

**MANAGEMENT PLAN**  
**Of the Candidate for the position of**  
**Rector of the**

**"VASILE GOLDIȘ" WESTERN**  
**UNIVERSITY OF ARAD**  
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**PhD,**  
**For the 2020-2024 Mandate**  
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## I. PREAMBLE

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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 the founder, Professor Aurel Ardelean, PhD, at local, regional, and national levels have positively marked the evolution of the young university. That is why the major role of the Board of Directors, and the University Foundation was and is recognized in the University Charter and stipulated in the UVVG entire internal regulatory framework. The active involvement, with dedication and sacrifices of the founding members, and first of all of the founding Rector, 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. For over a decade, the University has generated added value both financially and through the cumulative social and economic impact of generations of students and graduates, the visibility and impact of its projects being noticed both in Arad and in branches.

The Charter defines the University as a community type university, a unique aspect in Romania. The establishment of the "Vasile Goldiș" University Foundation from 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 turned into a community one. Thus, through its academic and scientific activity, the university puts itself at the service of the community, contributing to the development and increase of intellectual and scientific capacity at the level of the individual, the community to which it belongs and society, an impact that far exceeds the borders of Arad County. Thus, in the last period since its establishment, the university has fulfilled its mission formulated in the University Charter, namely, to generate and transfer knowledge to society, through study programs, scientific research, innovation, and technology transfer, especially in the fields biomedical, economic and socio-human.

The changes occurred in the 30 years of activity at social (demographic), legislative and economic level require the adaptation of UVVG, meaning that the university has set objectives that have been achieved through specific measures and actions. These

referred to the UVVG project to become a **nucleus of academic and scientific excellence in Central Europe.**

Based on the trust given by the entire academic team of the university, I had the great honour to fulfil the position of UVVG Rector, coordinating with the management team the mission of the university and I consider it imperative both to capitalize on the experience gained and complete projects.

If the Management Program we present will receive the support of the Board of Directors and the University Senate, I assure you that I will put at the service of the university managerial experience, skills, internal and international professional relations for the development, consolidation, modernization, and national recognition of the “Vasile Goldiș” Western University of Arad in the academic, economic and social environment, as we have done so far.

**This mandate MOTTO: INTEGRITY, EFFICIENCY, QUALITY**

Why **Integrity**? Without transparency, honesty, law enforcement you cannot be successful overall. An institution cannot survive without a stable financial situation, which is considered to be the key element in this regard. That is why we performed the financial audits and applied the measures recommended by the auditors.

Why **Efficiency**? The university delivers education services for students, and this must be done in the most efficient way, making optimal use of human and material resources. This is the major objective in the strategy and management plan of the university.

Why **Quality**? If we do not offer quality, as an educational process, as a human resource, we will not be able to attract students.

Last but not least, we have the obligation that in everything we do we refer, on the one hand, to the mandate of UVVG, as it was described by the founders, almost 30 years ago, as a School of Modern Government, with fundamental role in the democratic construction in post-1989 Romania, and, on the other hand, in the projection of democratic principles for tomorrow's societies, which, beyond the classical pressures, fuelled by agencies of social, economic, political change, will be disturbed by the emergence a new public area, the virtual one, with all its valences.

## II. EVALUATION OF THE 2016-2020 MANDATE

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### *Objectives proposed in the 2016-2020 mandate*

In order to formulate a managerial plan that reflects in the most complex and efficient way the direction and content of the managerial approaches that must be put into practice in the short and medium term, we need to start from a detailed analysis of the current situation. This analysis has been done and presented previously. Based on the analysis of the 2016-2020 management plan, considering what has been achieved in whole or in part and what is still being achieved, we have marked the objectives to be included in the 2020-2024 managerial plan. This analysis also helped us to identify good practices that want to be applied further. We consider the existing challenges, the vision we have - maintaining and developing a modern university in the service of the student and the community - and the vision initially formulated by the Founder.

We analysed in the most critical way the previous mandate and considering the changes within the university, the challenges facing UVVG, and private higher education faced (and faces), it can be concluded that UVVG not only remained afloat, but also made progress in several areas of activity.

