



**THE “VASILE GOLDIȘ” WESTERN UNIVERSITY OF ARAD
2020-2024**

**STRATEGIC PLAN
FOR INSTITUTIONAL
DEVELOPMENT**

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PREAMBLE

Established after 1989, the "Vasile Goldiș" Western University of Arad, managed to maintain itself nationally and to develop a special academic and scientific personality in the higher education sector. The number of graduates, the academic and scientific achievements, the relations developed locally, nationally, and internationally in this quarter of a century demonstrated the value and viability of the concept that the university founders formulated at the beginning: CONTINUITY, PERFORMANCE, COMPETITIVENESS.

The "Vasile Goldiș" Western University of Arad was founded on May 2, 1990, through the efforts of a brave and enterprising group of Arad citizens, who noticed the need and opportunity to create a private higher education institution in Arad.

The credibility of these people and the sustained effort made by them at local, regional, and national level have positively marked the evolution of the young university. That is why the major role of the University Foundation Board of Directors was and is consecrated by the University Charter that stipulates the entire UVVG internal regulatory framework. The active involvement, with dedication and sacrifices of the founding members, and first of all of the founding rector, current president of the university, prof. Aurel Ardelean, PhD, as well as the UVVG entire management, led to the establishment and development over the years of a higher quality education in Arad. The university generates an added value through the cumulated social and economic impact of the generations of students and graduates, the visibility and impact of its projects being noticed both in Arad and at branches level.

The university is defined by the Charter as a community type university, a unique aspect in Romania. The establishment of the "Vasile Goldiș" University Foundation of Arad, in the structure of which the University was included, was attended by public figures from all local public administration structures: Prefecture, County Council, City Hall, Chamber of Commerce, Industry and Agriculture, Orthodox Bishopric, who became founding members, and the University is a community type.

After almost three decades of structural adjustments and adaptations, during 2020-2024 the Western University "Vasile Goldiș" enters a stage of sustainable development. The strategic objectives and implementation measures proposed in this Strategic Plan meet the standards and guidelines for quality assurance in the European Higher Education Area (ESG) revised and approved at the Yerevan Ministerial Conference on 14-15.05.2015, quality culture being the strategic objective major.

1. INSTITUTIONAL STRATEGY

1.1 Current status

The "Vasile Goldiș" Western University of Arad (UVVG), as an accredited private higher education institution, of *public interest*, provides education and research services in the field of scientific knowledge, using academic values for individual's personal development, professional insertion and the satisfaction of the competence need of the socio-economic environment.

The *mission undertaken* by the University through the University Charter and through the Strategic Plan is of *education and scientific research*, by promoting excellence in order to generate and transfer knowledge to society.

UVVG has clearly stated its objectives in its documents. Connected both to the requirements of specialists' training and improvement and to the absorption capacity of the labor market, the didactic and research mission consists in training specialists able of building skills and

competences compatible with what is representative, new, and dynamic in current society. The main objectives are:

- modernization of study programs;
- their development and diversification;
- increasing the University attractiveness for young people in Romania and abroad by connecting to market requirements;
- development of the infrastructure and the technical-material assets;
- ensuring the quality of education at all levels, through efficient management and student-centered education;
- research is an important strategic objective, by increasing the number and quality of publications;
- involvement of as many internal and external stakeholders in research, organization of valuable scientific events;
- internationalization, which is achieved mainly through the amplification and diversification of activities carried out in partnership with stakeholders from EU and outside the EU.

The university has formulated short-, medium- and long-term strategies.

- Short- and medium-term strategies are included in the Annual Operational Plans. The main objective of the short-term strategy is the preparation of files and the evaluation of study and institutional programs.

- The medium-term strategy includes the evaluation and improvement of study programs, as well as the establishment of research directions that capitalize on the already existing potential at the UVVG.

- The long-term strategy, formulated within the Management Plan and the Strategic Plan: turning UVVG into a nucleus of excellence at regional level and in Central and South-Eastern Europe.

