



Institutional Evaluation Programme

EUA follow-up evaluation

SELF-EVALUATION REPORT

SELF-EVALUATION GROUP

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1. INTRODUCTION

Five years ago the University of Medicine and Pharmacy of Țirgu Mureș (UMFTGM) was subject of a EUA evaluation. The preparation of the Self-Evaluation Report (SER) as well as the Evaluation Report drafted by the evaluation team created an excellent opportunity to take a step back and look at our University, to find out how it works and to discover both the strengths and weaknesses of the Institution. For the last five years the conclusions of the Evaluation Report served as an excellent guidance line for improvement.

In July 2016, the Administration Board of the university decided to ask for a re-evaluation by EUA, which was planned for March 2017. Members representing the three faculties of the university as well as the students of our institution were selected for the Self-Evaluation Group (SEG).

Context

UMFTGM is a public university of higher education and research, with medical and pharmaceutical education in Romanian, Hungarian and English, integrated into the national system of higher education, providing training at undergraduate and postgraduate levels, offering research opportunities for students and teachers as well as services to the society in its fields of competency. Graduates of UMFTGM's study programmes are differentiated by the level of academic qualification: MB, master, and doctoral, depending on the area of specialization ([University Charter](#)).

The university is located in Țirgu Mureș city, Mureș County in the north-central part of Romania, in a multicultural area and it is the 16th largest city in Romania. UMFTGM represents the "brand" of the city and has a national reputation in medical education. It is part of a consortium with Petru Maior University of Țirgu Mureș. All activities are accomplished either in the main campus ([Appendix I-6.1](#)) or in the hospitals spread around and not too far from the campus ([Appendix I-6.2](#)). Since the last evaluation the endowment of the university has been enriched by 3 important buildings: a research centre (CCAMF), a new building for the Faculty of Pharmacy and a swimming pool which serves not only as sport facility but also as a training base for students. Many other buildings has undergone renovations and/or got high-tech equipment (Simulation Centre, Library, Medical and Experimental Research Centre, various sport facilities).

Significant progress has been made in several areas of the university's activity: governance and management, quality assurance, teaching and learning, research and internationalization, which all will be highlighted in the following chapters.

2. INSTITUTIONAL GOVERNANCE AND DECISION-MAKING

Vision, mission and strategic plan

UMFTGM's **vision** includes the goal to consolidate its position as a national leader in medical and pharmaceutical education and research, focusing on the development of modern teaching methods, basic and interdisciplinary research, as well as their transfer to the clinical practice.

In its activity, UMFTGM seeks to achieve the following **major objectives**: 1. training of international-level specialists with higher education in health care, education, and scientific research; 2.

postgraduate training of specialists in the field, at all levels, through specific programs; 3. promoting basic and applied scientific research; 4. development of specific connection between UMFTGM and the national health system; offering highly qualified specialized medical assistance; 5. promoting an environment of confidence, transparency and freedom within the university; 6. developing cooperation with other national and international academic and research institutions; 7. taking the necessary steps to ensure predictability of the academic and professional career of the academic community members; 8. adapting the educational offer to the demand of the labour market, but also targeting personal development; 9. ensuring performance in teaching and research, according to national and European standards; 10. optimizing the quality assurance system and, within it, improving evaluation and self-evaluation of teaching, scientific and administrative activities; 11. ensuring adequate material resources for these activities and appropriate working conditions for all members of the academic community ([University Charter](#)).

In order to allow the University's further development it is essential to ensure the continuity of projects started during 2012-2016. Consequently, the Strategic development plan for the 2016-2020 period ([Appendix I-1](#)) is a clear statement to fulfil the mission of the University.

The university strategy proposed in the Strategic plan of UMFTGM is to ensure **excellence in education, research, and innovation** (see also [Appendix I-1.1](#)). The five areas of development established in the Strategic Plan are the main objectives to be achieved, with specific measures, performance indicators, targets to be pursued, the available resources and responsibilities so as to justify their feasibility. The presentation of objectives in an analytical manner of the five proposed areas of development, as well as the SWOT analysis ([Appendix I-1.2](#)), is a new approach in the university strategy and an additional argument in achieving the proposed aims.

The mission and objectives of UMFTGM, stated in the Strategic Plan, are undertaken entirely by the three faculties. Each faculty has developed its own strategic plan that stipulates its mission and objectives in line with the general policy of the University, as well as individual goals in order to achieve domain-specific purposes.

An analysis of our university during the period between the two EUA evaluations (2013-2016) shows that the activity of UMFTGM is characterized by continuous improvement of the education and research processes, complemented by an entrepreneurial and innovation policy that targets transfer of knowledge to society within the assumed mission. In the last four years, the University has followed a steady upward trend translated synthetically into: 1. increasing the number of students and teaching staff (see also [Appendix I-3](#), [Appendix I-4](#)); 2. diversification of study programs; 3. increase of scientific output (see also [Appendix II-1](#)); 4. consolidation of material heritage (see also [Appendix I-5](#)); 5. development of national and international cooperation (see also [Appendix II-2](#)).

Management of the University of Medicine and Pharmacy of Tirgu Mures

The organizational structure of UMFTM includes the following components: 3 faculties (Medicine, Dental Medicine and Pharmacy), departments with departmental structures (disciplines), Institution Organizing Doctoral Studies (I.O.S.U.D.), laboratories, consultation centres, publishing house, libraries, centres for human resource training, micro-production units and services, as well as related technical and administrative departments and services. There are also research centres, clinics and teaching hospitals, outpatient clinics and other structures established by law ([University Charter](#)).

According to the Organization Chart ([Appendix I-2](#), and Appendices I-2.1 through I-2.4) the **management structures** are: Senate of the University, Administrative Board, Faculty Councils and Department Councils.

New elections took place in the academic year 2015-2016, at all management structures level; the goal of the new team is to continue to implement the objectives established in the previous Strategic Development Plan (2012-2016) and to carry out the new objectives of the current Strategic Plan (2016-2020).

The Senate is the highest decision-making and deliberation body of the University, which is responsible for the overall development strategy of the University. Through its specialized boards, the Senate controls the activity of the Administrative Board. It has 62 members, out of which 25% are the student representatives.

The Administrative Board ensures the operative management of the university and consists of: the Rector, Vice-rectors (4), Deans (3), the Managing Director and two student representatives. Each Vice-Rector has specific responsibilities in order to ensure an effective academic management: Vice-Rector in charge of undergraduate and postgraduate education, Vice-Rector in charge of scientific activity and communication, Vice-Rector in charge of international relations and quality management, Vice-Rector in charge of academic development and student issues. They are supported by the Deans' offices as well as by the administrative services of the institution.

The Administrative Board proposes for the Senate's approval: the annual budget of revenues and expenditure, the University's long and average-term strategies, field-specific policies, but also ensures enforcement of the Senate decisions.

Faculty Councils are higher management entities of the three faculties, including teaching staff and students.

Department Councils are management and regulating authorities for Department activities.

