UNIVERSITY OF CRAIOVA

SELF-EVALUATION REPORT

Craiova
2012

CONTENTS

INTRODUCTION

- **Preamble**

The current evaluation process underpins a different approach as compared to the external national evaluation framework (focusing on the assessment of infrastructure rather than functionality). The University of Craiova (Romanian acronym: UCV) has accepted the challenge and drafted the self-evaluation report by answering the questions in the checklist provided by the IEP *Guide for Institutions*. Hence, we have undertaken the risk to produce a granular report of the type *question-answer* and to reveal the weaknesses indiscriminately.

We are aware that this type of evaluation is meant to assist UCV in deriving insights while also processing the feedback so as to develop in the intended direction. The Rector of the University of Craiova shows determination to exploit the suggestions and conclusions provided by the EUA evaluation team by integrating them to the Operational Plan of UCV (2013).

- **The self-evaluation group**

The self-evaluation group is made up of 10 members of UCV and 3 representatives of students. The University of Craiova self-evaluation team make up was approved by the Senate at 16.07.2012 (Appendix 15).

Chair person: Leonard MĂNESCU, Director of Quality Management Department

Contact person and academic secretary: Titela VÎLCEANU, Director of the Department for Publications and Media

Members: Radu CONSTANTINESCU, Director of Research and Development Department, Mirela CRISTEA, Director of Student Support Department, Raluca DRĂCEA – Deputy General Administrative Manager, Mihai MOCANU, Lifelong Learning Department, Vicenţiu RĂDULESCU, Vice-rector, Director of Doctoral School, Daniela ROŞCA, Director of the Department for Relationship with Social, Economic and Cultural Environmnent, Cristiana TEODORESCU, Vice-Rector - International Relations and Academic Image, Monica TILEA, Director of International Relations Department.

Students: Lavinia BELULESCU (Faculty of Law and Administrative Sciences), Irina NEGOMIREANU (Faculty of Letters), Radu SĂVULESCU (Faculty of Theology)

- **Collaboration network**

Based on the specific sections of the self-evaluation report, several focus groups have been established, which, by cascading, collaborated with other members of UCV in the process of data collection and processing (Appendix 15).

- **Dissemination**

The dissemination process extended over the whole period of drafting the self-evaluation report (starting from the stage of data collection and going through data processing, drafting the report and the Appendixes, the discussions within the focus groups, followed by discussions within faculties, departments, student organisations and unions). The analysis of the feedback resulted in operating the necessary amendments and modifications; afterwards, the final version was recirculated and validated within UCV.

The dissemination process took place at the vertical and horizontal levels, and the information flow was accurate and transparent. The entities participating in the process were the following: The UCV Administrative Body, The University Senate, faculties and departments, student organisations, (Convention of UCV Student Organisations), local and regional authorities (The Prefecture of the Dolj County; The Dolj County Council; The City Hall of Craiova; The Chamber of Commerce and Industry; The SW Oltenia Agency for Regional Development; the Dolj, Olt, Gorj, Mehedinţi and Vâlcea school inspectorates), the business environment.

The high profile of the self-evaluation group is also secured by the briefings of the working sessions, uploaded on the site (http://cis01.central.UCv.ro/en/, http://cis01.central.UCv.ro/eval_internationala/) (Appendix 16).

- **Positive aspects and difficulties in the self-evaluation process**

POSITIVE ASPECTS	DIFFICULTIES
• Data collection and interpretation was an active process, triggering a collective reflective approach; • Building the UCV database and implementation of the systematic data collection; • Enhancement of intrainstitutional cohesion; • Active involvement of the student representatives in the consultative and decision-making processes; • Increased awareness of the persons in charge of the different entities of UCV; • Increased effectiveness of collaboration with the administrative departments; • Enhancement of academic marketing.	• Some of the indicators provided by the IEP Guidelines for Institutions are not calculated at UVCV on a regular basis. Therefore, their calculation involved 2 databases managed by different entities (e.g: academic staff statistical data provided via compilation of the data provided by the Human Resources Department and by departments and faculties); • Some of the UCV members involved in the self-evaluation process were not able to meet the enforced deadlines on account of the holidays and of other previous engagements (more particularly, mobility schemes); • The translation of the UCV reference documents in English was done at a fast pace.

INSTITUTIONAL CONTEXT
Brief historical overview. Quantitative and qualitative evolution
The University of Craiova emerged within the framework of Romanian higher education institutions in the mid-20th century, becoming, in chronological order, the fifth university in the country, following similar institutions in Iasi, Bucharest, Cluj and Timisoara.

The landmarks of the higher education system in Craiova are related to the stage before its institutionalisation (1848-1946); the period of foundation of the first faculties/institutes (1947-1965); the foundation and development of the academic centre of Craiova (1966-1989); the development, re-shaping and modernisation of the University of Craiova (after 1990).

The year 1990 featured a new stage in the development of the University of Craiova, based essentially on new decisions and initiatives regarding the organisation of academic studies, the modernisation of infrastructure, the use of ICT, the development of scientific research and the integration to the international academic community. This stage corresponds to the beginning of the reform process of the general education system in Romania, higher education included.

Legal status
The University of Craiova is an accredited public institution of higher education. It was founded pursuant to Law 138/25 April 1947 and to Ministry Decision 894/27 of August 1965.

The University of Craiova organizes and develops teaching and research activities in compliance with the principle of academic autonomy, understood as a specific way of self-regulation within the legal framework defined by the Constitution of Romania and by Law of Education 1/2011. All the internal regulations and decisions closely observe the provisions of the **University of Craiova Charter** (passed in January 2002 and updated in 2003, 2004, 2007, 2009 and 2012) (Appendix 12), which was drafted in conformity with the principles of the institutional reform of UCV. The texts of the articles included in the Charter were closely read within the departments, held to debate in the Faculty Councils and students organisations, analysed and approved by the University Senate. Thereafter, the whole text of the Charter was made public in print and electronic format (http://www.ucv.ro).

The actions undertaken in relation to the fulfillment of UCV mission and objectives comply with *The Managerial Plan of the Rector of The University of Craiova* and with *The Strategic Plan of The University of Craiova 2012-2016* (Appendix 1), based on the forecasting of the local, regional and national socio-economic context, on the specific educational and training offer of UCV, on the available human and material resources. The strategic objectives shaped the operational objectives in the *Operational Plan of The University of Craiova*. These reference documents are made public to the entire academic community on www.ucv.ro.

The Code of Ethical Academic Conduct, drafted by the *Ethics Committee of the University of Craiova*, explicitly states the principles, values and norms governing academic conduct, the underlying methodology, the deeds and actions that represent violations of the code, as well as the related penalties.

Geographical position
UCV is the main and high profile higher education institution in the historical region of Oltenia (including 5 administrative units - counties), situated in the SW of Romania, bordered by the Danube and by the Sub-Carpathians. Craiova is the largest city in the region and the 6th in the country (in point of population), offering a rich cultural experience. Craiova is also the headquarters of the main decentralised bodies at the regional level (e.g., The SW Oltenia Agency for Regional Development) (Appendix 18).

Brief analysis of the current regional and national labour-market situation
UCV has developed European projects focusing on the analysis of the SW Oltenia labour market situation (e.g: *Munca pe primul loc* (*Employment First*), POSDRU ID 54993 project; *Absolvenţii şi piaţa muncii* (*Graduates and the labour market*), POSDRU/60/2.1./S/41750 project).

The SW Oltenia region faces a specific challenge, namely the fact that there is an integrated national labour market absorbing the graduates from different institutions of higher education. Admittedly, the graduates in SW Oltenia take into consideration the employment opportunities in the neighbouring regions and in Bucharest. This migration of the labour force may lead to sharper differences among the regions with respect to the number of employed graduates. To our mind, this is the main reason accounting for the regional differences only with respect to the rate of employment, not to the quality of the education programmes. In this context, UCV met the requirements of the business environment (for instance, one of the strategic investors in Romania, Groupe Renault via Automobile Dacia S.A., based at Mioveni (the South Muntenia Region) and Renault Technologie Roumanie, headquartered in Bucharest) through the integration of tailored modules to the curricula. A number of cooperation agreements have been concluded, stipulating the development of Master's/Postgraduate programmes, meeting the needs and interests of Groupe Renault, starting from the academic year 2007-2008, and the graduates were recruited by the company in question.

Structure of the University of Craiova
Currently, UCV is a comprehensive institution (Appendix 4), made up of 11 faculties, 34 departments, out of which 3 are autonomous and the others are subordinate to faculties, 37 research centres and 3 research institutes. The infrastructure of UCV is adequate (1 main building, 5 campuses, 12 halls of residence, more than 300 lecture theatres and seminar rooms, 255 laboratories (Appendix 10), 1 university library (Appendix 10) and 14 individual libraries, 4 R&D units (Appendix 10), 1 university club (Appendix 10), etc.; qualified staff (946 teaching staff members and 215 non-teaching staff members, and 796

administrative and maintenance staff members) (Appendix 8) assuring the quality of the services provided for students (27,989) (Appendix 7) and for society.