Through the wording and the way of accomplishment, the institution mission and objectives outline it in the European Higher Education Area (EHEA) and the Scientific Research (ERA), especially by the importance given to the adaptation of the educational offer to the requirements of the national and European labor markets, to the university entrepreneurial development as a pole of excellence in relation to the socio-economic and cultural environment, by involvement in community life, in promoting an efficient management system based on the principles of university autonomy, through an active partnership with students and ALUMNI.

UVVG was among the first private universities established in Romania. She is a founding member and co-president of the Association of Private Universities in Romania. UVVG constantly adapts its standards to the European ones, being a member of the following international organizations:

- European University Association (EUA)
- Magna Charta Observatory
- Eurasian Universities Union (EURAS)
- European Academy of Sciences and Arts
- Danube Rectors' Conference (DRC)
- CASEE The ICA Regional Network for Central and South Eastern Europe
- Federation for Education in Europe (FEDE)
- Association of Medical Schools in Europe (AMSE)
- International Association of University Presidents (IAUP)
- Association of Carpathian Region Universities (ACRU)
- Association of Academic Health Centers International (AAHCI).

The university operates on the basis of university autonomy, according to the Law on National Education no. 1/2011, with subsequent amendments and completions, and of economic-financial autonomy, based on private property, guaranteed by the Romanian Constitution.

University autonomy, academic freedom and educational responsibility are undertaken by the Law on National Education no. 1/2011, with subsequent amendments and completions, the University Charter, the Code of Ethics and University Professional Ethics, the Code of Ethics in Scientific Research. Academic freedom is guaranteed by law and involves, in particular:

- a) free expression by members of the academic community of scientific and cultural opinions;
- b) the full freedom of expression of the teaching staff in the teaching-learning-evaluation process;
- c) the right of the University to propose the establishment / cancellation of study programs;
- d) the students' right to free choice of specializations, courses and topics of bachelor's papers and doctoral theses, in accordance with the curricula;
- e) the freedom of research in establishing the topics, the choice of research methods and techniques, as well as the capitalization of the results; Students have the right to choose their specializations, courses, and topics of their papers for completions of the studies, having the obligation to participate in teaching activities. Also, teachers and students have the freedom to choose their research topics, methods, and techniques, as well as ways to capitalize on research results, observing the provisions of the Code of Ethics and the Code of Ethics in scientific research.

The University Charter, the Strategic Plan, the Operational Plan as well as all the internal regulations are known by the members of the university community and are published on the University's website.

The teaching and research processes operate on the basis of operational regulations and procedures included in the Quality Manual.

UVVG is a community university, the local authorities in Arad being among the founding members and are permanently involved in UVVG actions, by organizing in partnerships fairs and exhibitions (ARMedica, EcoMediu), workshops, prevention activities in the medical field, joint projects with European and national funding, sports competitions. This characteristic is also taken over at the level of UVVG branches (Satu Mare, Baia Mare, Marghita, Zalău and Sebiş).

UVVG has a clear vision regarding its involvement in society, this being formulated through the career model "today's pupil - tomorrow's student; today's student - tomorrow's teacher ". Thus, the first beneficiaries are the students to whom UVVG offers the possibility to interact with the academic environment through: participation in symposia and workshops, educational programs, sports competitions, career counseling, tutoring, courses, promotion of the educational offer. In the training of students as future specialists on the labor market, an important role is played by their involvement in student scientific clubs, in the internship activities carried out at the university stakeholders as well as the training internships carried out through various international mobility programs.

UVVG delivers education, research, and knowledge transfer services to the community, both in its own name and through partnerships with local, regional, national, or international stakeholders, undertaking public liability for the education provided.

UVVG offers education through both bachelor's, master's, doctoral programs, and Lifelong Learning programs, such as vocational training courses and the advanced study schools it offers periodically.

Education is provided for a wide range of qualifications connected to the current expectations of high school graduates as well as to the requirements of the labor market. The Career Counseling and Guidance Center provides career counseling for both students and high school pupils. UVVG provides access to all these services for all social and ethnic groups. The

management team provides human capital and infrastructure in an optimal way to perform these types of services.

The university supports some categories of students from disadvantaged backgrounds, family placements and people with disabilities by awarding "Vasile Goldiș" scholarships, merit scholarships, social scholarships, and facilities to pay tuition fees.

