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**EXTERNAL EVALUATOR'S REPORT FOR ARACIS  
OF THE NICOLAE BĂLCESCU LAND FORCES ACADEMY,  
SIBIU, ROMANIA  
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**Introduction**

I was appointed as Foreign External Evaluator of the Romanian Agency for Quality Assurance in Higher Education (hereon referred to as ARACIS) and I was subsequently invited to join the evaluation team for the institutional accreditation process of "NICOLAE BĂLCESCU" LAND FORCES ACADEMY (hereon referred to as Academy) in Sibiu – Romania, held between 13 and 16 April, 2010. I received from ARACIS in advance via Internet the "Internal Institutional Evaluation Report", a self-assessment prepared by LFA in English, containing 69 pages; it gave me necessary preliminary information about the military institution. I arrived in Sibiu on the 13<sup>th</sup> of April 2010 where COL Prof. Benoni SFARLOG, PhD., the Commandant - Rector of LFA met me together with other members of ARACIS team. The pre-evaluation meeting started at 8 PM with the introducing of team members, main tasks and informal discussions of the ARACIS team of evaluators at the Imparatul Romanilor Hotel.

The auditing took place between Wednesday, the 14<sup>th</sup> of April, and Friday, the 16<sup>th</sup> of April, 2010. The evaluation team consisted of the following members:

- Prof. Vasile NASTASESCU, PhD – Military Technical Academy – Mission Coordinator
- Prof. Stefan SZAMOSKOZY, PhD – "Babes Bolyai" University of Cluj – Napoca, Mission Director
- Assoc. Prof. Simion PAREPA, PhD - University of Fuel and Gas, Ploiesti – Scientific Secretary
- Prof. Viorel CORNESCU, PhD – University of Bucharest – Evaluators' Commission Expert
- Prof. Dumitru GASPARG, PhD – "Timisoara de Vest" University – Consulting Commission Expert

- Prof. Gheorghe TOMA, PhD – National Intelligence Academy, Bucharest – Military Expert
- Prof. Ales KOMAR, PhD – University of Defence, Brno, the Czech Republic – Foreign Expert
- Prof. Ani MATEI, PhD – SNSPA Bucharest – Study Programme Expert
- Prof. Ioan PETRISOR, PhD – "Timisoara de Vest" University – Study Programme Expert
- Mihaela MARCU-ORHEAN – "Stefan cel Mare" University, Suceava – Student Evaluator
- Bc. Ramona POPESCU – "Constantin Brancusi" University, Targu Jiu – Student Evaluator

The "NICOLAE BĂLCESCU" LAND FORCES ACADEMY was represented by the Commandant - Rector COL Prof. Benoni SFARLOG, PhD and his deputies. The Vice-Rector for Academics, LTC Prof. Eng. Ghita BARSAN, PhD, was the local coordinator and the contact person for the team of evaluators. The Vice-Rector for Scientific Research, LTC Assoc. Prof. Leontin STANCIU, PhD, and the Deputy Commandant of Staff, COL Assoc. Prof. Alexandru RIZESCU, PhD, also participated.

The evaluation process began on Wednesday, the 14<sup>th</sup> of April at 9 AM with the flag raising and marching ceremony of the military personnel and students. The Commandant – Rector of the Academy introduced the team of evaluators. After the ceremony, the Board Room of the Academy hosted a meeting, with the participation of the mission members and the Academy leaders, the study programme representatives and the student representatives. The meeting started with introductory statements of the mission from Prof. Vasile NASTASESCU, PhD who also introduced the members of the evaluation team. Then, the Commandant – Rector of the Academy welcomed the evaluation team and asked the colleagues of the university management to introduce themselves, too. Between 09.30 and 10.00 the group of experts received organizational details. After that we started with the partial visit of the Academy's campus. The library, multimedia room, museum, chapel, faculty auditorium, Academy Publishing House, swimming pool, sports centre, mess hall. From 11.30 to 13.30 I participated in the evaluation of the study programme meeting with other experts, study programme representatives and the students in the faculty's Council Hall.

