rector for *Strategy, Institutional Development and Quality Management*, which is central to the evaluating and assurance of quality, the *Image, Communication, Strategies, Institutional Development and Quality Management Commission*, whose work informs decision making and planning regarding the quality policy and the objectives of the university, and is instrumental in implementing the plan for quality assurance approved by the OUC Senate, the university quality commission, the homologous faculty commissions, and the Centre for Quality Assurance.

In compliance with the *Emergency Ordinance no. 75/2011 on the Modification and Completion of the Emergency Ordinance of the Romanian Government no. 75/2005 on Quality Assurance in Education*, the central commission has a fix structure that includes, in addition to the three representatives of the academic staff, one representative for students, trade unions and local employers, respectively.

The faculty quality commissions coordinate the quality management within each faculty, and produce yearly self-evaluation reports. Based on the faculties' reports on quality, and on the data collected by its own members from other sources, the central commission releases its own annual report on the quality management at OUC. This report is presented to the Senate and made public, so that anyone can have access to it.

The divisions and services of *Ovidius University of Constanța* are evaluated by means of periodical internal audits, carried out in compliance to the specific regulations of the audit compartment.

### **III.4. Strategic Management - from the Perspective of the SWOT Analysis**

*Ovidius University of Constanța* promotes institutional change, with the goal of firmly connecting its activity to the national, European and international contexts, to the dynamics of the academic life and the evolution of universities, to the requirements of the labour market, in

order to enhance our partners' satisfaction--students and representatives of the socio-economic sector.

**III.4.1. Education**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• educational offer periodically adapted to European standards;</li> <li>• the objectives, the mission and the competences of the programmes are clearly formulated;</li> <li>• active teaching methods centred on the student;</li> <li>• good monitoring of graduates' employability.</li> </ul>	<ul style="list-style-type: none"> <li>• the insufficient number of programmes taught in foreign languages;</li> <li>• the small number of doctorate programmes jointly organized;</li> <li>• the existence of Master's degree programmes attended only by a small number of students;</li> <li>• low mobility of teaching staff.</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• developing complex partnerships with the business sector for work placement;</li> <li>• the increase of the number of post-graduate programmes that directly respond to the needs of the labour market;</li> <li>• extending partnerships for a better insertion of students and graduates in the labour market.</li> </ul>	<ul style="list-style-type: none"> <li>• decrease of population and, consequently, of the number of students that enrol on our programmes;</li> <li>• the low performance levels of candidates at the university entrance examination;</li> <li>• the difficulty of attracting more foreign students, since OUC's enrolment capacity is limited.</li> </ul>

To improve the performance levels of the students that enrol on our study programmes, *Ovidius University of Constanța* is currently developing new counselling lifelong learning programmes, as well as new PhD programmes that are meant to attract our best graduates.

## III.4.2. Research

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• OUC has a significant number of valuable researchers, whose work is widely acknowledged as an important contribution to the development of science;</li> <li>• the large number of national and international grants and research projects;</li> <li>• significant scientific production materialized in ISI publications;</li> <li>• awards received for the high quality of research work;</li> <li>• the large scale implication of the academic staff in the organization of national and international conferences, symposia, workshops, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• difficulties in reimbursing costs incurred by some projects with substantial activity;</li> <li>• academics are given little incentive to have their work published by Romanian publishing houses;</li> <li>• the small number of student symposia and conferences.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• integration of OUC into the European System of Higher Education, and the European Space of Research;</li> <li>• the openness of European universities, which facilitates increasing mobility of staff and students.</li> </ul>	<ul style="list-style-type: none"> <li>• the insufficient financing of research, in comparison with the potential of the institution;</li> <li>• the business sector has not been very receptive to OUC research projects;</li> <li>• because of the new criteria for career advancement, our academic staff is less interested in participating in national conferences and contributing to national academic journals.</li> </ul>

Capitalizing on its strengths, *Ovidius University of Constanța* has taken measures to increase the number of academics participating in research projects, and has identified some applicative research projects, which can easily turn into business initiatives.

In response to the threats mentioned-above, and in conformity with European recommendations, *Ovidius University of Constanța* has launched new research projects capable of attracting private financing, which make better use of OUC's remarkable research potential.