Through the graduates of the University, through the volunteering offered by the students, our region gains valuable human capital for the economy, bringing added value to our County. General practitioners, dentists, dental technicians, and pharmacists trained in our University contribute to a better state of health of the population, all this increasing the social impact of the University.

Through the mobility of teachers and students, visiting professors, knowledge transfer services are addressed to communities that go beyond the national scope of the University, so UVVG teachers transfer their knowledge to partner universities in Europe and beyond.

UVVG has research centers in the social and medical fields, both in Arad and in the University branches, through which it is involved in solving some problems that the society faces. Also, UVVG members are part of various commissions at local or national level (e.g., National Commission for Bioethics of Medicines and Medical Devices within the Ministry of Health, Technical Commission for Medicinal Plants within the Ministry of Agriculture).

UVVG also provides advice other than career guidance, through volunteering provided by students from the Faculty of Medicine, the Faculty of Dentistry, and the Faculty of Pharmacy for the community, which provides screening and medical advice for the population of Arad. The breast screening center, unique in Western Romania, is part of the service brought to Arad from a medical point of view, developed within the HURO 1101 cross-border project of the 2007-2013 Romania-Hungary Cross-border Cooperation Project.

The technological transfer to the society is materialized through the national and international patents held by UVVG, among which we mention the European Patent registered with the World Intellectual Property Organization, "Composition containing hepatoprotective sylibum marianum seed oil and procedure for seed oil preparation", research also performed within the UVVG Institute of Life Sciences.

Via the ITA Goldtech business incubator, UVVG transfers information to the community.

Through the laboratories within the Institute of Life Sciences, over-specialization investigations are offered (genetic investigations, immunophenotyping, electron microscopy, molecular biology). Also, contracts were concluded with international companies in various fields of scientific research.

Research within UVVG, through published papers, its own journals, organized scientific events, with access for the general public, in which local authorities are also involved, research contracts targeting translational medicine with applicability to the patient's bed, offers accessible know-how transfer for the local, regional, and international community.

UVVG plans to set up an **oncology center** to meet the needs of the local community for oncology, radiotherapy, palliative care, and hospice services.

1.2 Institutional strategy and policies

The "Vasile Goldiș" Western University of Arad has established the following strategic documents:

- a four-year Strategic Plan at University level. Achievements or shortcomings are debated transparently and constructively in order to improve the institution's performance;
- strategic plans for four years at the level of each faculty drawn up on the occasion of the academic elections;

- operational plans for each academic year at university level;
- operational plans for each academic year at the level of each faculty.

The University strategic plan aims to achieve the teaching and research objectives in accordance with the undertaken mission and objectives. The operational plan is drawn up for each academic year and substantiates the University development strategy, the teaching and auxiliary staff policy, the scientific research activity, and the procurement activity for the improvement of the endowment and the material assets.

The faculties strategic plans and the operational plans are in accordance with the Rector's strategic plan, respectively with the operational plans at university level.

The operational and strategic plans are brought to the attention of the members of the academic community by publishing them on the University's website. Their achievements are periodically analyzed within the University Board of Directors.

Every year a Rector's report is submitted regarding the state of the institution, and it highlights both the achievements from the previous year and the objectives that were not achieved. It is presented at a Senate meeting. At the University level, periodic analyzes are organized regarding the consistent follow-up in the performance and evaluation of the management and administration performances for the quality assurance in the institution.

2. STRATEGIC OBJECTIVES AND MEASURES FOR ACHIEVEMENT DURING 2020-2024

2.1 STRATEGY ON ACADEMIC MANAGEMENT

Study Programs

Strategic Objective 1:

Maintaining a structure of academic programs, which is in accordance with the requirements of the labor market and the changes generated by the national structure of education, the legislative framework and last but not least by the demographic changes of the Romanian population.

Measures:

- maintaining a constant number of study programs at bachelor and master level;
- opening of off-campus;
- regular survey of the labor market;
- following the national and international directions of academic education;
- continuous re-evaluation of study programs - Success of all recent evaluations;
- increasing the number of study programs in foreign languages and the Numerus Clausus;
- implementation of changes, and where appropriate restructuring of programs; proposing new specializations based on necessity surveys.