I.O.S.U.D. is the management and regulation authority for doctoral activities of the University.

The students' involvement in the management structures of the University is noteworthy; students are elected by direct, secret and universal voting. Students have a significant representation in the Senate, the Administrative Board and Faculty Councils and play an important role in decision-making.

Communication within the institution is facilitated by information and communication systems such as [Internet](#), which facilitate easy access for the academic community (teaching staff, administrative staff and students) to information of interest.

Human and financial resources

The human resources of UMFTGM comprise teaching, non-teaching, and administrative staff. The University has made efforts to recruit teachers from among young graduates with proven potential, or to promote them to higher teaching positions. The evolution of the number of teaching staff in the period 2012-2016 ([Appendix I-4](#)) shows the constant concern of the University management for human resources by promoting the following principles:

- Human Resource Planning: matching the number of students in programs of study with the number of teachers in order to meet ARACIS requirements;
- Achieving objectives: increasing vacancy occupation;
- Encouraging performance in the promotion policy;
- Human resource development through: performance evaluation and incentives for better performance; rewarding results depending on the financial resources of the university; support for teachers who meet the habilitation criteria; encouraging institutional networking with national and international individuals and teams; providing institutional support for continuous professional development.

UMFTGM aims to develop its human resources by continuously employing new staff, training and ensuring the promotion of the existing staff.

Financial resources

UMFTGM manages its financial activity through an institutional financial and accounting service, according to legal provisions for hiring qualified personnel in the financial and accounting departments. UMFTGM has its own budget of revenues and expenditures for teaching, investments, and personnel costs. The structure of the budget is approved by the Senate of the University. At the end of each term and each calendar year the Financial & Accounting Department prepares the financial statements in compliance with the legal provisions. The financial statements are designed to provide an accurate and objective view of the financial position, financial performance and other information related to the work of our institution ([Appendix I-5](#)).

The educational budget is based on two revenue streams: public funding (between 54.55% in 2013 to 60% in 2016 from the University budget), European funds and University revenues (tuition, income from research projects, revenues from the economic activity of University Press Publishing, Alma Mater Complex, rentals of the sport grounds, revenues from the students' hostel and the cafeteria services, revenue from grants and trust funds, money from donations and sponsorships, etc.), with an average growth of 1.71 times of revenues from university sources in 2013-2016 period compared to 2012 (with a maximum in 2015). There is an increase in the revenue from school fees (~ 18.5 mil. Lei in 2013, ~ 20 mil. Lei in 2014, ~ 24 mil. Lei in 2015 and ~ 26 mil. Lei in 2016), and those from research (~ 1.9 mil. Lei in 2013, 2.2 mil. Lei in 2014, ~ 3.2 mil. Lei in 2015 ~ 2.6 mil. Lei in 2016). The most significant revenue growth was in the area of European funds, which are about 14 times higher in 2015 (51.4 mil. Lei) compared to 2012 (3.6 mil. Lei); this revenue was ~9 mil. Lei in 2016.

The Administrative Board assesses the financial situation and forwards any related decisions to the Senate for approval. The legislation and the Senate decisions on general payroll principles in the University are taken into account when covering staff-related costs. Student financial aids offered by the university are presented to the students through the *Regulations for granting student scholarships*, and they are published on the [website of the University](#). The financial and accounting activity comply with the current legislation and are subject to regular external financial audits.

Infrastructure

The infrastructure for teaching, research and support activities allows UMFTGM to fulfil its mission. To ensure modern, stimulating and safe working and studying conditions UMFTGM places great

emphasis on development programs financed from EU funds. Thus, during the evaluated period, new buildings were completed (CCAMF, Integrated Pharmaceutical Learning Centre) which enhance the teaching and research performance of UMFTGM. As such, currently the spaces of the University comprise of 91,730 sqm, providing a total of 19,434 entries/ day in teaching halls, and 13,112 entries/ day in laboratories ([Appendix I-6](#), see also [Appendix I-6.1](#) and [Appendix I-6.2](#)).

3. QUALITY CULTURE

In UMFTGM quality assurance is a continuous process involving planned and systematic activities that are implemented within the framework of the Quality Management System (QMS). These activities are demonstrated to be necessary for generating adequate trust and also to meet students' needs.

During the evaluated period a key strategic objective of our Institution was the continuous improvement of the quality assurance process. As such, new strategies and objectives regarding the evaluation and quality assurance were implemented concerning the **responsible structures, QMS certification, QMS-specific documentation, monitoring and evaluating the QMS as well as the continuous improvement of the QMS processes.**

The *Vice-Rector's Office for Quality Management and International Relations* is the main organizational structure responsible for elaboration and implementation of the quality control and quality assurance system. In close cooperation, the *Department of Quality Assurance* (DQA) is tasked to ensure the proper functioning by planning, implementing, continuously refining and improving, updating as well as applying constant surveillance of the QMS. Under the coordination of the *Vice-Rector's Office for Quality Management and International Relations* functions the **Committee for Quality Evaluation and Assurance** (CQEA, founded based on the 11th article of Chapter III from Government Emergency Ordinance 75/2005), consisting of students and teaching staff. The main objectives of this organizational structure are (1) to develop solutions and strategies that improve the quality of education, (2) to closely monitor quality standards and (3) to monitor key performance indicators. These dedicated organizational structures are completed by operational structures within each Faculty that are tasked with the periodical evaluation, revision and improvement of the quality of study programs and curricula. All these organizational structures also aim to promote a pro-quality culture within our Institution.

UMFTGM has quality assurance policies, regarding teaching-learning, research, as well as administrative activities that are part of the public institutional strategy ([Appendix I-1](#)). QMS policies are available to all interested parties and are periodically analyzed to reveal the adequacy with the strategic directives of the Institution. All employees are periodically trained regarding the contents of QMS policies in order to better know and understand the commitment of the leadership. Starting with 2016, in order to further raise awareness regarding the importance of the QMS, the specific requirements of the quality assurance system are part of the job description of the teaching staff, encouraging the staff to assume responsibility regarding quality culture. As such, there is an emerging awareness of the consequences of the actions of the teaching staff and a sense of responsibility for their actions.

In consideration to the recommendations of EUA evaluation from 2013, **a major change regarding the evaluated period** is the development and implementation of a QMS that is based on national and international standards (ARACIS, EUA, SR EN ISO 9001). As such, within the framework of QMS, we identified all processes (management, principal and auxiliary, monitoring, measuring, analysis and improvement) needed for the proper functioning of the QMS ([Quality Assurance Manual – QAM](#)). New QMS procedures were created that set the succession and interaction between QMS processes. Also, in order to continuously improve QMS, a P-D-C-A cycle was created, in strong correlation with the processes described within the QMS. All processes regarding QMS are now described in the QAM, which is periodically verified and updated as needed.

As part of a project (POSDRU/86/1.2/S/58609, “*Tehnologii avansate pentru calitate în universitatea orientată spre viitor*” [Advanced technologies for quality control in a University oriented towards the future]) our University obtained, in 2013, the ISO 9001:2008 certification; the institution was [recertified](#) in 2016 according to the ISO 9001:2015 standard.