The same day between 15.00 and 16.30 a tour of the Academy and its facilities followed. We had the chance to see the main teaching facilities, e.g. 22 laboratories for military sciences, military instructors, modelling and simulation, organizational leadership, improvement of organizational capacities, stability and support, aptitude development and self-knowledge, public policy, law and legislation, public communication, statistics, economy financial management, public administration, management of technical systems, electro techniques, mechanical engineering, weapon systems, NBCR, military communication, computer science, security and professional orientation and to discuss with the corresponding leading lecturers about their scientific and

pedagogical achievement. I recognized that teachers are genuine professionals in their branches.

At 4.30 PM we had a meeting with a group of about 30 students. The interactive discussion concerned personal activities of students outside of daily military routine, voluntary activities in the Academy structures, like the Senate or the Council, and the importance of having Master study programme. The students discussed the educational process in the Academy and answered questions of the mission members. I was able to ask my questions in English and the students demonstrated good knowledge of the language. I was satisfied with the reaction and answers of the students. My main impression was that the students have a good achievement process during their academic study and that they are satisfied by their education and training.

The last meeting of the day with the Academy's management team started at 5.30 PM. After debates, the team of evaluators came to the conclusion that the Bachelor study programme is in some aspects taught and prepared at high quality, close to the level of Master study programme. Another discussion concerned financial matters and the possibility to improve income via fees budgeting.

The evaluation team continued the evaluation process on Thursday, the 15<sup>th</sup> of April from 09.00 until 13.00 in order to work on different aspects of the study programme evaluation and institutional evaluation with study programme guarantees and students. As Foreign Expert Evaluator, I was responsible for establishing an overview of the whole University. I was allowed to move freely around the campus, to talk to personal members and students of the University. Beside the main "Internal Institutional Evaluation Report" on the institution's self-assessment the Academy prepared 102 annexes which were used by the commission of evaluators.

The same day, in the afternoon, I continued my work with discussions on the "Internal Institutional Evaluation Report" with the professors of the Academy. Additionally, I received essential help from the responsible Vice-Rectors discussing many items described in the "Internal Institutional Evaluation Report" of the Academy.

The evaluation team had a subsequent meeting with 12 employers including leading land forces generals and officers and managers from the Ministry of Interior between 16.00 and 17.00. I was impressed by the existing close efforts between the employers and the top academic management. The top management of General Staff and units actively discussed the problems and opportunities of the Academy's future development. The employers stated that the Bachelor study programmes determined demands of military units according to modules, except for the sophisticated military technical field, due to the fact that the technical study requires wider knowledge and a long-term period of study. Generally theoretical fields of the academic education correspond to the civilian higher education. The Chief of the Educational Department within the

MND underlined the meaning of unit commanders, the fact that the present academic educational system is good because the quality of students is getting better every year. Another topic of discussion tackled the opportunity to start students' specialization after finishing two semesters or at the beginning of the fifth semester of their Bachelor study, another discussion focused on the role of application courses realized outside of the Academy. According with my survey and personal feelings, I would like to stress the fact that the Academy keeps an extremely good level of quality regarding the university education and military training tradition, combining both theoretical university education and military demands for skill and behaviour.

The evaluation process continued on Friday, the 16<sup>th</sup> of April with handling and checking out draft reports for the preparation of official reports – Synthetic report of the study programmes including SWOT analysis with recommendations prepared during students' meeting and synthesized by ARACIS team with regard on weaknesses, strengths, opportunities and threats. At last the team of experts prepared the draft report on the institutional evaluation. The entire evaluation process was supported in a collegial, open and friendly manner and help from the Academy's personnel.