SECTION I

NORMS, VALUES, MISSION AND OBJECTIVES

The University of Craiova belongs to the academic European community, sharing its cultural, moral, scientific and educational values. Strongly believing that The European Higher Education Area and The European Research Area represent the main pillars of the knowledge-based society, the University of Craiova actively takes part in the Bologna Process, showing its European vocation through curriculum convergence, common scientific research topics and openness to academic collaboration.

The University of Craiova abides by the principles stated by The Universal Declaration of Human Rights, shares the values of The Magna Charta of European Universities (1988) and of The Lima Declaration on Academic Freedom and Autonomy of Institution of Higher Education" (1988).

UCV undertakes public accountability with respect to the quality of the study programmes, scientific research and services to community. UCV lends special attention to meeting the market demands, contributing to the enhancement of social cohesion and employability (insertion rate) of graduates on an extremely dynamic labour market and in the context of the economic and financial crisis.

I.1 Mission and objectives

UCV undertakes the general mission of the Romanian higher education, as stipulated by Law of Education 1/2011, Art 117. By virtue of academic autonomy, UCV established its specific mission, stipulated in the University of Craiova Charter, Art.14:

- the advancement and transfer of knowledge to the society through advanced learning and scientific research;
- high standing initial and continuing education for specialists to be able to meet the demands of the socio-economic environment, through professional insertion;
- initial and continuing education for the teaching staff;
- contribution to the advancement of fundamental and applied sciences through research, innovation and technological transfer;
- the personal growth of its students towards individual and collective creativity;
- the promotion of the free exchange of ideas and critical thinking;
- the promotion of European values in the scientific, cultural and educational domains, through international academic cooperation.

The objectives associated to the general and specific stated mission of UCV are summed up in the table below:

PRODUCT-ORIENTATION	• Establishment of tangible objectives – on short-, medium- and long-term – and of realistic strategies, chanelling and marshelling resources; • Systematic assessment of objectives fulfillment, based on performance indicators; • Provision of individualised learning and training paths, with the support of and in interaction with the beneficiaries; • Correlation of basic and applied research activities with the needs and interests of the contemporary society – technology innovation, climate change, green energy, environment conservation, intercultural relations – in inter- and multidisciplinary paradigms. To this end, UCV encourages participation in national and international excellence programmes, dissemination and exploitation of research outcomes, attainment of the position of regional and national scientific pole.
PROACTIVE ATTITUDE	• Shift from a reactive positioning to a proactive one (the recent rapid and dramatic changes challenged the institutional response of UCV)
QUALITY ENHANCEMENT	• The UCV infrastructure development will undergo a shift from volume to quality, focusing on the improvement of teaching and research activities; • The development of the human resources aims at structural balance (to compensate for the retired staff and the freezing of vacancies) and expertise-based recruitment; • The demographic trends show a decrease of the number of potential students, which implies the re-structuring of medium- and long term study and training programmes; • Promotion of a culture of quality within UCV.
FLEXIBLE STRUCTURE	• UCV has a modern integrated structure (e.g., in 2012 the number of faculties was reduced from 16 to 11, according to study fields), allowing for flexibility due to performance criteria and functional optimisation.
DIVERSITY, INITIATIVE AND ACCOUNTABILITY	• Observance of rules: regulations and procedures (associated with all the processes within UCV) are approved democratically and must be observed; • Decentralisation: the decentralisation of decision-making at the institutional level triggers the decentralisation of accountability with respect to achievement;

	• Involvement of direct and indirect beneficiaries in the consultative and decision-making structures of UCV (University of Craiova Charter, Art. 15, and The Strategic Plan of the University of Craiova, Section III B.1.); • Initiative and entrepeneurship: promotion of initiative, including entrepeneurship, to attract extrabudgetary funds; • Diversity, multiculturalism and international openness: to strengthen individual and collective values through the development of study programmes in partnership and through multi- and inter-disciplinary transversal research programmes.
PARTNERSHIP WITH THE LOCAL AND REGIONAL COMMUNITY	• Partenership with local authorities (The Prefecture of the Dolj County, The Dolj County Council, The City Hall of Craiova, The Chamber of Commerce and Industry) and regional authorities (The SW Oltenia Agency for Regional Development; the Dolj, Olt, Gorj, Mehedinţi and Vâlcea school inspectorates); • Strategic and operational partnership with the socio-economic and cultural environment (small- and medium-sized companies, multinational companies, banks, public institutions, museums, theatres, etc.) so as to meet the labour market demand, to enhance employability and to contribute to regional development.
INTERNATIONAL VISIBILITY	• Strengthening of the University of Craiova brand and securing the high profile of the institution via: o enhancement of participation in European academic programmes in the educational, scientific and cultural fields; o maintenance and extension of affiliation with academic international organisations, networks and consortia; o promotion of the intercultural dialogue; o promotion of the Romanian language and culture.
MORAL AND CIVIC EDUCATION	• Promotion of the moral values, civic spirit and of ethical conduct; • Projects aiming at the development of the students' civic spirit through the promotion of volunteerism, by the active involvement of local, national and international student organisations**;** • Development of a climate of competitivenesss and accommodation to globalisation; • Personal growth of students via enhancement of individual and collective creativity; • Promotion of the free exchange of opinions and of critical thinking; • Promotion of democratic values.

UCV has set its institutional strategy (Appendix 1, Appendix 12) in order to fulfill its general and specific stated mission – see the cycle below:
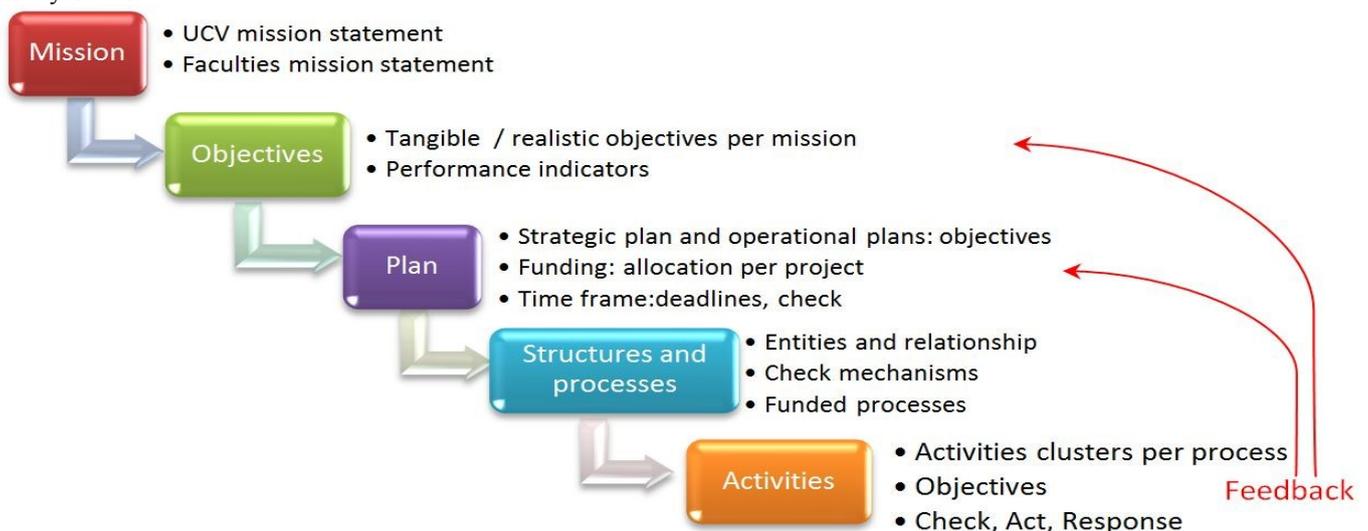
The University of Craiova within the Romanian higher education landscape

The University of Craiova ranks topmost among the Romanian higher education system (56 accredited public higher education institutions and 35 accredited private higher education institutions in 2012), and the institutional evaluation by the Romanian Agency for Quality Assurance in Higher Education (ARACIS) was completed with **a "High Confidence Rating"** – 2009 (Appendix 3).

UCV has been among the 10 Romanian universities in all the national and international classifications in the last 20 years with respect to the education and scientific research performance (more precisely, it was the 8th – 10th). With respect to the classification of Romanian universities of 2011, the UCV score positioned it as the 8th or 9th university among the 90 ones taking part in the process. To our mind, a category of comprehensive universities (including general study programmes as well as engineering, agriculture, sports and physical education, etc) should have been created. Consequently, UCV would have been the first in this category, and, implicitly, it would have been awarded the label *university of excellence research and education* (Appendix 2).

I.2. Governance and management

I.2.1. Autonomy and decentralisation

UCV aims to achieve autonomy and decentralisation in accordance with Law of Education 1/2011 and the provisions of The University of Craiova Charter, Art.4 (Appendix 12):

- the principle of public accountability;
- the principle of dialogue and consultation-based decision making;
- the principle of joint management.

The implementation of these principles at different levels and within different structures can be expressed as:

- **Governance autonomy**: the management structures are elected and have autonomy in relation to strategic management. The decision-making process is centralised, at the level of the Administrative Body, whereas the implementation of decisions is decentralised at the level of faculties.