Since the last EUA evaluation QMS specific documentation has been created in order to regulate all activities conducted in UMFTGM (QAM, 4 system procedures, 150 operational procedures, 68 rulebooks and methodologies and 3 codes). Proper identification as well as maintenance and control of this documentation are done, starting from 2013, by DQA. In this context, current QMS documents ensure (1) communication of QMS relevant as well as UMFTGM functioning information, (2) evidence of compliance of processes with the ISO 9001:2015 requirements and (3) communication of applicable rules and legal provisions with all interested parties.

The institution organizes, at least once a year, instructions for the responsible personnel with the QMS processes as well as at the level of UMFTGM compartments. This ensures the dissemination of information and the increase of staff awareness regarding the (1) applicable requirements of ISO 9001 standard, (2) the policies and objectives of the QMS as well as (3) the responsibilities of the employees regarding the implementation, maintenance and development of QMS.

During 2015-2016, in order to monitor and evaluate the functioning and efficacy of the QMS, 15 internal auditors were trained (including teaching staff and didactic auxiliary staff). They form the Internal Audit Compartment (IAC) that ensures the proper progress of the Annual Audit Program. During 2016 further training was carried out in order to update the knowledge of DQA and IAC members regarding the ISO 9001:2015 standard. This updated knowledge was transferred to all QMS process responsible personnel through the internal audits.

UMFTGM is in first place, with four stars, in the ranking made by the Coalition for Clean Universities and by the Academic Society of Romania, according to a [report](#) released on November 17th 2016. The evaluation was conducted for the 2012-2016 period. For the ranking, 48 public universities were evaluated under the following criteria: transparency and administrative fairness, academic honesty, quality of governance, financial fairness, meritocracy and antidiscrimination.

Starting with 2015 QMS is continually evaluated and constantly improved through the frequent internal auditing; moreover the University has its own core of ISO 9001 qualified auditors. This activity establishes whether QMS functions (1) in line with scheduled activities, (2) in concordance with the requirements of the ISO standard and (3) according to the requirements of the Management of the University. Each audit is finalized with a report that contains either

recommendations or possible noncompliance descriptions. Based on these reports each compartment of the University will take correcting measures that are closely monitored by auditors. Each year a report is drafted regarding the functioning of QMS. This report is discussed in a meeting of the Top Management (i.e. Administration Board) and necessary corrective/preventive actions are undertaken in order to improve QMS ([last Report](#)). Also, an annual external audit is undertaken by TUV Austria-Romania. This external audit measures the efficiency and efficacy of QMS in UMFTGM and [recertifies](#) our Institution.

Evaluation of study programs is done separately for each study domain in order to ensure that we meet national and European requirements depending on study level: MB, masters, residency and doctoral studies. Within each Faculty (see [Appendix I-2.4](#)) there is a *Commission for strategy, reform and curriculum development* that cooperates with the *Commission for evaluation and quality assurance*. The external evaluation of study programs is done by ARACIS. The latest, successful, evaluation performed by this body was in 2016, qualifying our Institution as a University with high level of confidence.

Evaluation of research activities is based on the number and quality of the results obtained through research (scientific articles, books, research projects, patents, participation to national and international conferences) as well as the number of research centres with national or international accreditation. Each discipline, department and faculty reports its annual research activity and the Vice-rector for Research creates a yearly report regarding research in UMFTGM. Based on the analysis of this report a plan of action is proposed and approved by the Senate. At the level of the University the Vice-rector for research works closely with the *Commission for evaluation and quality assurance* in order to identify and prioritize research activities and objectives.

The **evaluation of teaching staff** is aimed to identify the performance level during teaching-learning and research activities as well as involvement in institutional and community activities. This multi-layer evaluation includes: **self-evaluation, peer evaluation, evaluation by supervisor and evaluation by students**. UMFTGM upholds a total transparency policy regarding the means of evaluation of the teaching staff by students. **Starting with Academic Year 2012-2013** students evaluate nominally each member of the teaching staff, an activity that facilitates the identification of both positive (i.e. that need to be capitalized on) and negative (i.e. that need to be ameliorated) aspects of the teaching activity. **Starting with Academic Year 2014-2015** our University started the implementation of an online evaluation system of the quality of education ([Quantis](#)), thus obtaining a significant increase of student participation in this activity. The online system does not allow interference and ensures **total anonymity**. Statistical analysis of the results is available publicly on our website ([Faculty of Medicine](#), [Faculty of Dentistry](#), [Faculty of Pharmacy](#)). Individual results are disseminated to the teaching staff. Also, at the level of each Faculty the results are analyzed annually and an action plan is drafted to improve the quality of education ([Measures to improve](#)).

Determining the degree of satisfaction of our teaching staff and students regarding educational activities as well as services offered by our University (library, canteen, dormitories, administrative services and secretary) creates a powerful tool needed to evaluate whether we meet the requirements and expectations of the academic community, enables us to identify strengths and/or weaknesses of the services offered and allows us to establish measures for improvement. DQA

ensures the coordination of the evaluation process, centralizes the [results](#) and forwards them to the departments, which are responsible for establishing the appropriate steps needed to improve.

The quality of students' education is one of the key objectives of our academic activities. Applying a QMS proved beneficial for developing educational and research activities in UMFTGM. Also, the continuous development and certification of the QMS creates an atmosphere of trust regarding the processes of quality management. New positive aspects have been noticed regarding education (policies, new regulations and procedures, monitoring and evaluation of study programs, student and teaching staff evaluation), scientific research (establishing priorities, strategies and research objectives, capitalizing on research results, and evaluation of research quality), infrastructural development and management processes. The continuous internal evaluation, made possible by the existence of IAC, provides a base for appropriate analysis of data and helps reveal the strengths and weaknesses of the QMS. Legal, economic and social changes bring along new challenges that we may overcome by an efficiently functioning QMS that delivers changes in strategic and operational plans. Therefore UMFTGM wants to maintain and develop the QMS in the future as well and ensure that each member of the academic community is conscious about its own contribution to the formation of a quality culture.

4. TEACHING AND LEARNING

Design, approval and periodical review of programs

UMFTGM provides study programmes (licence, master and doctorate) in Medicine, Dentistry and Pharmacy. The study programs for Medicine and Dentistry have 360 ECTS (6 years) and Pharmacy has 300 ECTS (5 years). UMFTGM has lines of study for three languages (Romanian, Hungarian, and English) for Medicine and Dentistry and in two languages (Romanian and Hungarian) for Pharmacy. It is the only University in Romania providing teaching in Hungarian. Besides long-term programs every faculty includes short-term programs (Nurses, Nutrition and Dietetics, Kinetotherapy and rehabilitation, Sport and Physical Education, Dental Technician and Medical Cosmetics) are also included, with 60 ECTS allotment for each academic year. These license study programs, together with eight interdisciplinary master's programs try to meet the labour market and society needs ([Appendix II-4](#)). Included in the structure of UMFTGM there is I.O.S.U.D., responsible for organizing doctoral studies ([Appendix II-5](#)).