Strategic Objective 2:

Academic programs delivered by UVVG to work to the potential reflected by national and international trends

Measures:

- continuation of national and international evaluations (RAQAHE and AHPGS);
- application of operational procedures governing the entry of a program into liquidation;
- Development of teaching lines in foreign languages;

- Development of new study programs in partnership with economic/ entrepreneurial agents;
- Recalibration of non-medical specializations by strengthening the programs that work and creating new study programs;

Strategic Objective 3:

Identify the opportunities and risks that the delivered programs present

Measures:

- Periodic performance of a SWOT analysis that includes all programs delivered by UVVG faculties, branches including;
- Consolidation of efficient programs in branches;
- Recalibration of human resources;
- Counteracting the competition of the companies organizing continuous training courses.

Students' Number

Strategic objective 1:

Achieving the optimal number of students in relation to UVVG academic capacity remains a goal of major importance in the university's strategy.

Measures:

- Restructuring the academic offer;
- Increasing the visibility of the university through marketing and information activities (Faculty Day, educational fairs, collaboration with high schools, UVVG presentation campaigns, promotional materials for UVVG presentation, efficient collaboration with a specialized company, quality of the information on the university website).

Strategic objective 2:

Increasing the number of foreign students and expanding the recruitment pool, which would have the direct effect of generating additional income and a basis for qualitative selection for potential students

Measures:

- recruitment of students and teachers from abroad interested in participating in short intensive summer programs delivered by UVVG. We want to expand this field with student recruitment activities for bachelor's and master's programs;
- Intensifying the activity of the DRAME department;
- Attracting students from the diaspora through diplomatic centers and corps; possibly offering some scholarships to students from the diaspora;
- expanding the collaboration with international recruitment agencies;
- following up on the changes in the international situation;
- identifying the possibilities offered by the market
- increasing the UVVG international visibility through marketing and information activities. In this sense, we propose to participate in referential international educational fairs (NAFSA, APAIE, EHEF).

Strategic Objective 3:

Increasing the number of students who continue in the second and third degree of studies

Measures:

- we want to develop a student career model that generates an added value to the UVVG diploma and the educational process. We believe that this model will help increase the motivation of students to continue their studies in higher education;
- the development of attractive master's degrees that offer diplomas of real value on the labor market, through cooperation with entrepreneurial partners.
- attracting a larger number of resident doctors.

The quality of the teaching process

Human Resources

Strategic objective 1:

Ensuring the number and quality of required teachers congruent with the study programs and normative requirements provided by law

Measures:

- As a strategy to ensure the necessary number of teachers in the medium and long term, we propose the implementation of a **career model** that, in essence, ensures the continuity of the process "today's pupil - tomorrow's student", "today's student - tomorrow's teacher";
- Encouraging Erasmus mobility;
- Application of the PO-41 procedure regarding the multicriteria evaluation based on which the new remuneration system was implemented;
- Continuing the activity of recruiting highly qualified teachers, nationally and internationally;
- Putting out to competition a significant number of teaching positions that have been filled by young teachers among the UVVG graduates;
- Organizing short postgraduate courses in partnership with external stakeholders (Emergency Clinical Hospital of Arad County and Arad Medical College, etc.);
- Establishment of new study programs, which lead to the optimal use of human resources;

Strategic Objective 2:

Providing the necessary financial resources for the remuneration of the academic staff, which will be structured in accordance with the legal provisions and aims at the remuneration of both teaching and research staff

Measures:

- In order to mobilize financial resources to ensure an appropriate (attractive) level of pay, we want to propose the use of the following resources:
 - student fees - flexibility;
 - organizing short, intensive courses against a fee, for students and teachers both in the country and abroad to generate additional income to those involved;
 - Accessing funds through national and European projects, through which to retain our own teachers;
 - Attracting sponsorships from entrepreneurial partners;
 - research and entrepreneurship services;
 - Center for Traditional Chinese Medicine in collaboration with the “Vasile Goldiș” University Foundation;
 - other sources that can be attracted.