I discussed about scientific activities with LTC SR I Vasile CARUTASU, PhD, the Head of the Scientific Research Department. The Academy has the possibility of publishing original papers, as follows: **Buletin Stiintific**, **Revista Academiei Fortelor Tereste**, which are included in EBSCO and ProQuest worldwide databases, and **Anuar**, which is an annual comprehensive review for internal purposes.

The Academy is accredited to develop research activities in the field of Sociology, Pedagogy, and Technical Sciences according to the Scientific Research National Authority's Decision. This accreditation is important for the submission of documents in order to obtain funds and to be, with projects, a part of the National Research Programme. This corresponds to the study programme specialization of the Academy.

With the Academy's support, projects for the National Research Programme were submitted and funds were obtained, that helped for the equipment and investment of laboratories. The Academy also developed international projects in cooperation with foreign universities, e.g. from the Netherlands, France and Germany. For example in 2009 the Academy developed with AMN International Beheer BV two projects, of 20,000 euro each, and the "Nicolae Bălcescu" Land Forces Academy is a rightful partner within the Research International Network coordinated and financed by University Limoges in France, on the Experimentation bioelectromagnetique pour la comprehension des mecanismes mis en jeu lors de l'interaction des micro-ondes avec les entites vivante.



The quality of the academic teaching staff is highly appreciated abroad as follows: A professor represented Romania within EMF-NET project and in the present is involved in European Action COST 2006-2012 and therefore is a peer reviewer for two ISI publications, Journal of Electromagnetic Waves and Applications, and Progress in Electromagnetic Research; 3 teachers are members within international scientific forums; 11 teachers are members within editorial boards of some scientific magazines acknowledged by CNCSIS; 12 teachers are members within editorial boards; 39 are scientific advisers for international data bases; 1 teacher is a short time member for NAHEQPSEE in the field of military action sciences and intelligence specialized in economic financial management; 7 teachers are MERYS experts in the field of scientific research while 4 are ARACIS experts; 6 teachers are members of working groups and educational assessment and scientific research organized within MND General Secretariat, GS and LFGS and 2 teachers are members in the Scientific Council of LFGS.

The Academy annually organizes two international scientific conferences, one for the teaching staff and one for cadets: Knowledge - Based Organization and SECOSAFT (Sesiune internațională de comunicări științifice a cercurilor științifice studențești). The proceedings of KBO conference were submitted for ISI evaluation. In collaboration with institutions, teachers and students participate in international and national conferences and scientific events. The number of articles published in ISI quoted journals and Thomson Reuters proceedings increased and therefore the quality of the research activity is improving.

The final directorial meeting with the expert evaluation team, the Academy's leading staff and student representatives were held on Friday between 12.25 and 13.40. The director of the mission stated that all activities of the evaluating programme were successfully accomplished with very good results, on schedule, with openly performed discussions of the Academy's personnel and students in both areas of institutional and programme study evaluation. He checked evaluators according to their tasks. Evaluating activities were already finished at this point and are very good reported.

The evaluators presented that the curriculum is very efficiently effected and shaped with complexity between study programmes and military teaching. In the institutional evaluation all activities of top management and employers considered all managing aspects with appropriate quality culture and contribution for academic progress. The evaluation of students' activities showed broad opportunities allowing full engagement. Scientific laboratories are at an excellent didactical level and have logistic support. The Academy has good conditions with clear perspectives concerning the military part of study, created by instructors, in the present extent of 40% of the study programme, supported with a huge portion of study material involving lessons learned from the General Staff. It fulfils prerequisite to establish a proper Master study programme.

The internal report of the Academy was appreciated from correct and validated data that allowed the positive work of the commission and checked progress in the Academy. In power of the Academy mainly quality performance improvement in education helped to keep the reached level. I would like to mention that the scientific quality of papers enhanced via innovative measures taken in the period 2008-2009 and it was very effective. I found the merging proposal interesting and I consider that the implementation of ECTS will be effective for the military training programme and important for the exchange of students. The director of the commission thanked for the good work regarding the evaluation, which is valid for 3 years.