  - **Academic autonomy:** it is stipulated by the University of Craiova Charter and and by legal provisions. For instance, the faculties' autonomy is manifest in the promotion of Bachelor's programmes, in accordance with the Ministry of Education, Research, Sports and Youth (Romanian acronym - MECTS) occupational standards. The departments and faculties initiate the programmes, which are approved by the University Senate and accredited at the central level (evaluation by The Romanian Agency for Quality Assurance in Higher Education (Romanian acronym - ARACIS) and MECTS decision (Annex 3). The current UCV academic management organisational chart is presented in Appendix 6.

  - **Administrative autonomy:** it is secured through the administrative structures at the institutional level. The administrative management goes to the Administrative General Manager, which is appointed, following a competition organised by the Rector. The decisions related to inventory, endowment and investment are centralised, upon the initiative of departments and faculties.

  - **Financial autonomy:** the Rector is the Authorising officer; yet, there is financial management and autonomy at the departmental level.

  - **Human resources autonomy:** the departments have autonomy in drafting their own policy of teaching staff recruitment. The vacancies are submitted by the departments, approved by the Faculty Council, by the Administrative Body and by the Senate.

The decentralisation of the decision-making process is manifest through the financial autonomy of departments, considered as cost-centres.

I.2.2. Selection and promotion of academic and administrative staff

UCV has developed a strategic human resources development toolkit supporting the fulfillment of its objectives. The related principles and objectives, alongside the selection and recruitment, appointment, promotion, incentives, penalties and dismissal procedures are shown in the table below:

		MANAGEMENT	**TEACHING AND RESEARCH STAFF**	**ADMINISTRATIVE STAFF**
CRITERIA		Contract / management plan	Strategic Plans and Operational Plans Job description	
OBJECTIVES	**EMPLOYER**	Effective management Adequate representation of UCV Institutional cohesion	ARACIS-accredited programmes Enhancement of scientific research quality	Cost-effective structure Fulfilled objectives (performance indicators)
	EMPLOYEE	Management experience	Individualised career path Prestige	Positioning Prestige Appreciation by the professional community
RECRUITMENT		Local, in accordance with Law of Education 1/2011	Public competition by virtue of local and national procedures and criteria	Local, based on legal and local criteria

	and with UCV Charter		
APPOINTMENT	Elections: Rector, Head of Department Selection + validation by the University Senate: Vice-Rectors, Deans, Directors of Central Academic Departments	UCV Rector, Senate, Faculty Councils	UCV Rector , General Administrative Manager (DGA)
PROMOTION		Competition - Evaluation (Appendix 17)	Competition / DGA decision
INCENTIVES / PENALTIES	Management bonus	Merit pay / bonus in accordance with UCV regulations (Appendix 17)	Bonuses/ penalties
DISMISSAL	Revocation	In case of breaches	Within legal terms

The human resources policy is based on quality (Appendix 13 – ESG standard 1.4) and staff structure monitoring (Appendix 8). The implementation of the human resources policies is influenced by the limited institutional autonomy, as imposed by the management authorities (government, MECTS): freezing of selection and recruitment, subfunding, etc., resulting in deviations from the optimal structure envisaged by UCV:

- debalancing of the pyramid of academic ranks;
- ageing staff;
- smaller ratio teaching staff/non-teaching staff;
- limited mobility (national and international alike).

I.2.3. Quality assurance at UCV

- **Aims:** development of a culture of quality, quality assurance and evaluation as process-oriented.
- **Toolkit**: System of Quality Assurance – SMQ (Appendix 32), continually improved.
- **Reference documents**: the UCV Rector's statement of quality assurance policy, UCV Charter, Quality Assurance Code, regulations (Appendix 13).

Quality assurance and enhancement is concerned with internal and external evaluation and monitoring processes (see figure). Based on the analysis of the feedback, DMC proposes remedial action lines to the academic management of UCV so as to achieve the intended objectives and enhance quality (Appendix 20 and Appendix 21). UCV aims to completely harmonize SMQ to EN SR IWA 2 -2009 and ESG.
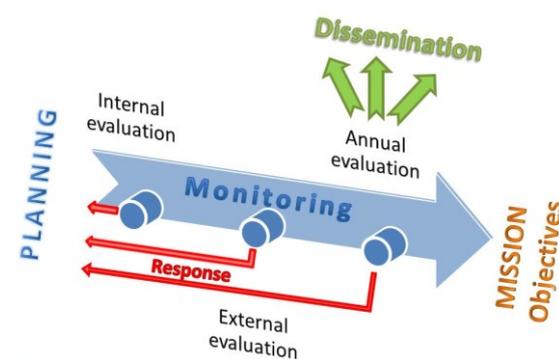
I.3. Academic profile

I.3.1. Balance between education, research and services to society

UCV considers that the optimal ratio among teaching/research/services is 40%/40%/20%. According to the Job description of the teaching staff, out of the 1720-1780 teaching hours, approx. 40% are dedicated to the teaching activities proper, 20% to research and 40% to the scientific and teaching preparation work, including services to society. In order to reach the above mentioned ratio, there is need for a lighter load of organisational and administrative activities (e.g., optimisation of internal/external reporting, of information mining, etc through creating an integrated data management system at UCV) and for a heavier load of research activities (e.g. by involving students in research projects, by teaching staff participation in research competions).

The main services provided by UCV to society run as follows:

- delivery of training, Master's and postgraduate programmes;
- contribution to the regional policy making;
- development of analysis, consultancy, evaluation and audit centres. Establishment of competitiveness poles;
- development of joint projects addressing the community.

I.3.2. Scientific research priorities

An **academic strategic priority** is represented by the internationalisation of the study programmes via the development of English- and French-taught ones, based on the collaboration platforms with foreign partners (Appendix 22) and on the development of interdisciplinary programmes.

Another strategic priority relates to the updating/mapping of the study programmes to the regional, national and European labour market demands. The related projects are developed jointly with the business environment and envisage:

- identification of the business environment needs with reference to staff training;
- consultation of the business environment with reference to the required competences;
- organisation of internships at all the cycles (Bachelor's, Master's, Doctoral);
- attraction of grants and other financial support for high performance students;

- development of students' entrepreneurship skills.

UCV considers **scientific research, innovation and technology transfer** to be strategic priorities of its mission and related objectives. The research topics are compatible with the European priorities: innovation and technology advancement, focusing on ICT; environment conservation and green energy; transport and aero-spatial sciences; food sciences, agriculture and biotechnologies; nanotechnologies and special materials. Other topics of basic research are approached in exact sciences, electrical engineering, mechanical engineering, computer sciences, life and earth sciences, humanities, communication sciences, social and administrative sciences, law, theology and education sciences, economics and business administration (Appendix 1 and Appendix 23).

In order to improve scientific research, UCV takes into account the following priorities concerning **innovation and development**:

- **Development of the human resources** involved in research activities and building of strong research teams via:
o integration of top flight researchers, able to develop genuine research schools;
o integration of young researchers to research programmes, employed on postdoctoral positions on definite duration;
o strengthening of cooperation with national research institutes, which will be invited to establish focus groups within UCV;
- **Stimulation of UCV members to attract funds** for development and launching of UCV-funded research programmes;
- **Development of research infrastructure: i**nvestment in INCESA will continue so as to become operational in October 2013.

I.3.3. Implementation of student-centred approach

- Facilities: more flexible office hours; enhancement of formative environments in relation to the workplace and the labour market demands; individualised aggregation of teaching activities, etc.
- Periodic review of the satisfaction degree of undergraduates and graduates, pertaining to all the cycles. The assessments in the last two years indicated:
o an increased degree of satisfaction of undergraduates/graduates (Appendix 14);
o the students' main request concerned the shift of emphasis from knowledge acquisition to practical training.
- UCV students are represented in all the decision-making structures and actively participate in the drafting of regulations and procedures regarding student support.

I.4. Academically-related activities and objectives in relation to society

UCV has established the following objectives in relation to the **local and regional community** (Appendix 1):
o promotion of UCV image and boosting of the community prestige;
o active involvement in addressing community-related problems and provision of adequate solutions;
o promotion of voluntary and charity work;
o enhancement of dialogue via different means, including the broadcasts of the TeleU channel (Appendix 10).

UCV takes interest in the close ooperation with the **pre-university education system** at the regional level through:
o selection and recruitment of high peformance potential students;
o teacher training and professional development;
o joint organisation of extracurricular activities;
- **The business environment** is a strategic partner with a view to:
o enhancement of regional economic competitiveness;
o development of partnerships to attract investment;
o increase of employers' interest in staff training and support of research activities.
- The **relationship with society** also involves collaboration with local and central management authorities. The academically-related activities comprise:
o development of feasability studies or strategic plans of regional development;
o organisation of or participation in public debates;
o submission of proposals or solutions to the community-related problems (The Regional Action Plan for Environment Conservation, The Local Action Plan for Environment Conservation, The Plan of Civil Defence, The Regional Action Plan for Education, etc.).

I.5. The institution relationship with its funding agencies

The institutional income (Appendix 9) is made up of:
o state budget funds based on the institutional contract (basic funding, complementary funding, supplementary funding or investment funds);
o extrabudgetary funds generated by research contracts, tuition fees, service provision, microproduction, leasing, etc.;
o other resources: loans, donations, etc.