The curriculum for each study programme is designed and approved according to an [institutional procedure](#), is annually analyzed by specific committees from each faculty, in total agreement with national regulations and ARACIS standards. The syllabus for each discipline (content, outcomes, assessment method and assigned ECTS) is available on the institutional website and are presented to students at the beginning of each academic year.

Starting with the academic year 2015/2016, a [plan](#) for a *Curricular Reform* was voted by the Senate and became a priority of the institutional strategy for 2016-2020 ([Appendix I-1.1](#)). The aim of this ongoing process is to adapt our curriculum to European standards, by creating a student-centred model of medical education. By this, we aim to offer our graduates better theoretical and practical

skills, opportunities to become independent learners, chances to practice and to apply clinical thinking and decision-making in the patient management.

As a first step, *The Office of Internal Evaluation of Study Programs and Curriculum Development (CEIPSCU)* was created, being now a functional administrative structure with representatives from all faculties, directly reporting to the Rector, and coordinated by the Vice-rector for education. CEIPSCU is responsible for the quality evaluation of all study programs and assessments, as well as for planning and implementing curriculum reform. The office is also involved in syllabi validation of each discipline, monitoring the teaching activity, coordination of teachers' training and in the process of assessment.

Student-centred learning, teaching and assessment

The structure of the academic year (2 semesters of 14 weeks each and 3-4 weeks of examination sessions for each semester), the curriculum and syllabus content, with the specific ratio between theoretical and practical activities for each study programme as well as the number of ECTS credits are imposed by ARACIS standards in agreement with the EU Directive no. 36. Regarding the teaching methods, the system is flexible, allowing the implementation of measures to actively involve students in the learning process during lectures and laboratory or internship practice.

In order to increase students' motivation and engagement in the learning process, our institution is mainly focused not only on study programmes design, but also in new teaching methods and assessment within all disciplines.

In this regard, the main objectives of the Curriculum reform process are:

- *focusing students' learning on relevant aspects for the future profession*; Starting with 2015/2016 the content of all discipline syllabus was re-examined and re-structured based on the "Index of Clinical Situation" – Manchester model, a list of frequent clinical situations a graduate should be competent to handle (Medical Education 33, 121-9, 1999) ([Discipline Files](#)). This activity was performed by interdisciplinary teams of the Faculty of Medicine, coordinated by CEIPSCU. The same model will be applied for Pharmacy and Dentistry, but their activity is more complex, because they have to create their own index of clinical situations, adapted to international requirements, until 2017/2018. Following this process, many curriculum overlaps have been eliminated, the concept of constructive alignment has been integrated and new concepts have been added for each discipline/courses. Moreover, a communication skills module became a new mandatory curricular element starting with the academic year 2016/2017. A re-organization of clinical internships and medical abilities was also performed for a better integration in the real medical context. Students are organized now in smaller groups (7-8 students instead of 10-12) during clinical internships. To emphasize the clinical training, specific manoeuvres and procedures, mandatory to be performed by each student during the practical activity were identified for each clinical discipline in Medicine, Dentistry and Pharmacy, accounted in the Student Logbook (with minimum requirements needed in order to be admitted to final assessment, [Appendix II-7](#)). The opening of the Centre for Simulation and Practical Skills in 2013, with all three functional and fully equipped compartments: Basic Skills, Advanced Medical Simulation and Standardized Patient represented an important opportunity to transfer many hours of clinical training in this compartment ([Appendix II-3](#)).

- *adapting teaching methods to students' needs and expectations*; Two new methods of teaching have been implemented to better involve students in the learning process: TBL in theoretical lectures and CBL in clinical training. In order to create a more collaborative learning environment, at least two sessions of Team Based Learning (TBL) for each discipline per each semester are organized. The goal is to encourage students to become independent learners and to experiment the result of learning in teams. In the clinical disciplines, during internships, Case Based Learning (CBL) teaching was organized.
- *applying a standardized assessment in order to provide guidance to the students on their performance/progress and to offer to our institution a feedback regarding curriculum application*; Synchronizing all internal regulations regarding the teaching activity, formative examinations during the semester have been introduced since 2016/2017, to provide a basis for continuous learning and training for the theoretical summative examination during the session. Summative examinations are standardized for all students regardless the series they attend and consists of multiple choice questions (MCQ) and practical examination. All specific criteria for grading the practical activities and for admission to the practical examination are precisely described in the Discipline Files.

Student admission, progression, recognition and certification

Our institution has a strict, transparent and specific policy for selecting Romanian and international students for every level of higher education: graduation, master and doctoral studies (see [Admission](#)). All details regarding the admission procedure are in compliance with the National Law of Education no 1/2011 and are announced on the website of the University and promoted in press, TV, and educational fairs, as well as the national e-platform "[Study in Romania](#)". Also, every spring, teachers and students from all faculties organize *UMFTGM Open Gate Days*: an opportunity for the entire community to visit our institution with all its facilities. The number of admission places (budgetary and with fee) are proposed each year by the Senate and are approved by the Ministry of Education, according to the ARACIS standards regarding institutional capacity for education. Starting from 2014, as a support service for our future candidates, the University organizes [preparatory lectures](#) in Biology, Chemistry as well as simulation of admission examinations, enjoying a large audience.

The University is also involved in residents' training. Beginning with this year, the admission to the residency is made by a national competition. 1577 residents are currently enrolled at UMFTGM ([Appendix II-6](#)) for a four to five years long program.

The drop-out rate is very low in long-term study programmes. It is higher for short-term programmes, especially in the first year, mainly explained by professional re-orientation.

Both undergraduate, PhD and master students have the opportunity to study and/or to do practice abroad, through Erasmus + mobility grants, with full recognition of the mobility results.

The graduation examinations are organized in September excepting the Sport and Physical Education Program which has an earlier graduation (in July), in order to facilitate the insertion in the labour market for graduates interested in an educational career. At degree level it has at least two components: a written test (MCQ) and the presentation of a research project (thesis). For Master graduation, students prepare a dissertation thesis which is evaluated by a University Committee as it

has to demonstrate advanced scientific knowledge on the chosen topic. Information regarding PhD studies and graduation are provided in chapter "Research".

All qualifications provided by UMFTGM study programmes are acknowledged at national level (National Qualifications Register) and internationally. After graduation, students from all levels of study [receive detailed documentation](#) according to institutional procedures and national rules - the MB/Master degree together with a diploma supplement (containing all information regarding learning outcomes, competencies, teaching hours and grades from all academic years).

Teaching staff

An efficient learning process is offered only by a proper selected and trained teaching staff. The policy for the human resource remains a priority in the Strategic Plan of our institution, because the balance between the increased number of students and teachers should respect the national standards.