The Commandant - Rector of the Academy stressed that the main task, to build up officers with university education is considered and he welcomes the recommendations that were supporting the Master study accreditation, including informal discussion with good proposals.

### **General Statements**

The "NICOLAE BĂLCESCU" LAND FORCES ACADEMY is the specialized Military Institution, which builds up command officers for all Romanian Army Land Forces and other beneficiaries in the National Defence System, public order and national safety; it provides Bachelor degrees in the accredited or authorized fields of studies, capable of fulfilling their missions and exerting their leading roles as leaders, fighters, military specialists, educators and citizens in the service of nation, devoted to the supreme values: COUNTRY, HONOUR, DUTY.

"Nicolae Bălcescu" Land Forces Academy got its legal status as Higher Education Institution through the foundation documents, G. D. no. 616/1995 and General Order no. 26/1995 of the Minister of National Defence. The institution was authorized to run the accredited study programme Management of Organization, in the field of Military Sciences and Intelligence, through the MERYS and Land Forces General Staff Agreement.

The Academy was established to operate according to the Romanian Constitution and the laws that govern the higher education system in Romania and the Ministry of National Defence. The Academy, established on the 13th of June 1846, represents the milestone in the history of the military education. The "Nicolae Bălcescu" Land Forces Academy is the institution which "prepares officers, who, according to the requirements of the time, should be able to train their sub-units in conformity with the criteria adopted by other European armies".

The last documents for legalization of activities of the Academy are G. D. no. 693/2003, based on the National Council for Academic Evaluation and Accreditation's approval no. 652/22.03.2002 and on the Minister of National Defence Order no. M 43/23.04.2002 where the Economic-Financial Management and Public Administration specializations are authorized to function in the fields of Military Sciences and Intelligence, and Administrative Sciences, respectively.

The Faculty of Military Management consists of three departments: the Department of Military and Management Sciences, the Department of Public Administration, Social and Economic Sciences and the Department of Technical Sciences, the three specializations being as follows, in the field of Military Science and Intelligence: Management of Organization, Economic-Financial Management; and in the field of Administrative Sciences: Public Administration.

### Management and Administration

The management system of the "NICOLAE BĂLCESCU" LAND FORCES ACADEMY is organized in accordance with Romanian laws, within the Ministry of National Defence requirements and with the University Charter. The Academy is lead by the Senate elected on the basis of the Rules of Internal Order. The students' association elects their representatives (which are 31 % of the Senate at present) by casting votes. The decisions of the Senate are available on the intranet. The candidates for the position of Dean have to publicly present and defend a management plan by stating their strategic objectives.

The management system is based on the information systems that provide data records trough the intranet. The Academy has a strategic programme of institutional development from 2008 till 2012 and an annual operational programme. Both of them are updated in accordance with the context and development of the higher education system.

The Academy is permanently examined by the Internal Audit Department of the Ministry of National Defence and this activity is in accordance with specific procedures of the internal audit. The internal audit is based on an annual audit plan. As far as the academic integrity, teaching, assessment and research are concerned, the audit is done by the Assessment and Quality Assurance Board in accordance with its regulations and the annual plan.

### Teaching Staff

The lecturers and scientific potential within the Academy appears to be on a good level. Out of the total number of 75 university teaching positions form the roster, only 70 teaching positions are established according to the law. Only 53 of the latter are occupied by tenured teaching staff, holding regular or reserved teaching positions (75.71%). Out of these, 17 positions are occupied by university Professors and Associate Professors (32.07%).

Beside the teaching activities, the scientific research involves all departments or accredited research centres. By tackling fundamental and applied research topics, the teaching staffs of the Academy takes part in the scientific research related to the specific features of the departments and the available teaching and research laboratories.