UCV **relationship with the state funding agencies** in the field of education and research (Romanian acronym - UEFISCDI) underpin public accountability as stipulated in the Law of Education 1/2011 – Art. 118 (1) c and Art. 123 (4). As a beneficiary, UCV is product-oriented. On the other hand, UCV undertakes a consultative role in respect to public strategies and policies through collaboration with the The National Research Council (Romanian acronym – CNCS) and The National Higher

Education Funding Council (Romanian acronym – CNFIS), taking a constructivist stance and providing feedback as beneficiary.

UCV **relationship with the management authorities of implementation agencies of Sectoral Operational Programmes** (Development of human resources, Romanian acronym – DRU; Increase of economic competitiveness - Romanian acronym – CCE) are governed by specific regulations, mainly with respect to reporting and reimbursement. Nevertheless, UCV is affected by the lack of a bidirectional communication flow, in particular, lack of counselling and guidance to prevent errors and enhance the absorbtion of European funds.

UCV observes the regulations imposed by its funding agencies in relation to the research contracts awarded through national and European competitions (Appendix 23). A better communication flow would secure a higher degree of the forecasting of changes and would reduce the financial risks triggered by the unilateral decrease of the research project budgets.

UCV has autonomy in the management of **contracts with economic agents (Appendix 23)**, in accordance with the beneficiaries' tender of specifications.

The **sponsorships** obtained by UCV or by associated foundations are contract-based.

I.6. UCV balance in terms of its local, regional, national, and international positioning

In the decade to come, UCV aims at :

LEVEL		LOCAL	REGIONAL	NATIONAL	INTERNATIONAL
EDUCATION	Position	Dominant	Leadership	Important	Increased visibility
	Offer	Full-time+Part-time+Distance learning	Full-time+Distance learning	Distance learning	Part-time+Distance learning
	Percentage	40%	40%	15%	5%
RESEARCH	Position	Dominant	Leadership in many fields	Partner	Increased visibility
	Offer	Economic contracts Consultancy Partnerships	Economic contracts Partnerships	National competitions (PNCDI, POS)	European competitions (FP)
	Percentage	25%	20%	50%	5%
SERVICE TO SOCIETY	Position	Dominant	Significant	Marginal	Weak
	Offer	Events, debates, voluntary work	Events Services to pre-univesity education	Debates and national events	European consultation Student mobility
	Percentage	70%	23%	5%	2%
PARTENERSHIPS AND COLLABORATION		City Hall, Dolj Chamber of Commerce and Industry, Dolj County Council Economic agents	Oltenia regional authorities and education structures Economic agents County Councils	Universities Companies Authorities, NGOs	Universities Economic agents (technology transfer)

I.7. Vision of the institution with respect to its present and future positioning in national and international classifications

The current positioning in national and international classifications (Appendix 25) is indicative of UCV force and high standing, while also acting as a springboard. The realistic objective is to be ranked among the first 1000 international universities and among the first 5 Romanian universities.

Although we consider that the recent positioning of UCV as an institution belonging to category B in the classification exercise of MECTS in 2011 does not reflect the institutional performance and potential – there are other insitutions of lower performance placed within category C, we are ready to adopt a proactive attitude to the classification exercises to come (Appendix 2).

I.8. The rationale of the strategic choices made by the institution

The main strategic options of UCV run as follows:

- **Academic activities**: design and implementation of multi/inter/trans-disciplinary study programmes to meet the direct and indirect beneficiaries' needs and interests (Appendix 1).
Justification: the comprehensive profile of UCV.

- **Scientific research**: integration of activities in large research institutes – INCESA, IT Park and provision of innovative services (Appendix 23).
Justification: major structures of this type allow for hosting research, flexible associations and for the UCV regional high profile in the field of research-innovation.

- **Student support**: diversification and quality enhancement of services: modern halls of residence, recreational and relaxation facilities, counselling services (Appendix 26).

Justification: UCV has massively invested in infrastructure and provides facilities that boost its attractivity: The Students' Club, The Centre for Professional Counselling and Orientation, etc.

- **Administration**: standardisation of procedures underpinning a beneficiary-centred approach, flexible structure (Appendix 5), active investment policy.

Justification: UCV needs to become competitive and attractive not only for students, but also for the partners in the socio-economic and cultural environment.

- **Internationalisation**: participation in programmes of European and Euro-Atlantic cooperation; furthering affiliation with international academic organisations, of collaboration with embassies, organisations such as Fulbright, AUF, British Council, The French Cultural Institute, The „Goethe" Institute, The „Cervantes" Institute.

Justification: boosting attractiveness and international standing, integration of experts from abroad with a view to development of joint programmes etc.

- **Targeting potentional development areas in the region:**
o Agriculture, the Oltenia competitive advantage.
o Energy – Oltenia produces 40% of the national electric power, houses the national headquarters and a state-of-the-art electric station (Țânțăreni).
o Motor industry: the only car manufacturers in Romania are Ford Motors based in Craiova and Groupe Renault at Mioveni (130 km away from Craiova).

SECTION II
GOVERNANCE AND ACTIVITIES
II.1. Governance and management
II.1.1. Analysis of management practice
Academic activities (teaching and learning, research)
The curriculum associated with every study programme is submitted by the head of department, approved by the Faculty Council and by the Senate. The teaching staff has autonomy in relation to teaching, but has to observe the thematic areas of each course as provided by the corresponding syllabus. The heads of departments may verify such compliance. The teaching staff has autonomy in teaching and student evaluation.

UCV accommodates different research types: from individual research - laboratories subordinated to departments or enjoying autonomy to large-size interdisciplinary units (INCESA – under construction) and R&D units. UCV stimulates individual and collective initiatives via the promotion and guaranteeing of research projects complying with the institutional research strategy. Thus, UCV grants autonomy, also financially, to the initiators with respect to project management. The Department of Research and Project Management (Romanian acronym - DPMC) is in charge with UCV research policy, which establishes the research priorities, the interna research plan, proposes internal research programmes and competitions.

Funding
Decentralisation of funding applies to the level of department by virtue of the principle „the allowance follows the student". The departments may decide on their own funding strategy and monitor the income and costs budget. Departments and faculties are not legal persons. The Rector is the sole Authorising Officer of UCV. He may delegate authority to one of the Vice-Rectors. Major costs are submitted to the Administrative Body for approval, and the balance sheet is approved by the Senate. Compliance with legal terms is verified by a dedicated unit within the The Directorate General for Administrative Affairs (Romanian acronym – DGA).

Selection and promotion of academic and administrative staff
The selection and recruitment of the teaching staff goes to the department, is approved by the Faculty Council and by the Senate. The selection and recruitment of the administrative is competition-based, following the proposal of the head of the department in question, and is approved by the director of DGA and by the Rector.

Student selection
Student selection for all the types of study programmes is done according to admission procedures. Faculties have autonomy in establishing the admission procedures, which are approved by the Senate.

Development of service to society
Departments and research centres have autonomy in organising services to society. Student organisations take charge of different actions, upon the approval of the Faculty Council or of the Senate. All these actions, on account of the necessary and available resources, are approved by the Faculty Council or by the Senate.

II.1.2. Involvement of students and external stakeholders in institutional governance
UCV students are actively involved in the decision-making process. Their representatives are members of the Faculty Councils and of the Senate. The consultation by the UCV academic management (Rector, Deans) of the leaders of student organisations is common practice within UCV. Starting from the academic year 2012-2013, other partners are invited as members of the Administrative Body or of the Faculty Councils, thus, participating in the decision-making processes (Appendix 1 and Appendix 12). One student representative is a member of the Committee for Quality Assurance and Evaluation.

II.1.3. Adequacy of UCV's human resources, human resource policy and practice for current and future needs

UCV enjoys autonomy with respect to human resources policy, but external factors, more particularly, subfunding and freezing of vacancies in the last years, led to:

- Non-adequate policies of staff recruitment due to the impossibility of balancing distribution by gender and age of the academic staff (Appendix 8);
- Constraints of the high performance promotion and stimulation policies imposed by legislation and MECTS.

The administrative staff was redeployed to achieve a more flexible executive structure ensuring the support services. The teaching staff was redeployed with the restructuring of faculties (a number of departments were assigned to some other faculties). Further changes are expected when INCESA is set into operation. While the academic staff benefitted from periodic training sessions, the administrative staff did not participate in systematic training.

II.1.4. UCV's involvement in inter-institutional cooperation

UCV concluded bilateral agreements with research institutes, with universities in Romania and from abroad (Appendix 22), with numerous economic agents, especially regional ones (Appendix 23). The agreements imply participation in consortia, research programmes, training programmes (POSDRU). Projects for 2 regional excellence poles have been submitted (Appendix 31).

UCV is affiliated with prestigious international organisations: EUA (European University Association), IAU (International University Association), AUF (Agence Universitaire de la Francophonie), IN.WBI (Wallonie-Bruxelles International), AEUA (Arab and European Universities Association), BSUN (Black Sea University Network). UCV occupies a special place in South Eastern Europe, being the coordinator of the SEENET MTP network, gathering together universities and research institutes from 11 countries in the area. The UCV staff contributed to the elaboration of a study on the consolidation of institutional capacity in South Eastern Europe, ordered by UNESCO.