### *Major achievements*

- **Quality management** has been implemented in all areas of activity: academic, research and administrative
- **The academic and research environment** has been developed with standards met at European level by:
  - investments made in the development of infrastructure and teaching materials;
  - academic and administrative restructuring;
  - increasing the quality and diversification of services delivered to students;
  - increasing the efficiency of human resources management.
- **The university national and international visibility** has considerably increased
- **The greatest achievement** of this mandate is the establishment of a united team and the constant support of the academic community.

## *Major challenges*

**The biggest challenge** is to ensure long-term financial stability, an intrinsic collaboration between the "Vasile Goldiș" University Foundation and the "Vasile Goldiș" Western University of Arad, using the synergies that exist between different forms of management. This requires joining forces for the future of UVVG, and the Foundation must continue to actively support the university.

- Changes in the demographic structure;
- The change in the national structure of higher education (budgeted places at the state university, extremely low pass rate of the baccalaureate exam);
- Changes in the legislative system of higher education (limiting access to infrastructure projects for private universities).

All this has had the effect of a drastic reduction in the number of students and has imposed a series of measures from our university in order to ensure the long-term viability and competitiveness of the academic offer.

### III. MANAGERIAL PROGRAM

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The managerial plan I present was designed based on the exchange of information and multilateral communication at different levels both horizontally and vertically and which focused on discussions with stakeholders at local, national, and international levels, as well as with the management of different units within the structure of the university.

I believe that we must focus on solving these problems by ensuring continuity at the management level as a basic principle of achieving the main objective, namely ensuring long-term financial stability, and placing our University on the map of international rankings.

We want UVVG to remain what it is today, namely a representative institution of Arad, of the Arad community, which offers higher education opportunities to a significant number of young Romanians and foreigners annually. Our university acts as a catalyst for science and culture, being one of the main actors of academic and scientific activities in the local and regional community.

The new management plan offers solutions to achieve this goal that aims at short- and medium-term activities and provides the basis for the long-term vision of UVVG. One of the general conclusions is that we need to intensify certain processes, all activities aiming at the main objective, namely the positioning of UVVG on the map of international rankings of university education through:

- creating and maintaining financial stability
- increasing the quality of teaching and research
- ensuring institutional transparency

## Main Objectives of the 2020-2024 Managerial Program

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### 1. ACADEMIC MANAGEMENT

#### 1.1. Study programs

##### Objective 1:

**Maintaining a structure of academic programs**, which is in line with the requirements of the labour 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 study of the labour 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 numerous clausus;
- implementation of changes, and where appropriate restructuring of programs; proposing new specializations based on necessity studies.

##### Objective 2:

Academic programs offered 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 existing programs and creating new study programs;

**Objective 3:**

Identify the opportunities and risks that the offered programs present

**Measures:**

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

**1.2. Students' Number**

**Objective 1:**

**Achieving the optimal number of students in relation to UVVG academic capacity** remains a goal of major importance in the university 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 information on the university website).

**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 offered 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 centres and corps; possibly offering some scholarships to students from the diaspora;
- Expanding the collaboration with international recruitment agencies;
- Following 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 regard, we propose to participate in reference international educational fairs (NAFSA, APAIE, EHEF)

**Objective 3:**

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

**Measures:**

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

### 1.3. Quality of the Teaching Process

#### 1.3.1. Human resources

##### Objective 1:

Ensuring the number and quality of teachers required 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 (Clinical Emergency Hospital of Arad County and Arad Medical College, etc.);
- Establishment of new study programs, which have as an effect the optimal use of human resources;

##### Objective 2:

Ensuring 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 for 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;
  - Traditional Chinese Medicine Centre, in collaboration with the “Vasile Goldiș” University Foundation;
  - Other sources that can be attracted.

**1.3.2. Infrastructure and teaching materials****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.

**Objective 2:**

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

**Measures:**

- Correlation of the material base 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 spaces in the university's patrimony;
- Reorganization of the physical book library through donations;
- Revitalization of the virtual library;
- Restructuring of the Toefl/ Cambridge Test Centre, the Friedrich Schiller Centre, and the Confucius Centre, and FEDE;
- Restructuring the reading rooms and equipping them with computers;
- Starting the procedures for the construction of a multidisciplinary, university oncology centre in the Western region of Romania

### **1.3.3. Students' services**

#### **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 mandate;
- Maintaining a special relationship with students and graduates.
- The efficiency of the structures and manifestation platforms developed in the previous rectoral cycle;
- Maintaining platforms and services dedicated to students;

#### **Objective 2:**

Maintaining at the most efficient level the student-teacher-leadership relationship model

#### **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 the student, respectively deans of the year and students.
- Improving communication with students by all means.