On October 1, 2017, the academic staff of UMFTGM consisted of 450 teachers working full time (59 professors, 78 associate professors, 174 lecturers and 139 assistant lecturers) and 5643 students enrolled at all levels of training: 5108 undergraduate students, 258 master students, 277 doctoral students ([Appendix I-3](#), [Appendix I-4](#)). PhD students, residents and junior demonstrators (selected students with outstanding results, interested in teaching) are also involved in the educational process. Within I.O.S.U.D. 53 scientific doctoral coordinators (including 8 teachers with Habilitation) are enrolled.

In UMFTGM the recruitment and promotion of academic staff are transparent processes and are based on a methodology according to national standards (CNADCU criteria – minimum national criteria) and to own institutional criteria. All proposals from disciplines regarding promotion, collected at the department level are approved by the Faculty Council and by the Senate. After the approval by the Ministry of Education, the teaching positions are published in "Monitorul Oficial"- the official national journal, to assure the transparency of the process.

The recruitment process is not always an easy process. Unfortunately, there are limitations imposed by the national laws for selecting new assistants (the necessity to possess the PhD title), the low income level, compared to the high demands, do not encourage and motivate young people to become members of the teaching staff.

The diversity of programs at every level, the presence of international students (regular and Erasmus+ incoming students), as well as student and teacher mobilities have stimulated the University to adapt its strategy to students' expectations. The Academic Staff Training Department together with CEIPSCU provides and organizes different modules of training:

- *foreign language skills*: under the PROFEX framework (medical English language courses and examination);
- *new methods of teaching (TBL, CBL)*: in 2015/2016 seven training workshops with international experts in Medical Education from University of Vienna, Munich and Liverpool were organized. For the implementation of TBL 62 teachers were trained and for CBL sessions 61 participants were present.

- *communication skills*: during the previous academic year 31 teachers were trained;
- *writing good MCQs*: in 2016, 83 teachers were involved in MCQs writing training;
- *training for trainers in Medical Education*: having already two teachers from preclinical and clinical levels attending the Master Program in Medical Education at the University of Liverpool, the strategy in our institution is to form our local dedicated experts able to train the entire academic staff.

Learning resources and student support

UMFTGM offers a variety of resources to support students' learning. Physical resources are represented by: lectures halls, well equipped laboratories, Clinical Departments in Hospitals for each medical specialty, the Simulation Centre, the Dentistry Integrated Centre, the Botanical Garden, the Experimental Centre, a modern restored library, sport facilities including a pool ([Appendix I-6](#)). Starting with 2013, the on-line platform RoELME is functional, able to support the e-learning process, together with the disciplines' own websites. The new Faculty of Pharmacy that will open soon offers new learning spaces, including well equipped laboratories and will be a real opportunity to stimulate teaching and learning. The research facilities of [CCAMF](#) will help students to be involved in research.

The human resources involved in students support, are mainly represented by the teaching staff (through counselling hours, research groups inside disciplines), the tutorial systems (applied for all undergraduate programmes), the Department for Students' Counselling Professional Guidance and Information, the Erasmus+ Office, Committees for Students Issues in each Faculty (including also students as members). Under the VIFU framework - University Volunteer Service, students are able to be part of administrative activities, with part-time jobs, with different individual direct benefits. Students' activity (professional, scientific - excellence) is rewarded by [scholarships](#). Social scholarships are also attributed to students in need.

Our institutional leaderships plan and provide funding to support all resources necessary to the learning process and the DQA analyses the feedback from each level of the academic community.

UMFTGM has already made significant steps in the field of curricular reform and will continuously adapt the educational offer to the labour market dynamics.

5. RESEARCH

At UMFTGM, research is coordinated and monitored by the Vice-Rector's for Research Bureau, conducted by the Vice-Rector for Research and supported by an Academic Secretary, with the support of the European Projects Department, of the Ethics Committee, which analyses and approves all studies conducted in the University, and of the Animal Welfare Committee, which monitors implementation of experimental studies in accordance with local and European regulations. Since its establishment in 2010, the European Projects Department, currently including seven members specialized in the management of high-budget research projects, has continued to develop and increase its level of expertise.

In UMFTGM, research is conducted by research groups (e.g., Laboratory for Microvalves, Laboratory of Cardiovascular Physiology, Laboratory of Neurophysiology, Multidisciplinary Laboratory of the

Faculty of Pharmacy, etc.) established in the three faculties and is focused on several main research areas (e.g., cardiovascular diseases, genetics, neurosciences, immunology, oncology, drug analysis, pharmacokinetics). There are also research laboratories with external accreditation, such as the [Drug Testing Laboratory](#) of the Faculty of Pharmacy (GLP certified in 2006), which offers support for the research teams of the Faculty of Pharmacy, but also for joint research teams within the University or under inter-institutional collaboration.

Two additional large research infrastructures - the newly built CCAMF and the Centre for Medical and Experimental Research - provide the support for clinical and experimental studies, respectively. The Centre for Medical and Experimental Research disposes of an Animal Facility, which ensures breeding and/or housing of various animal species and strains (mice, rats, rabbits, sheep, pigs), two fully equipped surgery rooms, a post-surgery recovery room, and a Rontgen laboratory for veterinary purposes, providing logistic support for numerous experiments. Two veterinarians, two veterinary technicians and one animal keeper provide support for experiments conducted by academics, researchers, postdoc, PhD, master, and undergraduate students.

Since the last EUA evaluation in January 2013, UMFTGM has made significant efforts to increase its visibility in the research community and to improve the management of its scientific activity.

The project "Centre for Advanced Medical and Pharmaceutical Research (CCAMF)", won in 2014 in the POS CCE competition (non-refundable budget of 37,000,000 lei), has allowed UMFTGM to build and fully equip a new research centre, with a total surface of more than 4,000 m². The centre is equipped with over 400 state-of-the-art research devices, located in 10 laboratories. [CCAMF](#) provides technical, human, and scientific support for a multitude of research projects conducted in the University. The centre is coordinated by a Scientific Council. The number of employed staff is gradually increasing as additional personnel is recruited in parallel with the increasing number of projects conducted in the centre. The centre also provides the working and learning environment for academics, researchers, postdoc, PhD, master and undergraduate students, as well as for interns in various medical specialties. To encourage national and international collaborations, the University promotes the centre in the media and by organizing stands at scientific events. To date, collaborations have been established between CCAMF and other research centres in Romania (București, Iași, Timișoara, Cluj-Napoca, Sibiu) and from abroad (Bahrain, China, France, Germany, U.K., Greece, Hungary, Italy, Lithuania, Sweden, U.S.A.). Besides these newly established collaborations, UMFTGM also has important, well-established international collaborations with research institutes and universities in Europe and the rest of the world; also, there are numerous personal collaborations of University staff with foreign laboratories.