The internationalisation of UCV (Appendix 22) is represented by: bilateral cooperation agreements meant to enhance European visibility through a coherent strategy; furthering academic cooperation with similar institutions from North America, Asia, Africa and South America; participation in European and Euro-Atlantic cooperation programmes; extended affiliation with international academic organisations; establishment of new lectorates (for instance, the Chinese lectorate ; currently, there are 3 active lectorates: French, Bulgarian and Macedonian); development of European programmes; organisation of summer schools of Romanian language and culture (The „Constantin Brâncuşi" summer school gathered together 48 participants from 16 countries in 2007 and 2008); development of academic marketing with respect to the UCV promotion abroad and to its participation in international fairs and events; increased number of ERASMUS bilateral cooperation agreements and of mobilities; exchange of international relations good practice with national and international universities. Hence, our institution contributes to the development of European mobility and cohesion (complying with the Bologna and Lisbon guidelines), to the promotion of intercultural dialogue and wider dissemination of the Romanian cultural values in the context of globalisation and of unity in diversity.

Statistically, between 2007-2012, international relations have been enhanced, which shows harmonisation of efforts and synergies. There has been an increase in point of: the number of interinstitutional agreements (from 98 in the academic year 2007-2008 to 120 in 2011-2012), the number of teaching and non-teaching staff ERASMUS mobilities - outgoing (from 61 in 2007-2008 to 78 in 2011-2012).

UCV designs and implements a coherent strategy of interinstitutional cooperation, aiming at the integration to the European Area of Higher Education and the European Area of Scientific Research, and at improved academic performance through the adoption of international educational, scientific, cultural and moral values. Accordingly, UCV participation in international programmes - ERASMUS, Leonardo da Vinci, Comenius, Grundtvig, Tempus IV, Europass, PHARE is a priority. Furthermore, there is opennnes to governmental grants, AUF grants, DAAD grants, Fulbright grants, grants awarded by foreign governments and "Eugen Ionescu" grants.

The interinstitutional cooperation is based on bilateral agreements with 45 universities/institutions from Algeria, Belgium, Brasil, Bulgaria, The Czech Republic, Chile, The People's Republic of China, Switzerland, France, Germany, Greece, Jordan, Italy, Kazakhstan, UK, Mexico, Peru, The Republic of Moldova, Spain, Turkey and Ukraine (Appendix 22).

The international recognition of the UCV teaching staff and, implicitly, of the UCV brand, is manifest through their participation in European evaluation teams (AUF and Bologna experts – Appendix 29), in scientific events, in mobilities as Visiting Professor, in joint PhD supervision - 48 PhD theses during 2007-2012 (Appendix 22).

II.2. Academic profile

II.2.1. Analysis of research and educational approaches

Educational approaches are characterised by (Appendix 1):

- proactive atitude: forecasting and interviewing the business environment;
- product-orientation: interviewing beneficiaries and effective response loop (evaluation results => action plans);
- design and implementation of inter/multi/trans- disciplinary programmes;
- enhancement of Distance Learning via e-learning platforms (Moodle);
- student-centred approach: emphasis on learning, student's responsibility for learning (how to learn), individualised pathways (through optional courses);

Research approaches underlie:

- initation of transversal research programmes: multi/inter-disciplinary research, based on internal planning (e.g.: INCESA);
- proactive attitude: monitoring of national and European competitions;
- innovative forms of collaboration and partnership with the business environment: flexible association in Special Interest Groups;
- enhancement of entrepeneurship: start-ups, spin-offs and joint ventures (indirectly).

II.2.2. Analysis of educational programme design and organisation of research activities

Curriculum design was constrained, more often than not, by pre-defined requirements:

- Constraints/ARACIS rules (including, occupational standards for Bachelor's programmes);
- Employers' needs and interests;
- Availability of material and human resources.

The curricular design is decentralised at the level of departments and faculties, which secure the related infrastructure, staff and programme management.

Decentralisation is endemic to the **organisation of research activities**:

- The research topics are decentralised at the level of departments and faculties;
- Participation in research competitions and the policy of scientific publications is decentralised at the level of faculties and even at the individual level.

The internal research planning, the decisions related to collaboration and partnership are decentralised at the level of the entities in question.

II.2.3. How the study programmes and research activities reflect the mission and goals, and how could discrepancies between the goals and reality be amended and identified strengths be reinforced

The SWOT analysis of the mission and objectives stated in section I.1 shows:

STRENGTHS	REINFORCEMENT
• The achievement of the mission and objectives is enhanced by the coherent Strategic Plan of UCV	• Adaptive strategic planning based on the feedback provided by beneficiaries
• Sociological studies predicting the demographic trends and cost-effectiveness of training programmes (Appendix 7)	• In-depth sociological analyses demographic trends and cost-effectiveness of training programmes
• The curricula are flexible, in general, including optional subjects to map specific needs and interests	• Updating of curricula through forecasting management
WEAKNESSES	REMEDIAL WORK
• The interviewing of the beneficiaries of a study programme is sometimes formal and it is not accompanied by feedback analysis and remedial work	• Development of awareness-raising campaigns for all the direct and indirect beneficiaries; • Monitoring of feed-back; • Generalisation of the quality assurance norms so as to get feedback and monitor the process until improvement or elimination of shortcomings; • Promotion of student-centred learning, focusing on differentiated learning and shifting emphasis from teaching to learning processes.
• The proactive attitude is not always supported by forecasts or impact studies. The graduates' monitoring system is faulty and employers' support of study programmes is scarce.	• Further correlation between the proactive attitude and the forecasting and impact studies; • Feedback provision via the involvement of graduates – ALUMNI (Appendix 24), and feedback monitoring by UCV; • Implementation of motivation strategies for employers through their integration to the consultative/decision-making structures of UCV.
• The development of multi/inter/trans-disciplinary programmes is hindered by communication breakdowns among different experts.	• Development of awareness-raising campaigns for potential partners; • Integration of multidisciplinary teams to enhance the UCV staff's loyalty; • Effective exploitation of examples of good practice in the implementation of interdisciplinary programmes – e.g. the *English and French Languages. European Legal Translation and Terminology* Master's programme*,* jointly run by the Faculty of Letters and Faculty of Law and Administrative Sciences, belongs to the OPTIMALE European network for optimising translator training programmes (www.translator-training.eu)

II.3. Academically-related activities

II.3.1. Analysis of research, technology transfer, continuing education, regional and service to community

Agriculture was the first field of study within the University of Craiova and it represents an educational and research strategic priority. In this respect, there are four R&D and technology transfer units belonging to UCV (Appendix 10).

- **Innovation and technology transfer** is another important line of action. Within UCV, The Centre for Innovation and Technology Transfer (acronym - CITT) and CTT INCESA, accredited by the National Authority for Scientific Research (Romanian acronym – ANCS) (Appendix 27) represent the interface with the business environment, providing a wide range of support services to researchers. In the foreseeable future, CITT and CTT-INCESA will be integrated into an operational consortium.

- **Continuing education** is an important component of the UCV's activities. There are numerous tailored programmes, some of them being already re-accredited as lifelong learning programmes, in accordance with Law of Education 1/2011 (Appendix 28).

II.3.2. UCV's mission and goals as reflected in various academically-related activities

Academically-related activities reflect two of the missions undertaken by UCV: relationship with the local and regional community and moral and civic education.

STRENGTHS	REINFORCEMENT
• Manipulation of public opinion due to the high standing of UCV	• Furthering collaboration with students' organisations; • Enhanced collaboration within the Regional Consortium and the Local Committee for Development of Social Partnership with respect to continuing education
• Own television channel - TELE U – cable and sattelite broadcasting	• Enhanced collaboration of departments and faculties with TeleU
• Close collaboration with local, regional and national authorities, and with the socio-economic and business environment	• Development of large scale projects with these partners and identification of new national and international partners
WEAKNESSES	REMEDIAL WORK
• Teaching staff participation in services to society is relatively low	• Identification of additional mechanisms to boost motivation; • Building a coherent system through which the work of promotors of services to society is assessed and recognized.
• Limited available financial resources for the organisation of this type of activities.	• Attraction of the related extrabudgetary funds.

II.4. Student support services

II.4.1. Organisation and content of student support services

The programmatic documents of UCV include student support services as a development strategy so as to enhance their active role in teaching/learning/research and in the cultivation of a culture of quality within UCV, as well as their employability. Students' activity is governed by a series of regulations (Appendix 13).

II.4.2. Effectiveness of student support services

II.4.2.1. Services provided by UCv:

- *Accommodation and meals:* UCV provides 3,276 places in the 12 functional halls of residence. The facilities in the halls of residence run as follows: reading rooms, kitchens, cable television, internet access through RoEduNet. Students benefit from accommodation subsidies. UCV also provides meals in its own canteens (Appendix 26).

- *Grants and scholarships:* High performance students are motivated through the government grant awards scheme and through grants awarded by UCV partners (economic agents). Students also benefit from social assistance and from other occasional aids. Student grants are awarded in accordance with the *Regulation of Grant Awards and of Other Forms of Social Assistance*.

- *Transport*: students benefit from subsidised fares – MECTS funding (Order 3666/2012 – *Student Code*).

- *Cultural and sport events:* students benefit from subsidised ticket costs for cultural and sports events organised by public institutions (Order 3666/2012 – *Student Code*).

- *Internship*: UCV in partnership with the business environment provides complementary internships to the compulsory ones, while also enhancing high performance students' employability.