Infrastructure and Teaching Materials

Strategic objective 1:

Continuing the activity of **modernizing the existing teaching materials** and their accessibility for all students

Measures:

- Mobilization of own funds and funds from projects for the purchase of new teaching materials;
- Finalizing the translation of all courses in English and French;
- Improving and modernizing the IT infrastructure in the classrooms;
- Permanent connection to national education networks.

Strategic Objective 2:

Use the existing infrastructure as efficiently as possible and expand the material assets

Measures:

- Correlation of the material assets with the size of the study formations with the observance of the national standards;
- Analysis of the degree of use of the infrastructure and based on it to take measures for redistribution/ capitalization/ allocation of new destinations for the facilities in the university's patrimony;
- Reorganization of the physical book library through donations;
- Revitalization of the virtual library;
- Restructuring of the Toefl / Cambridge Test Center, the Friedrich Schiller Center, and the Confucius Center and FEDE;
- Restructuring the reading rooms and equipping them with computers;
- Starting the procedures for the construction of a multidisciplinary, university oncology center in the Western region of Romania

Student services

Strategic objective 1:

Maintaining, improving, and diversifying the quality of student services.

Measures:

- Identifying and mobilizing financial resources allocated in this regard, to maintain the level of funds allocated in the 2016-2020 rectoral cycle;
- Maintaining a special relationship with students and graduates.
- Rendering efficient the structures and manifestation platforms developed in the previous rectoral cycle;
- Maintaining platforms and services dedicated to students;

Strategic objective 2:

Maintaining at a more efficient level the relationship model student - teacher - leadership

Measures:

- More rigorous implementation of the proposed action plans based on the results of the feedback received from students, both at the faculty and university level, as an indispensable part of the academic quality management system;
- Continuation of regular working meetings between the university/ faculty management and student, respectively deans of the year and students.

- Improving communication with students by all means.

The quality and transparency of the academic act

Strategic Objective:

Innovation of the employed teaching methods to be perfectly connected to the requirements and content of study programs

Measures:

- Possibility of admission to doctoral schools (Medicine and Biology)
- Continuous teachers' improvement by ensuring access to continuous professional training programs, access, and provision of modern teaching tools to teachers (e.g., Moodle platform, Skype), increasing and diversifying participatory methods active in the teaching process;
- Obtaining the necessary competencies at the department through DPPD;
- Continuous offer of the possibility to obtain the foreign language certificate through British Language Center, FEDE, Anglia Center;
- Ensuring opportunities for participation in international mobility programs for teachers;
- Identifying international partners to transmit performant know-how regarding the methodology of the academic act through benchmarking and exchange of good practices.

Ethics and professional deontology

The university has taken sustained steps in the process of ensuring the quality and transparency of the academic act. However, there is a risk, even if minimal, that certain factors will favor the generation of situations that are contrary to professional ethics and deontology.

Strategic Objective 1:

Assuring quality and transparency of the academic act.

Measures:

- Identifying and eradicating specific factors that jeopardize the transparency of the academic act and non-compliance with the UVVG Code of Ethics and Deontology and that favor the occurrence of situations with a high risk of corruption.
- Publication on the university website and processing of the *Code of Academic and Professional Ethics and Deontology*;
- Regular meeting of the *UVVG Ethics Commission and the Research Ethics Commission*.

Strategic objective 2:

Solving corruption-related problems from within and the specific factors that favor it.

Measures:

- Reassessment of the criteria for employment and promotion of university staff, differentiated multi-criteria salary;
- In the context of the requirement manifested by several state institutions in relation to UVVG, there is a danger that these aspects will be exploited by the detractor or by competition, which through media attacks could compromise the university image.

Information transparency and quality

Strategic objective 1:

Developing and maintaining an effective flow of intra-institutional and inter-institutional communication.

Measures:

- Permanent updating of the UVVG website, of the University Brochure, of the Student Guide, of the advertising materials with information regarding the qualifications and the study programs;
- Translation of the university website into English, French, Italian, German and Chinese;
- Publication of the educational offer on the UVVG website, in local and regional publications;
- Promoting UVVG through all media (Studyinarad.ro, TV, Radio, Facebook, Instagram, LinkedIn);
- The annual organization of the university education fair;
- Participation in educational fairs abroad;
- Communication to students of the subject description;
- Students' participation in decision making;
- Accessibility, through IT infrastructure, of the entire academic community to the **ANELIS PLUS**, Springerlink, CEEOL databases.