In its effort to increase scientific productivity, UMFTGM has implemented a number of initiatives:

- [The Internal Research Grant Competition](#), initiated in 2012, has reached its 5th edition. In 2012, 14 single-researcher projects have been financed (5,000 € each), all of them being successfully completed. Due to its obvious success, in 2013 the competition was extended, including a second category of grants (collective grants – research teams), with a budget of 20,000 € each; at least 25% of this budget is supported by an economic partner. In total, 63 single-researcher and 14 collective grants have been financed through this program, and the University intends to continue this

initiative. Special attention is given to encouraging PhD students to apply for these grants, and also to use CCAMF's infrastructure.

- In 2014, UMFTGM has launched a new initiative – the [Internal Research Grant Competition with Exclusive Private Financing](#), with the aim to extend the University's collaborations with economic partners and to adapt to their demands. In this competition, external partners launch their own calls for projects and ensure full financing of the projects (minimum financing - 5,000 € / grant), whereas UMFTGM ensures the infrastructure and administrative support for completing the project. To date, 45 projects have been financed through this initiative, eight of them being successfully completed.

All projects are monitored by the Vice-Rector's for Research Bureau, which provides feedback and counselling for the project leaders in accomplishing their key performance indicators. Several other projects financed by economic partners are also conducted under the auspices of UMFTGM.

A number of other specific measures have also been undertaken to facilitate access to scientific resources, and to encourage participation to scientific events and publications in high impact journals:

- Since 2014, UMFTGM is member of the Association of the Universities, Research & Development Institutes, and the Central University Libraries in Romania "Anelis Plus", which offers open access for University members to numerous scientific resources (e.g. Thomson Reuters Web of Science, Science Direct, Springer Link). The University's library also owns subscriptions to 34 international and 35 national scientific journals from all medical fields, and, through the interlibrary exchange program, receives 13 additional national and international medical journals. University staff and students have direct access to all these resources in the Reference study hall of the library; available titles can be found on the [Online Public Access Catalogue](#).
- Since 2014, UMFTGM allocates funds for staff mobility at scientific events. A 300 € reimbursement for travel expenses is ensured to the first authors of papers accepted for presentation at scientific meetings and published in ISI journals with impact factor >1. Since 2014, 1,964,645 lei have been allocated for this purpose (451,864 lei in 2014, 877,434 lei in 2015; 635,347 lei in 2016).
- Also starting 2014, UMFTGM allocates funds for publication fees in ISI journals. The first author is reimbursed up to 500 € if the paper is published in an ISI journal with impact factor >1, or the entire publication fee if the paper is published in an ISI journal found in top 25% of its scientific field. Since 2014, 425,386 lei have been allocated for this purpose. The amount spent for this purpose has progressively increased (92,923 lei in 2014, 160,369 lei in 2015, 172,094 lei in 2016), reflecting the success of this endeavour and the increased scientific production.
- Since 2014, UMFTGM awards a prize for Excellence in Research. The prize, consisting in an amount of 1,000 € to be used for covering the travel expenses to an international scientific meeting, is awarded every year to the researcher who has obtained, as first author, the highest cumulated impact factor for scientific papers published in ISI journals.

- Since 2013, the research results progressively gained weight in the self-evaluation reports, as well as in the scorecard for obtaining the gradation of merit (associated with a 25% salary increase).
- The teaching load of some of the strongest researchers (e.g., coordinators of CCAMF laboratories) has been reduced.

Special interest has been dedicated to support University's young researchers and to invest in their training. I.O.S.U.D. organizes and coordinates 4-year scientific PhD programs. Organization of PhD studies is achieved *via* the I.O.S.U.D., on three main domains: Medicine, Dentistry and Pharmacy. Upon graduation from the PhD program and issuance of the order of the Ministry of National Education, I.O.S.U.D. grants the diploma and the title of Doctor of Philosophy in one of these three domains. Since 2015, I.O.S.U.D. is member of the European University Association EUA. As part of the PhD program, I.O.S.U.D. organizes scientific research-oriented lectures, given by University staff, as well as by external collaborators from other Romanian and foreign universities. Over the past 5 years, the number of PhD students and that of PhD coordinators presented little variations. Also, during the same time period, I.O.S.U.D. has granted a total of 227 PhD titles ([Appendix II-5](#)). Starting 2013, I.O.S.U.D. also organizes a 1-year Medico-Pharmaceutical Scientific Research Master program. To date, 134 students have been inscribed in this program (42 in 2013; 31 in 2014; 27 in 2015; 36 in 2016).

UMFTGM has also intensified its efforts to encourage undergraduate students' to participate in the University's research activities: 1. All University departments have been encouraged to develop Students' Scientific Clubs. Currently, 33 such clubs (>300 students) are active at the Faculty of Medicine, 5 clubs (76 students) and 15 clubs (170 students) are active at the Faculties of Dentistry and Pharmacy, respectively; 2. In May 2016, UMFTGM has started to allocate funds to support students' mobility at national and international scientific events. To date, eight students have benefited of this opportunity; 3. Starting 2013, UMFTGM awards Scholarships for Scientific Performance for students in their 2nd to 6th year of studentship having obtained outstanding scientific results. To date, 64 such Scholarships have been granted; 4. UMFTGM will soon (March 2017) launch an Internal Research Grant Competition for students. The procedure for this competition is being elaborated by the Vice-Rector for Research.

With the support of the Public Relations (PR) Department, UMFTGM promotes and publicizes its research activity by organizing numerous local, national, and even international scientific meetings. UMFTGM organizes yearly a number of already consecrated scientific events (the Scientific Sessions of the University Staff, the PhD and Postdoc Students' Congress, the International Students, Young Doctors and Pharmacists Congresses Marisiensis and TDK, etc.). Many important scientific national meetings have been also organized under the auspices of UMFTGM. The PR Department also contributes to increasing UMFTGM's visibility by publicizing the research projects won by the University *via* local newspapers and TV stations (UMF-TV), as well as on the University's website.

For both dissemination of the results of research and educational activities, the University of Țirgu Mureș Press, founded in 1999, publishes textbooks, monographs, medical practice guides, etc. It also edits one ISI (Revista Romana de Medicina de Laborator) and three BDI (Acta Medica Marisiensis, the Journal of Critical Care Medicine, the Journal of Multidisciplinary Medicine) journals.

UMFTGM has recently (in 2016) adhered to the [ERRIS platform](#) - the Registry of Romanian Research Infrastructures, offering us the opportunity to promote our research infrastructure and the competences of our human resources, and thus to increase the visibility of UMFTGM and to set the bases for new national and international inter-institutional collaborations.

As expected, all these efforts have translated into increased scientific productivity and improved national and international visibility, as demonstrated by the increasing number of papers published in ISI and BDI journals, the increasing number of papers presented by the University staff and students at national and international scientific meetings, as well as by the increasing number of projects submitted and won by the University in national and international competitions, as well as into a significant increase of income from research contracts ([Appendix II-1](#)).