- *Mobility schemes:* students are encouraged to participate in mobilities within national and international frameworks. For example, the number of *outgoing* ERASMUS students increased from 308 in the academic year 2007-2008 to 508 in 2011-2012 (Appendix 22).

- *Student camps*: students benefit from places in the student camps, free of charge, granted by MECTS.

- *Counselling and professional orientation*: UCV, via CCOP, provides counselling, professional orientation, enhancement and monitoring of professional insertion, free of charge (Appendix 26).

- *Other support services:* UCV supports the legal student organisations through access to the necessary logistics for the

development of activities and implementation of programmes and projects. Students are awarded credit points (ECTS) in recognition of their involvement in voluntary work. Students benefit from free health care services. Students may benefit from loans from the Agency of Student Loans and Grants.

II.4.2.2. Student support services provided by students

- ***Democratic representation***: in accordance with the law, students' representatives, elected through universal direct equal suffrage and secret ballot, represent 25% of the members of the UCV Senate, respectively of the members of the Faculty Council. Students are represented in all the decision-making and consultative structures where student-related problems are addressed (e.g., accommodation committees, student camp committees, student grant committees, etc.). Legal student organisations are dialogue partners of UCV in the decision-making processes.

Monitoring Committee: UCV adopted University Code of Student Rights and Obligations, stipulating the conditions for the establishment of a *Steering Committee Monitoring Student Rights and Obligations*, mostly made up of students' representatives (www.ucv.ro, http://cis01.central.UCv.ro/documente/files/codulstudentului.pdf)

- ***Events / projects organised by and for students***: UCV students are actively involved in the organisation of scientific, cultural, sport, fund raising, recreational and voluntary work events (Appendix 26), as well as in attracting government and European funds.

II.5. Funding

II.5.1. Total budget of the institution

The dynamics of the total budget of UCV in lei (1€ ≅ 4,5lei) during 2008 – 2011 – increase due to the attraction of non-reimbursable funds (within the Sectoral Operational Programmes), decrease of budget allocation as shown in the table below:
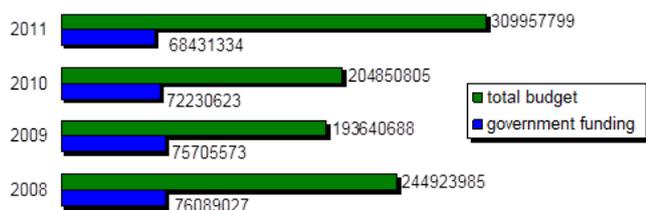
II.5.2. Structure of the UCV total budget

The analysis of the dynamics of the budget of UCV, in percentages, shows that the non-reimbursable structural funds conceal the decrease of budget allocation.
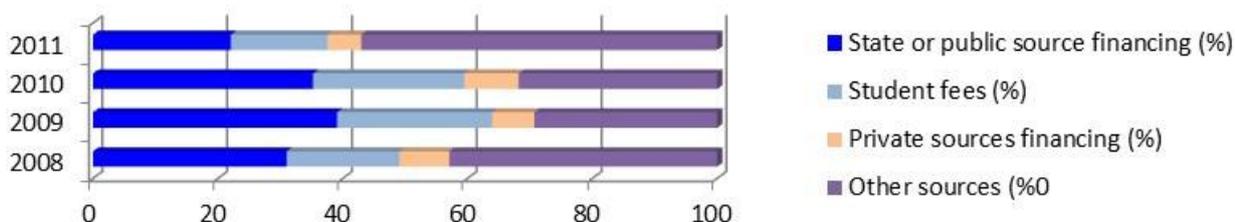
Details and data interpretation are presented in Appendix 9.

II.5.3. Principles of budgetary funding

Up to 2012, UCV has been funded *per capita* in relation to teaching and research (according to the number of registered students and the global institutional performance indicators), student support services, investment, etc. Starting from 2012, budget allocation occurs in accordance with Law of Education 1/2011, MECTS Order 3998/5 May 2012, based on the institutional contract, comprising:

- **Basic funding**: per cycle of study, *per capita* – equivalent student, calculated according to *registered number of students, field, cycle* and *language of instruction*.
- **Additional funding**: per cycle of study, *per capita*, - equivalent student correlated with UCV *positioning in the classification exercises*.
- **Funding of regional development projects**: fixed amount.
- **Funding of grants, fares subsidising, social assistance and other benefits** (including international students): *per capita* – number of students.
- **Funding of investment objectives.**

II.5.4. Principles of funding allocation to faculties and departments

The budgetary funding is allotted according to cost items between staff costs and material costs so as to secure the optimisation of the deployment of material and human resources related to academic activities, and the adequate correlation between the tuition fees and the budgetary funding.

Up to 2011, the allocation per faculties took into account the number of students and quality standards (determining approx. 30% of the due amount) for each faculty. The value of these indicators was calculated by CNFIS annually and was published

together with the Basic Funding Distribution Methodology. In 2012, MECTS did not impose any such methodology in relation to the allocation through the institutional contract 1676/03.04.2012. The new management of UCV decided to allot funds to departments and faculties in accordance with the principles and methodologies underpinning UCV funding and the principle "**funding follows the student**" (MECTS Order 3998/05.05.2012). The distribution of funding per faculty between 2008 - 2011 is presented in Appendix 9.

II.5.5. Allocation procedures within UCV

The principles and procedures of internal allocation are established by UCV, by virtue of academic autonomy stipulated by Law of Education 1/2011, Art. 118 (2). The budget schemes proposed by faculties, under the supervision of the Vice-Dean in charge with material resources, following the proposals of the heads of departments are approved by the Dean and submitted to the Economic Department. The research budget is drawn up by the Director of the Department of Research and Project Management, based on the costs proposals submitted by the research project director and of the estimated costs/contract or project.

The General Administrative Manager approves the *University of Craiova Budget Scheme* and provides for the necessary resources in relation to the income and costs budget. The Head of the Economic Department coordinates the activities related to the drafting of the *University of Craiova Budget Scheme*. The budget scheme, approved by the Rector and by the General Administrative Manager, is submitted to MECTS.

II.5.6. Percentage of the budget used by the institutional leadership to implement new initiatives

The insufficient financial resources do not allow for the adequate stimulation of new initiatives at the moment. The only means that can be activated are those provided by the institutional contract to support the local and regional development, which represent approx. 7% of UCV state funding.

II.5.7. Costs calculation

UCV assesses and monitors teaching and research costs on a regular basis. Their dynamics during 2009 - 2011, as ex-post calculation, is shown below. The structure of the costs is presented in Appendix 9.
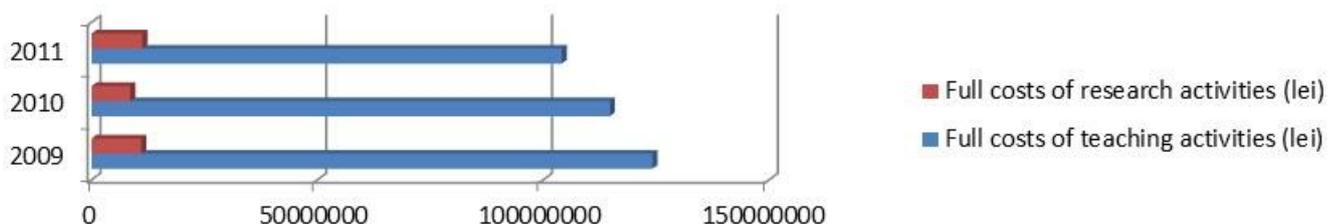
II.5.8. SWOT analysis of funding and lines of action

STRENGTHS	REINFORCEMENT
• Allocation per faculties and departments based on the institutional contract allows for a more effective financial management in relation to the established objectives	• Introduction of a new internal stimulation strategy in conformiy with UCV priorities
• Academic staff involvement in attracting European funds through research and development projects in partnership with other entities	• Extension of autonomy in project management
• Support for the R&D units with a view to new financial resources for UCV	• Further capitalisation of expertise in the fields related to the R&D units
• Involvement of the academic staff in contract-based research competitions (with MECTS, with the business environment), the overhead costs leading to increased UCV income	• Coverage of non-eligible costs out of overhead costs (centralised fund) • Launching of internal competitions so as to prepare the academic staff participation in national and international competitions
• Insufficient funding does not affect academic autonomy	• Quality assurance even in the case of subfunding
• Attraction of additional funding through international research and teaching programmes (other non-reimbursable funds – ERASMUS – student and teaching staff mobility).	• Identification of and affiliation with more international cooperation networks
• Attraction of extrabudgetary funds for infrastructure investment through study programmes, research programmes, etc	• Enhancement of participation in national and international competitions; • Introduction of the attracted funds criterion in

WEAKNESSES	REMEDIAL WORK
• Cutting off of the budget, following the UCV positioning in the classification of Romanian universities in 2011	• Measures for a higher positioning in the classification of Romanian universities and, implicitly, for a higher institutional funding
• Cash flow risks due to the non-reimbursable funds-related problems	• Freezing of projects/no payments and attraction of additional extrabudgetary funds
• Ineffective control policies with respect to the dropout rate on economic grounds	• More active and long-term involvement of economic agents in private grants/scholarships awards
• Ineffective access of govermmental and non-governmental grant and training schemes	• Provision of modern language courses to candidates, free of charge, at the level of DRI

Moreover, the subfunding of the Romanian teaching and research may lead to decreased competitiveness in comparison to the European higher education system; to the lower performance of teaching and research; to the increased migration of the qualified staff; to the decreased influx of young staff, and to ageing staff.