#### **1.4. Quality and transparency of the academic act**

##### **Objective :**

Innovation of the used teaching methods, perfectly connected to the requirements and content of study programs

##### **Measures:**

- Possibility of admission to doctoral schools (Medicine and Biology)
- Continuous improvement of teachers 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 active methods 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 Centre, FEDE, Anglia Centre;
- Ensuring opportunities for participation in international mobility programs for teachers;
- Identifying international partners to transmit a performance know-how regarding the methodology of the academic act through benchmarking and exchange of good practices.

### **1.5. 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, albeit minimal, that certain factors will lead to the creation of situations that are contrary to professional ethics and deontology.

#### **Objective 1:**

Assuring the quality and transparency of the academic act

#### **Measures:**

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

#### **Objective 2**

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

#### **Measures:**

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

## **1.6. Information transparency and quality**

### **Objective :**

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 databases **ANELIS PLUS**, SpringerLink, CEEOL.

## **1.7. University visibility**

### **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 National Rectors' Conference 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 rankings regarding the activity in the online environment

**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.

**1.8. Alumni**

**Objective:**

Establishing 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).

## **IV. RESEARCH MANAGEMENT**

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### **1. Scientific research**

**Via the activity conducted in the research management, our main objectives are for the university to become a centre of excellence in the scientific field.**

#### **Objective 1:**

Streamlining the research process at UVVG 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 the 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;
- Drawing in 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.

#### **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 theme with national and international partners.

### **Objective 3:**

Increasing student involvement in research

#### **Measures:**

- Continuation and streamlining the Institute of Life Sciences meetings;
- Continuing the research within the Institute of Life Sciences of the teams formed by teaching staff-students;
- Hiring doctoral students in research projects.

## **2. Scientific publications**

### **Objective :**

Increasing the number of quality scientific publications

#### **Measures:**

- Increasing the quality of publications through papers 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.

## **3. Projects**

### **Objective :**

Increasing the number of projects won in national and international projects

#### **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 the CEEPUS network<sup>1</sup>.

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<sup>1</sup>Central European Exchange Program for University Studies

#### **4. Doctoral studies**

##### **Objective :**

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 the Law on National Education and COD;
- Reanalysing the selection, admission, and employment criteria in the doctoral academic study programs;
- 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 the Doctoral School of Biology was reduced to one semester;
- Drawing up 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;
- Establishment of new doctoral schools, outside the doctoral school of medicine and biology;
- Introduction of doctoral studies in English.

#### **5. "Aurel Ardelean" Institute of Life Sciences**

##### **Objective :**

Institute of Life Sciences structural and financial streamlining

##### **Measures:**

- continuing the collaboration with the Foundation of Cellular and Molecular Medicine
- continuing the activity of drawing in 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.

## V. ENTREPRENEURSHIP MANAGEMENT

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

### Objective :

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

### Measures:

- accessing projects financed by Arad County Council and Arad Municipality Council on didactic and research profile with national and international partners;
- organizing profile fairs in partnership with various entities;
- entrepreneurs' Involvement, as external stakeholders, in the university activities;
- Continuing the development of student internships and drawing in 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 labour 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 Centre;
- 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*
- involvement and direct management by UVVG of student accommodation in Arad (accommodation, meals, and social activities);

## VI. INTERNATIONALISATION MANAGEMENT

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

### 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 conducted in international collaboration;
- identification and implementation of new projects conducted 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 conduct new joint actions.

### 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.

**Objective 3:**

Streamlining the internationalization process at home

**Measures:**

- allowing Romanian students access to some courses delivered in the 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 offered 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 conduct actions together with them;
- streamlining the activity of the International Students Office.

## VII. QUALITY MANAGEMENT

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In this context, we intend to initiate concrete actions in part by improving the used tools, but also for the use of new tools to ensure the quality of the entire activity conducted within our university.