Although UMFTGM has made some major steps to increase its visibility in the research community and to improve the management of its research activities, the University acknowledges that this effort has to continue and that important goals remain to be achieved. The University is well aware of its internal strengths ([SWOT analysis – research](#)), particularly the existence of a number of researchers and well-established research units with international visibility, the opportunities provided by its large research infrastructures, and the presence of a nucleus of highly active young researchers, as well as of the external opportunities. Starting from these elements UMFTGM will continue to encourage excellence in research, focusing on innovation, resource development, and scientific performance.

In the next five to ten years, UMFTGM will focus on (1) increasing the number of internal (inter-departments, inter-faculties) and national and international inter-institutional collaborations; (2) increasing the proportion of University staff involved in research activities and their level of expertise in state-of-the-art techniques; (3) increasing the number of projects submitted and won in national and international competitions; (4) increasing attractiveness from external partners to participate in joint research projects; (5) increasing the number of publications in high impact journals by generating valuable scientific results to; and (6) creating a better environment for research training of undergraduate, master and PhD students, as well as of future PhD coordinators.

Focusing all efforts and resources into this policy will allow: developing multidisciplinary, competitive research teams with enlarged access to research infrastructure and more numerous personnel; identifying and prioritizing major research areas, thus creating the premises for the University to impose in specific research areas in the international research community; creating a “culture” of research and the most adequate environment for high quality training of undergraduate, master and PhD students, as well as of future PhD coordinators; identifying the research areas in which the University staff is insufficiently trained and elaborate strategies to train personnel in these areas; increasing the odds of generating publications in high impact journals and of winning large, high-budget research projects; increasing the degree of attractiveness for internal (increased proportion of University staff involved in research activities) and external (national and international inter-institutional) collaborations.

6. SERVICE TO SOCIETY

The development of services to society is a permanent priority stipulated in the Strategic and Operational Plans. The members of the academic and professional elite in the health field cultivate and develop in their work and in relation to clinical care providers and pharmaceutical industry the UMFTGM brand as a reference University medical centre in Romania. UMFTGM takes active involvement in public life by attending events and creating its own events (e.g. UMFTGM Days, a variety of scientific, professional and student events). First of all the management of UMFTGM constantly develops the perception about the University as an important scientific symbol in society. Thereby UMFTGM is strongly involved in the supply of qualified graduates for the society. The University is providing academic programs capable of meeting job market requirements, so that the brand “graduate of UMFTGM” to act as a guarantor of quality, high specialization and professional success. Also UMFTGM continues to enhance its scientific visibility by increasing the number of publications and scientific events.

In 2014 UMFTGM founded a University Consortium with “Petru Maior” University from Țirgu Mures, which aims efficient use of resources, cooperation, promotion of joint academic programs, development of research, and mobilities within the consortium. The UMFTGM is a symbol of multiculturalism by developing study programs in Romanian, Hungarian and English, admitted students being from all over the world. Also, UMFTGM is permanently concerned with identifying current needs of society. On this line meetings with potential employers of graduates are held regularly and new study programs have been established dictated by the needs of society ([Appendix II-4](#)). The student traineeships is a priority in shaping professional and soft skills (especially for students in upper years) to overcome theoretically-oriented knowledge and keep a strong linkage with the employers. Alongside with these implementations in 2015 UMFTGM initiated a curricular reform process to accommodate with requirements of labour market (details in Chapter Teaching and Learning). In addition the University ensures continuing education by long life [learning courses](#) for graduates.

The students are periodically involved in information campaigns and counselling of broader public (topics: AIDS, smoking, diabetes, no drugs, blood donation, oral hygiene, etc.). Faculty of Dental Medicine offers a wide range of preventive and diagnostic services during the professional training process of students. Since 2015, the new facility CCAMF has been providing services for patients but also for other research institutions. More sports facilities are open to the public: “Salus per aquam” Centre and the new Multipurpose Sports Hall offer a range of sports and activities, both for training and competition. Also the Botanical Garden and Dendrological Park are permanently open to the community.

In order to achieve the objectives regarding service to society UMFTGM continuously monitors all proposed activities and analyzes them in regular management meetings. The management of UMFTGM takes into account permanent feedback from local media and the representatives of community. There are permanent efforts to secure social inclusion of University.

Following these harmonized analyzes with feedback from the local community UMFTGM quantifies the impact on society and uses the results as a prerequisite for improvement of current services to society. Achieving the objectives of Strategic and Operational Plans has, as a consequence, a better opening of the University to society.

7. INTERNATIONALISATION

The international policy of UMFTGM is the assignment of the Rector and Vice-Rector for International Relations, who manages the Department of International Relations (DIR). The Department includes the Erasmus+ Office and operates under a series of [regulations and procedures](#). The DIR also comprises 5 Erasmus department coordinators and two Erasmus officers. The DIR cooperates with the International Relations Committee of the Senate and those of the faculties.

Considering the recommendations of the previous EUA evaluation, the policy of the university has focused on the process of internationalization, internationalization not only being one of the objectives of the Strategic plan of the university, but also of the European Commission for Higher Education. By the internationalization policy, the university aims to improve student training so that they are able to integrate into a globalized world, to adapt the curricula to European standards, to encourage mobility of teachers and students, and to boost the mobility of "incoming" students and teaching staff/ experts in order to increase the international visibility of the University.

I. Erasmus+ Program

The growing number of student applications is rooted in a good promoting policy and also in the particularly positive feed-back of former Erasmus students. The Erasmus+ Office organizes an annual promotional event "Erasmus Open Days" during which former Erasmus students are invited to present their experiences of mobility.

1. Mobility projects ([Appendix II-2](#))

All types of mobilities are obtained through a competition. Both the criteria for selecting candidates and the schedule of selections are transparent processes, announced in advance and promoted through posters, the website, and the student leagues of UMFTGM. In the case of students, recognition of study (SMS) or placement (SMP) periods is based on the [Regulation for recognition of periods of study undertaken abroad](#) based on the ECTS system.

- [funding](#) for this type of projects has been gradually increasing since 2012 so that in the last 2 years UMFTGM has received the greatest basic funding of medical universities in Romania. In the autumn of 2016, The National Agency, ranked UMFTGM as the second university in the country in terms of increasing number of mobilities and the highest absorption of European funds.

- [the number of bilateral agreements](#) has increased to **77 (33 for Medicine, 20 for Pharmacy, 10 for Dentistry, 9 for Nutrition, and 5 for Sports and Physical Education)**. The agreements were concluded with universities in Austria, Belgium, the Czech Republic, Croatia, France, Germany, Italy, Latvia, Lithuania, Poland, Portugal, Slovakia, Spain, Turkey, Hungary. Moreover, agreements with universities in non-EU states (Russia, Moldova, and Georgia) have also been concluded. In order to gain funding for these mobilities, the University submitted an Erasmus project entitled "Partner countries". Furthermore, the University concluded an agreement with a research institute, Institute Pasteur for research mobility of master's students (one such mobility was conducted last year).