SECTION III

QUALITY ASSESSMENT PRACTICES

III.1. UCV internal quality assurance policy
UCV has actively sought to develop a culture of quality since 2000 through the establishment of The Department of Quality Assurance (DMC), restructured in 2006 and 2012. At the time people in charge with quality assurance were appointed at the level of faculty. Therefore, a large number of academic staff members was engaged in the process, and, even more important, they became fully aware of the implications; **a bidirectional communication flow** was established, with **a feedback loop**, to and from the faculty/department management and academic mangement. Examples of strategic and operational plans of quality assurance are provided in Appendix 20 and Appendix 21.
Quality assurance goes beyond internal constraints to external ones related to the legal framework, funding policies and, above all, to the stakeholders' expectations.
The UCV internal quality assurance policy is stated in programmatic documents: The Rector's statement of the quality policy at UCV, UCV Charter, *The Quality Assurance Code* (cf. the University of Craiova Charter, Art. 162 – Appendix 12)*.* The quality assurance and assessment qualities are drafted and implemented by DMC, whereas those related to research quality by The Council for Scientific Research.

III.2. UCV internal quality assurance practice
The UCV internal quality assurance practice observes the cycle: *plan – do - check – act*. Starting from the *planning* stage, but, more particularly in the *check* one (cyclical review) focus is laid on the UCV relationship with the external environment. Internal evaluations, complemented by the external ones, institutional or sectoral in nature, represent the input of the feedback loop through which UCV adjusts its policies stated in the Operational Plan annually, and in the Strategic Plan every four years to fulfill its mission undertaken by virtue of academic autonomy and public accountability.
DMC's – within UCV – mission is stated in the UCV Charter, Art. 162, and objectives in Art. 163. A detail-oriented approach to the quality assurance policies and practices is presented in the *Internal Regulation of DMC* (Appendix 19), and the *DMC Organizational Chart* in Appendix 20. The Committee for Quality Evaluation and Assurance (Romanian acronym - CEAC) is subordinated to DMC,   - made up of 6 members: 3 teaching staff members, 1 representative of the UCV union, 1 student representative, 1 representative of the business environment – and the Council for Quality Assurance. Their activity is described in Appendix 19. the activity of DMC is monitored by The *Committee for Quality Assurance, Academic Evaluation and Accreditation,* subordinated to the UCV Senate (http://cis01.centralUCv.ro/documente/file/anexe/comisiisenat). The annual reports are drafted complying with ARACIS guidelines (external evaluation).

III.2.1. Internal evaluations of programmes
The study programmes are featured by: (a) the curriculum, including all the subjects related to the successful completion of the programme, distributed by academic year and associated with credit points (ECTS); (b) syllabi.
Quality assurance involves:
- **accreditation**: programme design (under the programme director's responsibility), approval by the Faculty Council, by Committee for Quality Assurance and Evaluation, by the UCV Senate before being submitted to ARACIS;
- **monitoring**: by the programme director and by CEAC;
- **internal evaluation**: by CEAC;
- **external evaluation by stakeholders**: by students;
- **re-accreditation**: by ARACIS.

The list of study programmes accredited in the last 5 years is provided in Appendix 3.
DMC organises campaigns of all programmes evaluation. The most recent evaluation of all Bachelor's programmes and of a number of Master's programmes was completed in June 2012, and it resulted in the optimisation of the curricula and the standardisation of digitalised reporting and interdepartmental reimbursement toolkits. In 2012 a pilot project of evaluation of

the programmes by stakeholders (undergraduates, graduates and representatives of the business environment) was launched. Such an evaluation is placed at the borderline between internal evaluation and external evaluation, and furthers the quality assurance practice beyond the evaluation of subjects by students.

UCV has developed a number of projects in this respect – Leonardo da Vinci, reference materials "Creating an Observatory on Europe-Wide TAQC (Transparency of Academic Qualifications and Competences) for Catching the MOLE (Mobility of Labour in Europe) and Filling the GAP (Generalized Academic Policy)" – RO/05/C/F/RF-84252, in partnership with The National Agency for Qualifications in Higher Education and Partnership with the Economic and Social Environment (Romanian acronym – ACPART), ARACIS (the Matra project) or UEFISCDI.

III.2.2. Internal evaluations of departments

The internal evaluations of the UCV departments takes place every 5 years and results in a 5-level hierarchy, in accordance with Law of Education 1/2011. UCV is expecting the CNCS methodology as stipulated by Law of Education 1/2011, Art. 195(1) to conduct the first internal evaluation of the departments established over the last year.

III.2.3. Internal evaluations of research

The research management is coordinated by the UCV Senate, whereas the research activities are monitored by the Council for Scientific Research via its steering committee. During 2007-2012, UCV sought to enhance research quality and competitiveness at the national, European and international levels, focusing on the fields in which our institution has performed remarkably well. To this end, the research directions were defined to meet the specifications of the National Plan for Research, Development and Innovation (PNCDI I and II), of CNCS, of the European Framework Programme (FP) 6 and 7 and of the business environment, and also to establish the directions of excellence research (Appendix 23).

The Council for Scientific Research analysed the dynamics of the research activities at the level of departments and faculties.

The quality assurance and evaluation of research are conducted through

- data colection and suggestions provided by the research teams;
- dedicated administrative services;
- regular meeting of research programmes directors and of representatives of the business environment;
- establishment of regulations and procedures of financial and administrative management of research projects (for example, the overhead costs);
- approval by Council for Scientific Research of norms and procedures of internal evaluation of research centres.

An integrated system of research monitoring and mangement is not in place yet (an e-database).

III.2.4. Internal evaluations of human resources

Teaching vacancies are advertised in accordance with the *Regulation of Teaching Vacancies Filling*. Recruitment is done based on the Employment contract, stipulating the rights and obligations of the employee and of the employer. UCV stresses the importance of limiting the teaching activity to 2 loads so as to enhance quality. Besides, a system of academic staff evaluation has been implemented, consisting of: student-conducted assessment of academic staff, self-evaluation, peer review and hierarchic evaluation (Appendix 17).

The non-teaching staff selection and recruitment is determined by the teaching necessities and by the financial status of the faculty/department. The non-teaching staff is assessed annually, according to the Job description criteria.

The Audit Office (in-house) is directly subordinated to the Rector's Office. Its main activities comprise the audit of the academic services, the process being governed by the Procedure of Internal Audit.

III.2.5. Internal evaluations of student life

Starting from admission and continuing with the provision of study programmes at all cycles, with knowledge generation and transfer as a lifelong process, UCV and UCV students are partners along the way. Students actively participate in developing competence. Students' opinion, be it individual, or voiced by their (elected) representatives, or by surveys, is regarded as a means of internal evaluation meant to trigger remedial work.

III.3. Implementation of ESG (Bergen 2005) (Appendix 13)

UCV policy of quality assurance complies with ESG.

With respect to the 1.1. Policy and procedures for quality assurance" European standard, UCV has as top priorities: definition and assignment of responsibilities pertaining to UCV entities, relative positioning between teaching and research, and students' more active involvement in the quality assurance process. UCV students play an important role, as internal beneficiaries, in the drafting and implementation of decisions; this role will continue in the case of graduates, as external beneficiaries, through alumni associations and together with other stakeholders.

The internal evaluation structures (CEAC) and monitoring structures (Council for Quality Assurance – Romanian acronym CC) monitor students' performance on account of performance indicators and provide feedback from the external environment, meeting the „1.2. Approval, monitoring and periodic review of programmes and awards" European standard.

Assessment of students (see Section 1.3 of ESG) underpins observance of regulations, providing specific criteria whose consistent application is monitored. There is a shortcoming as signalled by students: the number of credit points (ETCS) awarded do not take into account intrainstitutional mobility.