### Facilities

The Academy has at its disposal the adequate equipments for carrying out a successful teaching process. The Land Forces Academy has the resources that it needs to develop an

educational process at highest standards, according to the curricula and the number of students. The property is registered in the inventory record. The fully equipped and endowed buildings and training facilities ("Perii Dăii" firing range, "Crințu" mountain camp and "Poplaca" firing range) belong to the Ministry of National Defence (100%), which the Academy has signed a use agreement with.

The places where the teaching-learning process takes place, equipped with didactic resources (laptops, computers, overhead projectors, etc.) according to current legal norms, are as follows:

- One auditorium – 558 m<sup>2</sup> and 300 seats;
- 8 lecture rooms – total area 780 m<sup>2</sup> and 500 seats;
- 38 seminar rooms with 24 seats each (one room/study group) – total area of 2,280 m<sup>2</sup>.

Groups (teaching and study groups) are dimensioned depending on the capacity of course and seminar rooms and current standards

The academy provides its own 27 appropriately equipped laboratories for all the mandatory disciplines provided in the educational plan that according to the syllabus/curriculum have to be developed in such specialized rooms. At the same time, the Foreign Language Centre also placed under the administrative command provides the following facilities: 4 specialized laboratories (194 m<sup>2</sup> and 50 seats), 2 multimedia rooms (64 m<sup>2</sup> and 36 seats) and 11 specialized rooms (404 m<sup>2</sup> and 140 seats).

The personnel working in the Library have completed their higher education studies in Biblioteconomy or Letters. The library provides the following:

- 5 reading rooms with a seating capacity of 170 places belonging to the University Library and 3 reading rooms with a seating capacity of 30 places, belonging to the Foreign Language Centre;
- Access to the Internet (Multimedia Room – equipped with 18 computers);
- Informational book title search engine;
- Virtual library with username and password restricted access;
- VCRs;
- Bibliographical lists, recently published book lists, on demand bibliography;
- Photocopiers.

The informational system of the Academy consists of three networks, two INTERNET networks and one INTRANET network. The Academy has also got user rights in several software programmes as required by specialty disciplines.

The institution has sport fields, gyms, obstacle courses, and a swimming pool equipped according to the institutional profile, available to students and to the teaching staff based on an approved timetable as it follows:

- 1 multifunctional sports centre (gymnastics, sportive games, strength training) - 1856 m<sup>2</sup>;



- 1 judo room - 100 m<sup>2</sup>;
- 1 in-door olympic size swimming pool;
- Martial arts room;
- C.I.S.M. obstacle course;
- In-house obstacle course;
- Grenade firing range;
- Volley, handball basket ball fields and tennis courts.

The firing ranges and mountain camps are equipped with sportive facilities such as physical and psychological building up courts, football and handball fields, ski slopes, gyms, etc.

The educational spaces fulfil the European standards.

### Financial resources

The "Nicolae Bălcescu" Land Forces Academy is a military higher education institution integrally financed by the state budget, tertiary credit release authority. The Academy has its own income and expense budget for the higher education activity, a fiscal code and an account opened at Sibiu Treasury. The legal provisions for the staffing with qualified personnel within the financial-accounting department have been met, the chief accountant being a higher education graduate in the economic field and being a PhD candidate in the field of finances.

The allocated budget credits have been 100% monthly used, being designated with priority to the payment of the pay and salaries of the employed military and civilian personnel, for the students' training and building-up and for current expenses (food, maintenance and household expenses, materials and functional service provisions, repairs, books, other expenses), complying with the provisions of Law no.500/2002 on public finances.

All responsibilities towards the state budget (tax on salary income, contribution to social security, contribution to the budget for social assurances and health and contribution to the unemployment help fund) have been correctly calculated, withdrawn from the source and entirely transferred to destination. A lot of exact data concerning planning, programming a budgeting are scrutinized in the evaluation report.