### **Objective 1**

Making all internal and external actors responsible for developing a culture of quality in 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 strategies, plans and programs developed each time proposing to improve the quality of education periodically analysed);
- Regular certification of the university performances regarding the quality of the offered services through the quality management system according to the provision of the ISO 9001: 2015 standard;
- Streamlining the involvement of external stakeholders in quality assurance processes.

### **Objective 2**

Conducting the entire education process in a student-centred manner

### **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 discipline through ongoing verifications and summative evaluation;

- Evaluation throughout the semester ensures a student-centred assessment of learning outcomes;

### **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 market of university and professional qualifications, following consultation with student representatives, alumni, and representatives of local communities;
- Half-yearly evaluation of teaching staff with results that serve faculty councils and department directors in order to improve the quality of the teaching process

### **Objective 4**

Improving the 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;
- Follow-up of the regular audit of the study programs, with the implemented action plan;
- Follow-up of the activity of the Centre for monitoring the teaching activity.

## VIII. FINANCIAL MANAGEMENT

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### **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.

## **IX. Administrative**

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### **Objective :**

Continuation of landscaping, repairs works, for patrimony buildings

### **Measures**

- Finding financing projects for the construction of a green campus;
- Development of real estate;
- Repair or replacement, where necessary, of electrical, thermal, and roofing installations for the buildings in use;
- Continuation of repair works started in the previous term;

## X. Conclusions

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We set objectives for the 2020-2024 management program considering the results and experience of the previous rectoral cycle, starting from the current UVVG situation and with the desire to preserve the basic concept of our university: ***integrity, efficiency, quality***. The strategic objectives formulated in this management program are based on a clear vision, namely, to bring UVVG to the level of a higher education institution that will play a key role in the development of the local community, the Romanian academic and scientific society, and the Central and Eastern Europe region.

In order to achieve this objective, the UVVG Rector proposes both the continuation of the activities started in the previous cycle and the implementation of new actions based on the concepts formulated in the previous cycle, but dynamically adapted to the current social, legislative, and demographic situation. Through our activity we want to further ensure the framework and the premises that generate a real added value of the diploma issued by UVVG, both on the labour market and at the academic level.

We are aware that these objectives can be achieved only with the contribution and sustained activity of all teaching and administrative staff, with the acceptance and support of the highest governing bodies of the university: the Board of Directors and the Senate.

## **XI. NOTE**

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In order to draw up this Managerial Program, we consulted a series of documents, among which:

- Law on National Education 1/2011 with subsequent amendments and completions;
- Law no. 288/2004 on the organization of academic studies;
- Law no. 240/2002 on the establishment of the “Vasile Goldiș” Western University of Arad;
- Law no. 87/2006 for the approval of the Emergency Ordinance no. 75/2005, on the quality assurance of education;
- Government Decision No. 640/2019 of August 27, 2019, for the amendment of annexes no. 1 - 6 to the Government Decision no. 326/2019 on the approval of the Nomenclature of fields and specializations/ academic study programs and the structure of higher education institutions for the academic year of 2019 - 2020 \*);
- Government Decision no. Nr. 641/2019 of August 27, 2019, for the amendment of the annexes no. 1 and 2 to the Government Decision no. 318/2019 regarding the fields and programs of accredited master's academic studies and the maximum number of students that can be enrolled in the academic year 2019 - 2020 \*);
- Minister of Education and Research Disposition no. 4811/ 17.08.2005, on granting of the quality of Institution Organizing Doctoral Academic Studies to the “Vasile Goldiș” Western University of Arad, in the field of Medicine;
- Minister of Education, Research, and Innovation Disposition no. 5199/ 21.09.2009, through which the “Vasile Goldiș” Western University of Arad acquired the quality of Institution Organizing Doctoral Academic Studies in the field of Biology;
- UVVG Charter 2019, endorsed by the Ministry of Education and Research;
- Institutional/ study programs evaluation reports of national and international evaluation agencies;
- The managerial program for the position of rector, presented on the occasion of the 2012 elections, UVVG;
- The managerial program for the position of rector, presented on the occasion of the 2016 elections, UVVG;

- Various specialized documents / reports of international organizations on higher education;

- Papers and books specialized in the field of higher education.

Equally, my colleagues' suggestions - whom I thank in this way - were particularly important in the drawing up of this document.