University visibility

Strategic objective 1:

Increasing the visibility of the university both nationally and internationally

Measures:

- Promoting UVVG by participating in the series of fairs abroad organized by the National Rectors' Council and the Ministry of Education and Research - "Study in Romania";
- Coordination by the DRAME Department of the entire promotion activity both through promotional materials and in the online environment;
- Collaboration with a company specialized in promotion services;
- Presence in the tops regarding the activity in the online environment

Strategic objective 2:

Positioning on a higher place in the university rankings in Romania and Europe

Measures:

- Creating a quality database on academic activity, research, and infrastructure;
- Visualization of these data in a form that meets the requirements imposed by national and international standards.

Association of Graduates of the Western University "Vasile Goldiș" from Arad - ALUMNI

Strategic objective 1:

Forming a community that generates long-term material and moral support for our university

Measures:

- Updating and capitalizing on the ALUMNI database available to UVVG;
- Annual organization of ALUMNI meetings in the country and abroad;
- Contacting and regularly informing the ALUMNI community (periodicals, email, newsletter);

2.2 STRATEGY ON SCIENTIFIC RESEARCH MANAGEMENT

Through the activity carried out in the research management, our main strategic objective is for the university to become a center of excellence in the scientific field.

Strategic Objective 1:

Streamlining the research process at UVVG in Arad

Measures:

- Identifying research topics in which UVVG specialists excel, in order to increase the quality of research;
- The annual analysis of the research activity, the discussion in the University Senate and taking of adequate measures according to the results of the analysis;
- Amplifying the activity of organizing large-scale and quality scientific events, by attracting nationally and internationally renowned specialists;
- Attracting a larger number of national, European brand participants in research teams through conferences and workshops;
- Increasing the scientific output and by recording the institutional affiliation in the case of clinical trials conducted by UVVG;
- Obligation to participate in Erasmus mobilities;
- Continuing to support research through internal project competition.

Strategic Objective 2:

Involvement of as many teachers as possible in the research activity

Measures:

- Accountability through the job description for research; the quality and quantity of the accepted scientific production must be specified in the job description;
- Initiation of research with a common topic with national and international partners.

Strategic objective 3:

Increasing students' involvement in research

Measures:

- Continuation and streamline of meetings within the Institute of Life Sciences;
- Continuing the research within the Institute of Life Sciences, of the teams formed by teachers-students;
- Hiring PhD students in research projects.

Scientific publications

Strategic objective:

Increasing the number of quality scientific publications

Measures:

- Increasing the quality of publications through articles published in journals with high impact factor by providing several types of facilities
- Introduction of clear criteria for publication in the job description adapted to each teaching degree;

- Accountability for research through the job description.

Projects

Strategic Objective 1:

Increasing the number of projects won in national and international competitions

Measures:

- Identifying research topics of excellence;
- Submission of research projects in national and international project competitions specifically on these topics (nano-biotechnologies, regenerative medicine, neurobiology, etc.);
- International collaboration with foreign experts by establishing new collaborative relationships with researchers from Hungary, Italy, Sweden, etc.
- Continuing the collaboration with CEEPUS¹ network.

As a close objective related to the research activity we want to use in the most efficient way the fact that UVVG was admitted at the end of 2015 in four CEEPUS¹ networks. The activity within these networks starts in the academic year 2016/2017 and targets primarily the doctoral students of the two doctoral schools in the fields of medicine and biology.

IODAS

Strategic objective 1:

Increasing the quality and prestige of doctoral studies within UVVG.