### Students

Admission to study programmes is done transparently. The Methodology for the Organization of Admissions in "Nicolae Bălcescu" Land Forces Academy for the 2010-2011 Academic Year is approved by the University Senate and posted together with the registration conditions and bibliography on the website 6 months before the actual admission exam. The methodology is also distributed to county information-recruitment offices (military structures specialized in candidate recruitment). Registration in the admission exam is done on the basis of

a Baccalaureate diploma and candidate file sent to the Regional Selection and Orientation Centres from Breaza, Câmpulung Moldovenesc and Alba-Iulia.

The admission exam is based on several combined criteria and includes a first stage organized by the selection and orientation centres of the MND, evaluating the physical, psychological and medical condition of candidates, and a second stage organized by the academy evaluating the linguistic proficiency (English language) and specific competences and knowledge of examined disciplines as established through Senate decision for each field of study.

#### Diploma and Graduation Certificate Awarding Procedures

Certificates and diplomas are awarded according to the current legal stipulations i.e. Law on Education no. 84/1995, revised and republished with subsequent changes and completions, Government's Decision no. 733/1998 regarding types of diplomas, and certificates awarded in higher education institutions and Order no. 2284/2007 approving the Regulations Regarding the Regime of Study Documents in Higher Education. Diplomas and graduation certificates are awarded provided students obtain passing grades not only in all the years of study, and all the 180 credits corresponding to the mandatory disciplines, but also in the final Bachelor graduation exam. Study documents shall be released only to their owner, upon receiving a registration number from the special registry of the Certification of Studies Structure, upon signature. In case the owner of such documents cannot be present, they can be released to another person, based on a power of attorney and Rector's approval.

The activity within the Academy is student centred. The Academy provides accommodation for all students, in modern dorms and benefit from scholarships granted in accordance with the status of higher education military institution. The Academy is working to be an integral part of the international academic community, and it holds the extended ERASMUS Charter.

During the meeting with the students and my discussions with them, I found them very open, minded and intelligent. They seem to be very loyal to their university. I was fascinated because the students could speak English at a good level.

My impression is that for cadets there are enough opportunities for international contacts but for students a few bilateral agreements only within the framework of SOCRATES - ERASMUS programmes. The students developed social projects within the international programme for young people.

#### Research activities

Besides the issues above, I would like to add the following aspects. First of all the Academy

Publishing House is National University Research Council acknowledged. The conference for the teaching staff is co-financed by MERYS since 2004. At the same time the student's scientific research activity is part of the entire educational process, which takes place within the Academy with the help of the teaching staff. They attract students by participating in scientific workshops related to scientific research agreements and by disseminating the results within students' scientific conferences.

The annual reports presented in Senate shows the participation in research activities such as: the number and value of grants and projects developed, the number of papers published in ISI certified magazines, participations in joint programmes, and scientific activities. The research analysis based on these quality indicators had motivating effects.

### Quality management

The Academy has elaborated the "Nicolae Bălcescu" Land Forces Academy's Strategic Plan for the Period 2008-2012 based on the provisions stipulated in The Romanian Army's Transformation Strategy and the national legislation valid in the field of higher education, providing in its contents the strategy regarding the quality assurance in this period. In the 2009-2010 academic year, the following priority action guidelines for the educational quality assurance was determined by the Commandant's (rector's) Order for the 2009-2010 Academic Year:

- To elaborate and submit the documentation to RAQAHE for the accreditation of the Academy as Bachelor-studies-organizing, for the maintaining of the accreditation regarding the Management of Organization specialization, within the Military Sciences and Intelligence field of study;
- To elaborate and submit the documentation to RAQAHE for the accreditation of the Economic-Financial Management specialization, within the Military Sciences and Intelligence field of study, and the Public Administration specialization, within the Administrative Sciences field of study;
- To elaborate and submit the documentation to RAQAHE for the accreditation of the Academy as a Master-studies-organizing institution and of the projected Master programmes;
- To periodically supervise and evaluate the level of meeting the RAQAHE reference standards and criteria and of those adopted at institutional level;
- To identify institutional vulnerabilities on fields and to optimally implement measures of maintaining/improving the level of performance indicators regarding the educational quality assurance;
- To elaborate the documentation, to sign bilateral agreements and to initiate proceedings for NACPFPEPT in order to achieve the mobility of students and teachers within the ERASMUS programme;
- To optimally update the institution's internet site and the intranet site in order to offer decisional

transparency and to disseminate important information for the academic community, the direct and indirect beneficiaries, as well as for the public opinion.