**III.4.3. Management, Administration and Infrastructure**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• OUC's research and educational infrastructure is modern and adapted to its current needs;</li> <li>• Efficient academic and administrative management;</li> <li>• Permanent communication between the top management and the lower hierarchical levels of decision;</li> <li>• Exchanges of experience and good practices with other universities;</li> <li>• Permanent support granted to students' associations.</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient administrative personnel;</li> <li>• Improper spaces for some of the administrative services;</li> <li>• Risk management for the infrastructure zone;</li> <li>• Limited space (offices) for the teaching staff.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Developing cooperation with Romanian universities in order to promote examples of good practice;</li> <li>• Continuation of investments to finalize construction and repair work.</li> </ul>	<ul style="list-style-type: none"> <li>• The system of recruiting and promotion is blocked;</li> <li>• The new restrictive methodology of financing;</li> <li>• The impossibility of extrinsically motivating the OUC personnel;</li> <li>• Legislative instability that creates confusion and generates contradiction, in the acquisition of goods and services.</li> </ul>

*Ovidius University of Constanța* has gone to great lengths to improve the work of the organizational units that make up its administrative structure (by appointing contact persons for

some processes), and its cooperation with other institutions of tertiary education, in order to benefit from their experience.

*Ovidius University of Constanța* concentrates its efforts on clarifying its juridical status. Recognizing the key role of the quality management in its activity as a whole, OUC has simplified the working procedures for its quality commissions and has taken decisive steps to develop an informatics system and to create databases that fully compatible with one another, for its main domains of activity– human resource, accounting, and research.

The new leadership of the university has already taken measures to counter some of the above-mentioned threats. Wherever possible, we have increased the number of students that enrol on Master's degree programmes. We have also created a new institutional framework (including internal regulations and procedures) that will improve the mobility of the teaching staff. We have opened our educational offer to states outside the European Community (Turkey, China), which could provide students interested in the OUC study programmes.

## CONCLUSIONS

Starting from the results of the 2012 institutional classification provided by the Ministry of Education and by its own SWOT analysis, *Ovidius University of Constanța* has formulated its own **strategic plan** for the 2012-2016 period, which includes directions of action identified by the management of each faculty and of the university. To reach its main objectives, we have approved the **2012 operational plan**, where more specific measures have been included.

As far as the **educational activity** is concerned, we have taken decisive steps to remedy the „weaknesses “and to strengthen the „strengths” identified. To this end, we shall do our best

- to increase the number of programmes taught in foreign languages;
- to attract foreign academics and specialists to teach at OUC and, especially, to coordinate joint doctorate programmes;
- to monitor the teaching process by means of students' periodic evaluation of academic staff;
- to make the study programmes whose enrolment figures are lower than expected more attractive;
- to periodically re-evaluate the contents of our study programmes so that it may meet the requirements of the labour market;

- to expand international mobility for staff and students;

In order to further improve **research** at OUC, we have introduced new and appropriate measures:

- to attract more funds for research;
- to develop new projects that will attract international participation;
- to increase the number of ISI and BID indexed publications produced by OUC;
- to increase the number of interdisciplinary research projects;
- to increase the number of doctorate students involved in research work.

In the domain of **management, administration and infrastructure**, the main measures taken so far aim to:

- improve the processes of communication within the university's functional structures and between the university and other institutions;
- develop a unitary management of OUC's databases;
- expand exchanges of experience and cooperation with other Romanian universities, in such fields as secretarial work, finance, human resources, communitarian programmes, and international relations;
- continue cooperation with OUC students' associations and launch joint projects, with students' participation.

The European approach to education makes of a university's participation in the international academic life, of its cooperation in educational and research programmes, projects, scientific manifestations, or mobility programmes for students and teaching staff, an essential condition for the quality of its services. In the managerial program, launched in the spring of 2012, the internationalisation and the external dimension of education and research takes priority over all other activities, and are seen as important criteria of institutional evaluation and promotion.

*English version by Remus Bejan*



## ANNEXES

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<a href="#">OUC_3</a>	“High Degree of Trust” Certificate, issued by the Romanian Agency for Quality Assurance in Higher Education (A.R.A.C.I.S.)
<a href="#">OUC_4</a>	Ovidius University of Constanța in the category of Universities of Education and Scientific Research
<a href="#">OUC_5</a>	List of the Study programmes offered by OUC, and their hierarchization by the Ministry of Education
<a href="#">OUC_6</a>	Order no. 654 / August 3rd, 1961, of the Minister of Education, by which the Pedagogical Institute was granted the charter
<a href="#">OUC_7</a>	Decree no. 147/1974 of the State Council, by means of which the philological programme was turned into a four-year programme
<a href="#">OUC_8</a>	Decree no. 209/ 1977, of the State Council, through which Constanța Pedagogical Institute was re-organized as o an Institute of Higher Education, with one faculty of engineering and pedagogy
<a href="#">OUC_9</a>	Decree no. 213 / 1984 of the State Council certifying the transformation of Constanța Institute of Higher Education into an Institute for Sub-engineers, with one faculty, subordinated to the Institute of Civil Engineering, Bucharest
<a href="#">OUC_10</a>	Government Decision no. 225 / March 3rd, 1990 by which Constanța Institute for Sub-engineers was re-organised as the University of Constanța
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