Measures:

- Establishing and maintaining the conditions that are in accordance with the legal provisions in force, with the provisions of LEN and COD;
- reanalyzing the selection, admission, and employment criteria in the doctoral university study programs;
- the introduction of compulsory subjects in the curriculum, which ensures to all doctoral students a unitary vision in approaching the scientific research in the doctoral field, and the Advanced University Training Program from DS Biology was reduced to one semester;
- elaboration of new regulations and procedures for all IODAS activity, in accordance with the legal regulations in force;
- establishing clear criteria for completing studies, with reference to the criteria required by the O.M.E.N. 5110 / 17.09.2018;
- establishing new criteria for admission to doctoral studies;
- the establishment of new doctoral schools, outside the doctoral school of medicine and biology;
- introduction of doctoral studies in English.

“Aurel Ardelean” Institute of Life Sciences

Strategic Objective:

Structural and financial streamlining of the Institute of Life Sciences

¹Central European Exchange Program for University Studies

Measures:

- continuing the collaboration with the Foundation of Cellular and Molecular Medicine
- continuing the activity of attracting funds to ensure sustainability through contracts for research services and by participating in national and international competitions open to private education;
- resizing the human resource of the institute.

2.3 STRATEGY ON THE ENTREPRENEURSHIP MANAGEMENT

Within this activity, we established as main strategic objective the extension of the network of entrepreneurial relations and its capitalization at the highest possible level.

Strategic Objective:

Developing real value entrepreneurial partnerships that effectively contribute to the entrepreneurial activity of the university **by generating significant added value.**

Measures:

- accessing didactic and research projects, financed by Arad Municipality Council and Arad County Council, with national and international partners;
- organizing profile fairs in partnership with various entities;
- Entrepreneurs' involvement, as external stakeholders, in the activities of the university;
- Continuing the development of student practice and attracting job offers for students and graduates;
- Initiating courses together with entrepreneurial partners;
- involvement of the county local authorities in Maramureş and Satu Mare counties in order to develop partnerships with local companies through the UVVG branches in Baia Mare and Satu Mare;
- implementation of a series of projects at local level with real impact on the university activity: dynamization of the didactic activity, modifications of the existing programs according to the needs of the labor market and the development opportunities of the sectors in the region;
- collaboration with entrepreneurial partners in joint projects with European or public funding;
- organizing in partnership a suite of events with entrepreneurial topics (workshops, debates, meetings with successful people from the business environment and local administration) by the Entrepreneurship Center;
- involvement of entrepreneurial partners in the university life and through the ALUMNI network;
- Maintaining existing partnerships and concluding new contracts;
- Attracting other sources of funding through sponsorships, as well as discounts and personalized offers for employees and students;
- Continuing the organization of the *Job Fair*
- UVVG involvement and direct management of student accommodation in Arad (accommodation, meals, and social activities);

2.4 STRATEGY ON INTERNATIONALIZATION MANAGEMENT

Streamlining the activity related to the development of the university international relations by developing existing elements - mobilities, scientific collaborations, projects carried out in international collaboration - as well as by adding new elements, such as an affiliation with a valuable international partner to become a point of reference of the entire international activity of the university. We want to use this tool in order to develop valuable international relations, which offer real possibilities and collaboration platforms.

Strategic Objective 1:

Streamlining collaborations with international partners

Measures:

- increasing the number of agreements concluded with foreign universities;
- the import of good practices developed by international partners (in all fields of activity: academic, research and entrepreneurship);
- affiliation with a valuable international partner in order to develop an academic program carried out in international collaboration;
- identification and implementation of new projects carried out in international collaboration with the consortia which UVVG is part of (Alma Mater Europaea, Brimea);
- continuing the collaboration with the diplomatic corps from the country and abroad in order to carry out new joint actions.

Strategic objective 2:

Intensifying the exchange of students and teachers, doubling the number of participants in international mobility programs during 2020-2024

Measures:

- increasing the number of Erasmus and CEEPUS agreements;
- awareness and motivation of students and teachers in order to be more actively involved in international mobility activities;
- identifying new partners in the Erasmus + program, both in Europe and outside Europe.