- student mobilities. The increasing funding resulted in a significant increase of mobilities during 2012-2016: study mobilities from 44 to 119, and placement mobilities from 44 to 262. It is noteworthy that the last 2 years have also witnessed a significant increase in the number of master's and doctoral students benefiting from placement mobilities.
- teaching mobilities. The number of faculty participating in teaching assignments has also increased significantly, from 7 to 46, 37 such mobilities were recorded in 2016. Regrettably, the funding received cannot cover the mobilities of all applicants.
- teacher and staff training mobilities were introduced two years ago. Twenty-three such mobilities have been carried out to date.
- incoming student mobilities (study and practice): the number of incoming students, both Erasmus and "free movers" has been increasing annually, reaching 83 in 2016. These students undergo a certain procedure, during mobility they are enrolled at our University, have a special matriculation number operated by the Erasmus+ Office, and a transcript of records is issued at the end of the mobility.
- incoming teacher mobility: the number of incoming teachers remains relatively small, but it doubled in the last year compared with the previous one. Most of these mobilities are thanks to invitations made by out-going teachers.

2. Erasmus+ Strategic Partnerships Project

A strategic partnership project entitled Softskills for Children's Health (2016-2018) with a budget of €204,596 was won in 2016. The aim of this project is to identify the most important transversal skills in pediatrics and to establish guidelines and educational materials necessary for the staff in the field. Partners: Medical University of Vienna, Azienda Sanitaria Locale TO3, Italy, Pixel Association Florence, Italy, University Hospital Fundación Alcorcón Madrid, Spain, FILAB Budapest, Hungary.

3. sTandem Project

The sTandem project (Standardized Linguistic Examinations For Medical Purposes) was a multinational project funded by LLP (2011-2014) the aim of which was to develop standardized language assessment tools in the medical field, in accordance with the European Framework of Reference for Languages (CEFR). Partners: major research centres in Austria, France, Malta, the Netherlands, Japan, Poland, Romania, Hungary, and the UK, specializing in teaching and testing foreign language skills for professional purposes.

II. Programs of other international bodies or academic consortia: CEEPUS.

CEEPUS (Central European Exchange Program for University Studies) is an international program that aims to promote cooperation among central and eastern European countries in higher education (including research). The Faculty of Pharmacy of UMFTM has been a member of CEEPUS network since 2001, and it took over the management of the network in 2013. The activities organized are: a) mobility of teachers (31 out-going, 10 incoming teachers), doctoral students (17); b) joint doctoral research (5 theses within 5 years); c) scientific papers published in collaboration with partners; d) annually organized summer schools. UMFTGM organized this summer school in 2015 with the attendance of the representatives of all partners.

III. Bilateral cooperation agreements outside Erasmus

The University has a number of non-Erasmus bilateral cooperation agreements (Memorandum of Understanding) with universities ([Appendix II-2](#)).

IV. Funded projects related to internationalization: internationalization of university curricula of UMFTGM - iMes (Project funding: RON 175,000). The purpose was optimizing the current internationalization of medical education curriculum content and implementation of a European model. This project has allowed international experts to provide specialist training in Medical Education (new methods of teaching and assessment) to more than 60 faculty members.

V. Scholarships for student mobility other than Erasmus

1. Balassi scholarships. These scholarships are granted by the Government of Hungary in cooperation with the Balassi Institute, based on the agreement of collaboration between the Ministry of Education of Romania and the Ministry of Human Resources of the Republic of Hungary. Recognition of study periods is the same as that of Erasmus, based on ECTS. In the last 5 years 73 students have benefited from such grants.

2. SCOPE-SCORE international exchange program. This program is conducted between all the members of IFMSA (International Federation of Medical Student Association) organization, based on agreements between member states and is organized entirely by student volunteers. There are two types of mobility: clinical (or Professional Exchange) and research (Research Exchange). These scholarships have a one-month duration.

In summary we can say that the most important achievements of the international relations department were the increasing number of agreements with European countries, expanding the agreements to countries from non-European areas, the significant increase in the mobility of teachers and students in all courses of study, having different sources of funding (Erasmus and non-Erasmus), increasing the attractiveness of the university (number of incoming students) and visibility (teachers and incoming international experts). Nonetheless, our goal is to improve all these parameters in the future.

8. CONCLUSION

During the five years since the last EUA external evaluation, the progress the University has made is remarkable. It is the consequence of a perseverant, transparent, and highly dynamic management, with a vision into the future, which has involved an increasing number of the members of the academic community, administrative staff and also students. This type of management has led to outstanding achievements in important areas for the University, such as quality assurance, research, teaching and learning, internationalization, as well as improvement and completion of the infrastructure, human and financial resources. All these achievements are presented in detail in the summary and in the 6 chapters that this report comprises. None of these achievements have been prioritized, each has been given the same degree of importance, considering that each of them represents one of the pillars of the University.

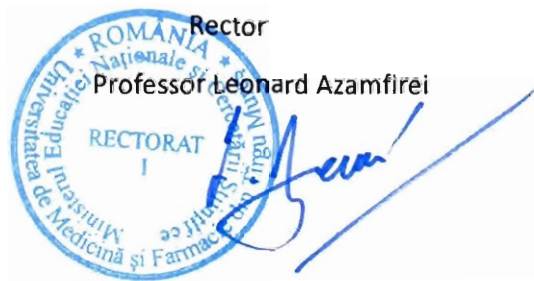
These achievements have increased the reputation of the University, which is seen in a positive light by the students, the stakeholders, local and national authorities. As a consequence, the University has received excellent qualifications from the Romanian Agency for Quality Assurance in Higher Education.

Nonetheless, the SWOT analysis contained in this report identifies the potential “weaknesses and threats”. Measures to remedy the “weaknesses” and to prevent “threats” are included in the strategic development plan of the University.

By pursuing the strategic goals during 2016-2020, the University intends to continue the successful management project began in the 2012-2016 period and to continue the institutional development in order that the University of Medicine and Pharmacy of Țirgu Mureș ranks among elite universities in the country and abroad.

Țirgu Mureș, 27.02.2017

Rector
Professor Leonard Azamfirei




9. APPENDICES (LIST)

I. Compulsory appendices

I-1. Institutional Strategic Plan

I-1.1. Executive Summary of the Institutional Strategic Plan

I-1.2. SWOT analysis

I-2. Organizational Chart – UMFTGM

I-2.1. Organizational Chart of the Faculty of Medicine

I-2.2. Organizational Chart of the Faculty of Dentistry

I-2.3. Organizational Chart of the Faculty of Pharmacy

I-2.4. Working Committees of the Faculties

I-2.5. Organizational Chart of University Press

I-2.6. Organizational Chart - Library

I-3. Student numbers

I-4. Academic staff numbers

I-5. Funding

I-6. Infrastructure

I-6.1. University campus – map

I-6.2. University within the city – map

I-7. Handbook for prospective international students

II. Supplementary appendices

II-1. Research activity

II-2. Mobility in numbers

II-3. Description of the Simulation Centre

II-4. Master programs of UMFTGM

II-5. Doctoral School description

II-6. Residency

II-7. Student LogBook