The institution elaborates and applies Permanent Operation Procedures containing activities and actions subsumed to the achievement of certain attributions specific to the field of responsibility, which are not regulated by other national normative documents or military regulations.

## CONCLUSIONS

"Nicolae Bălcescu" Land Forces Academy, through its set mission and objectives, stands out from the national and European higher education system, through the unique set of competences it endows its graduates with.

The symbiotic process characteristic to the university education - military training – physical training trinomial underlying the building-up architecture of command officers, sets the basis for the development of genuine military leaders able to assume the missions confided in them.

From a strategic viewpoint the Academy has taken upon itself to become a knowledge-based organization aiming at improving the managerial component by preponderantly employing educational management specialists, ensuring coordination through non-authoritarian and informational means (informational systems, communication channels, knowledge dissemination and organization systems). Appropriate criteria have been used as strategic guidelines for the accomplishment of this process: knowledge of the graduates, using modern practice and enhanced teaching methods, meeting the social command and personal responsibility.

The aforementioned issues included the adequacy of educational ideal social order, expressed by the graduate model, accurate management decision, facilitated by the regular self-assessment process and opportunity for openings offered by the Euro-Atlantic integration and research. This involved the evaluation compared to the other similar higher education institutions, in the country and also other international modern military Higher Education National and European institutions in order to identify tasks and demands, thus adopting the best practices on lessons learned, standards, and NATO procedures and equipment operation and technique of specific battle.

The designated process allowed progress on the professional development of the training concept in accordance with the army professional requirements and building up process training strategies, flexibility in terms of the Academy leadership structures of curricular design and instruction content and further, that the quality of graduates has been attested by means of practicing the acquired skills, in the main NATO led military operations.

The main lines of action undertaken so far are as following:



- Curriculum designing as appropriate educational goals of set out in the graduate modal;
- Functional designing structures (college, general military training centre, departments, teaching staff, units of study) provide effective coordination of the two dimensions of the building up process i.e. academic training and military training;
- Measuring the university didactics efficiency;
- Continuous development/improvement of the human resources;
- Optimizing the available resources' management (human, material, financial, information);
- Redesigning the extracurricular activities and teachers' direct involvement in managing these activities and the interactive nature of the student-teachers relationship;
- Maintaining the selection process based on academic skills candidates' assessment by means of competition;
- Mentality and behaviour change emphasizing the individual responsibility;
- Getting involved in the extracurricular activities.

Based on the facts of Internal Evaluation Report and my personal observation, I highlight that the "Nicolae Balcescu" Land Forces Academy is able to adequately perform the university education and military tasks including rehearsal.

#### **Acknowledgements**

I would like to express my special thanks to ARACIS for the trust and the opportunity to participate in this institutional evaluation process in Romania. Personally for me it was very fruitful to compare activities with those of the University of Defence in which institutional accreditation I have participated. Also much gratitude to my colleagues from the evaluation team for their professional, open and gentle way in which the audit was conducted.

I would like also to express my thanks to the Rector, Vice-Rectors, Dean and the entire staff of "NICOLAE BALCESCU" Land Forces Academy for the pleasant and open atmosphere and the kind support during my visit in Sibiu. I was honoured with warmly welcome, excellent hospitality and assistance from LTC Vasile Carutasu and his staff, especially the scientific adviser Teodora Ioan.

Sibiu, 16 April 2010



Prof. M.Sc. Ales KOMAR, PhD., COL (R)

Foreign Short-Term Expert