Strategic Objective 3:

Streamlining the internationalization process at home

Measures:

- allowing Romanian students access to some courses delivered in a foreign language;
- involvement of as many teachers as possible in foreign language teaching activities (bachelor's, master's, short summer programs);
- introduction of new programs and courses delivered in the foreign language (e.g., at the level of the doctoral school);
- further organization of international events with the participation of as many internationally renowned partners as possible. We want these academic and scientific events to offer foreign language event platforms to both UVVG students and academics;

- further awarding of Doctor Honoris Causa with the main purpose of recognizing UVVG collaborators of high academic and scientific value and continuing to carry out actions together with them;
- streamlining the International Students' Office activity.

2.5 STRATEGY ON QUALITY ASSURANCE MANAGEMENT

Strategic Objective 1:

Raising the awareness of all internal and external stakeholders in the development of a culture of quality at the university.

Measures

- Specific training of all those involved in quality assurance procedures (CEAC-U, CEAC-F, DAC-F);
- Raising awareness at all levels of the responsibility for quality assurance in the institution (All quality structures work in an integrated way based on developed strategies, plans and programs, each time proposing to improve the quality of periodically analyzed education);
- Regular certification of the university performances regarding the quality of the delivered services through the quality management system according to the provision of the ISO 9001: 2015 standard;
- Streamlining the external stakeholders' involvement in quality assurance processes

Strategic Objective 2:

Carrying out the entire student-centered learning, teaching, and assessment process

Measures

- Improving teaching methods by introducing and widely using interactive whiteboards and specialized software) so that the accumulated knowledge can be practically applied;
- The complex evaluation of the students for each subject, through ongoing verifications and summative evaluation;
- Assessment throughout the semester ensures a student-centered evaluation of learning outcomes;

Strategic Objective 3:

Collection, analysis, and use of information relevant to the effective management of study programs

Measures

- Monitoring and periodic review of programs and activities;
- Periodic review of study programs to correspond to the dynamics of the university and professional qualifications market, following consultation with student representatives, graduates, and representatives of local communities;
- Half-yearly evaluation of teaching staff with results that serve faculty councils and heads of departments in order to improve the quality of the teaching process

Strategic objective 4:

Improving the integrated quality management system in the university

Measures

- Correct implementation of existing operational and general procedures, by closing the feedback loop;
- Dynamic adaptation of the quality management system by reviewing procedures or creating new procedures, when appropriate;
- Continuation of the periodic audit of study programs, with implemented plan of measures;
- Continuing the activity of the Teaching Activity Monitoring Center.

2.6 STRATEGY ON FINANCIAL MANAGEMENT

Objective

Maintaining financial stability

Measures

- Completion of the external audit at the university;
- Updating and creating in writing the accounting procedures and policies;
- Continuing the inventory of all suppliers;
- Reviewing and completing the job description for the persons employed within the financial department;
- Completion of the procedures for collecting the outstanding amounts;
- Improving communication.

2.7. STRATEGY ON THE ADMINISTRATIVE MANAGEMENT

Objective:

Continuation of landscaping, repairs works for patrimony buildings

Measures

- Finding financing projects for the realization of a green campus;
- Capitalizing the real estate;
- Repair or replacement, if applicable, of electrical, thermal, and roofing installations for buildings in use;
- Continuation of repair works started in the previous term;

3. SYNTHESIS OF THE STRATEGIC PLAN

The 2020-2024 strategic plan for sustainable development of the "Vasile Goldiș" Western University of Arad has several priority directions:

- Promoting a student-centered learning, teaching, and assessment process, correlated with the requirements of the globalized labor market;
- Development of the Integrated Quality Assurance System, with the involvement of an increased number of external stakeholders and efficient internal support structures;
- Development of scientific research activity and extension of the network of entrepreneurial relations with the economic and socio-cultural environment;

- Ensuring optimal conditions for carrying out the activity and rewarding the performance of human resources;
- Streamlining the process of "internationalization at home" and "internationalization abroad" of the University;

We consider that the achievement of these objectives is possible only with the contribution and sustained activity of all internal stakeholders, with the support and acceptance of the Board of Directors and the University Senate. Through our achievements during 2020-2024, we want to raise the institution's position in the academic ranking of Central and Eastern Europe, responding to the belief of Vasile Goldiș, our illustrious spiritual patron, "by ourselves".

RECTOR,
Prof. CORALIA ADINA COTORACI, MD PhD