With respect to *Quality assurance of teaching staff* (§1.4 of ESG), UCV's freedom is limited by the higher education regulations, by the Romanian legislation and by the recent financial constraints. Admittedly, UCV implements the staff selection and recruitment policy while meeting the national criteria (more specifically, in the case of Professor and Associate

Professor ranks) and on account of the available resources. In 2013, UCV will implement a mechanism of evaluation of the staff satisfaction (internal beneficiaries) in relation to the recruitment, promotion, motivation, penalties and dismissal policies.
UCV has developed internal regulations of distribution of learning resources, of teaching staff and financial resources and provides student support services through dedicated entities: CCOP, The Department of Student Support Services (Romanian acronym - DPSS) (§1.5 of ESG). These amendments and modifications follow students' feedback and their initiative.
UCV has an ICT system meeting the minimum standards of ESG - §1.6. Based on the collected data, the programme directors calculate the students' performance indicators, CCOP monitors the development of students, the insertion rate of graduates and the students' degree of satisfaction, the departments monitor the cost-effectiveness of human resources, faculties monitor the cost-effectiveness of material resources, and the academic management guarantees the institutional performance indicators (Appendix 30). In the context of the current financial status, UCV aims to develop an in-house project for the design of an integrated database to be used by a more effective information system, piloted by the Centre for Information and Communications Technology (CIC) with the contribution of the Department of Computer Science belonging to the Faculty of Exact Sciences, of the Faculty of Automation, Computers and Electronics and of the Department of Statistics belonging to the Faculty of Economics and Business Administration.
The dissemination of public information (ESG - §1.7) is one of UCV priorities, being threefold: advertising, media promotion production and direct communication flow. The advertising component is managed by the The Vice-Rector for International Relations and Academic Image. UCV has its own TV channel -Tele U (Appendix 33). The broadcasts are complemented by other media communication forms planned by the The Department of Public Relations and Academic Image (Romanian acronym - DRPIA). The UCV promotion involves the editing and distribution of prospectuses, leaflets or other advertising materials published at the centralised level at Universitaria Printing House, CNCS-accredited, or in a decentralised manner by the faculties – banners, films and other broadcasts, coordinated by the The Department of Publications and Media (Romanian acronym - DPMI). Direct communication with the potential students is managed by CCOP in a targeted way (*European Education Roadshow*, *Open Days*), with the UCV students (projects and voluntary work) and with graduates (monitoring of the insertion rate and of professional development), and by the The Department of Relationship with the Economic, Social and Cultural Environment (Romanian acronym- DR-MESC). The acknowledged weakness concerns the UCV website, which is under construction, and the lack of information in foreign languages (http://cis01.central.UCv.ro/en/) .

III.4. Impact on the UCV's scientific research, administrative management and services to society

The feedback provided by the monitoring and evaluation of research highlighted the need to fully-round the activity of the independent research teams with an integrated research unit able to manage large-scale projects and to address inter-/ multidisciplinary topics. Thus, INCESA meets the need for a powerful research unit, competitive at the national and European levels. On the other hand, INCESA will become a partner of Romanian and international research entities, as well as for economic agents interrested in transversal research topics.
At the same time, UCV meets the demands of the regional business environment with respect to the provision of innovative and flexible research services or to access to INCESA infrastructure and know-how (Appendix 27). Convergently, UCV has developed a coherent policy by launching projects of competitiveness poles in partnership with powerful regional economic actors and with multinational companies. UCV's response to the challenges of the regional business environment may represent the solution to the internal problem related to the evaluation of UCV administrative staff: enhancement of UCV entrepreneurship and the redeployment of administrative staff members to economic activities generating extrabudgetary funds.
The evaluation of the support services indicated that CCOP and DR-MESC should emphasise the counselling services provided to high school students. Hence, UCV faces the challenge of the demographic trends characterising the target population (Appendix 7). The questionnaires administered to graduates as direct beneficiaries revealed the need for enhancing employability. In this line of approach, employability enhancement, graduates' monitoring, multiplication and diversification of the stimulation of voluntareeism to the benefit of the local and regional community have become priorities in the University of Craiova Strategic Plan.
The outcomes of programmes internal evaluation in conjunction with the interviewing of the economic actors as beneficiaries of training programmes provided by UCV led to the re-shaping of programmes and teaching. Consequently, continuing education, the part-time programmes and Distance Learning programmes will support the development and re-skilling of the labour force.

SECTION IV

STRATEGIC MANAGEMENT AND CAPACITY FOR CHANGE

IV.1. UCV's responsiveness to the the demands, threats and opportunities present in its external environment

The capacity for change is an essential characteristic of the strategic management of UCV. The institution meets the beneficiaries' requirements according to UCV's expertise, needs and interests. The beneficiaries' demands should map the objectives and available resources. UCV monitors and responds to those serious **threats** to the achievement of its objectives: decrease of the number of potential students (Appendix 7), low positiononing in the classification of Romanian universities and of international universities, debalanced staff structure (Appendix 8), cutt-off of funding by MECTS, non-reimbursable funds-related problems, UCV face threatening, etc.

UCV is aware of the beneficiaries' expectations with respect to the design and implementation of tailored study, training and research programmes. UCV takes advantage of its comprehensive nature through the promotion of inter- and multi-disciplinary approaches.

UCV consistently informs the academic community on the funding oportunities through national and international programmes; nevertheless, there is need for the promotion of examples of good practice.

UCV vision with respect to the positioning of 2011: the positioning of UCV in the recent classification of Romanian universities (2011) is rather unfair, taking into consideration the positioning of UCV based on a set of different criteria: scientific research, institutional evaluation, etc. (Appendix 2). UCV questions the procedure used by MECTS, as it disregarded institutional specificities.

In order to achieve a higher positioning in the classifications of Romanian and international universities, UCV seeks to:

- increase the number of ISI papers through stimulation policies (incentives);
- enhance collaboration with similar institutions so as to identify lines of actions meant to counteract the negative effects of insufficient funding and of face threatening.

IV.2. Involvement of representatives from the external environment in the institution's strategic management

The involvement of the external environment representatives in the strategic management of UCV is best described as:

- *direct involvement*: the business environment is represented at the level of CEAC, thus, acting upon the strategic management of UCV;

- *mediated involvement*: DR-MSEC secures the interface between UCV and the external environment. Together with CCOP, DR-MSEC interviews the external environment representatives on a regular basis. The feedback is formalised and integrated into plans of actions. The joint action proposals and the development of partnerships with stakeholders are submitted to the academic management and analysed by the Administrative Body.

IV.3. Extent to which UCV takes full advantage of its autonomy

UCV autonomy is manifest through:

• financial autonomy, although limited, allowed for the funding of ongoing investment and for the identification of strategic priorities and of the related resources. The financial autonomy of UCV is characterized by the principle „funding follows the student", in relation to the funding of departments as costs centres;

• administrative autonomy allowed for the restructuring of UCV departments and services, aiming at the functional optimization and at cost-effectiveness.

- academic autonomy facilitated the suspension of ineffective programmes, the unification of teaching activities belonging to different programmes and the imposition of a minimum group size;

• the human resources autonomy was exploited through the adoption of calibrated policies. Thus, the non-extension of the employment contract of the retired academic staff (aged over 65) was a strategy of financial risk avoidance, and the promotion of academic staff was supported, as justified, after the freezing of teaching vacancies.

• the autonomy of initiative allowed for participation in teaching and research competitions in conformity with UCV priorities.

IV.4. Changes to be made towards the UCV's aims

- **completed:** timely restructuring of UCV (through regrouping of faculties so as to achieve functional optimisation and cost-effectiveness) (Appendix 4); adoption of measure of financial balance and of the principle „funding follows the student within UCV" to enhance high performance and to avoid internal crossed subsidising; financial and logistic support (based on the autonomy principle) for priority investment as stated in the University of Craiova Strategic Plan (e.g., INCESA).

▪ **planned**: to better exploit its human resources potential, UCV aims to stimulate the undertaking of inititatives and collective responsibilities, through formalisation of internal projects. UCV has already held a public debate in this respect, to design and implement an integrated database, likely to undergo systemic development, which met positive responses by: DMC, CIC, FEAA, FACE.

IV.5. Better match between the current and future mission and goals and the activities

The UCV **proactive attitude** with respect to **teaching-continuing education-research** is seen in the monitoring of the labour market trends and tailoring of programmes at least one cycle of studies before the instantiation of such trends. Teaching and continuing education, alongside the formative, innovative role and knowledge and values generation and transfer, also aim at enhanced occupational mobility. In this respect, UCV promotes flexible programmes, generating competences in accordance with the National Occupational Standards, the European Occupational Standards and with quality standards in force.

UCV provides **innovative services to beneficiaries** such as follows:

- **teaching** through tailored programmes, in close collaboration with the business environment and through individualised pathways so as to take full advantage of the beneficiaries' strengths, underpinning a student-centred approach;

- **research** through hosting of the economic agents' research to UCV centres (access to the UCV research infrastructure, know-how/expertise), through development of research projects using the business environment infrastructure; mediation of partnerships between economic agents and participation in these.

UCV seeks to build **dynamic and flexibile associative structures** (consortia, special interests groups on definite periods, able to undergo shifts of interets) covering a wide range of inter-/multidisciplinary topics, through collaboration with the external environment. Admittedly, UCV aims to develop consultative and decision-making structures involving the representatives of

the business environment as well as top flight academics and other leading figures of the external environment, and evaluate their degree of satisfaction (see The University of Craiova Charter, Art. 15).

UCV envisages the development of students' entrepreneurship skills through spin-offs, through support (granting access to UCV infrastructure and know-how) for the joint-ventures involving UCV students and graduates, and through collaboration with business incubators (e.g., IPA-CIFATT Craiova).

UCV active role in the **training of beneficiaries** is materialised through the promotion of moral values and of the civic spirit; enhancement of voluntary work; development of competitiveness, as a prerequisite of globalisation; enhancement of citizenship (debates, democratic decision-making, etc.)

The active involvement in **multicultural cooperation** and **internationalisation** underlies cooperation initiatives at the national and international levels.

IV.6. Role of quality monitoring and quality management in the development of UCV

- the harmonisation of procedures and methodologies pertaining to different faculties (dissemination of good practice);
- transposition of regulations and methodologies into procedures;
- dissemination and enhancement of examples of good practice within UCV;
- promotion of a culture of impact analysis-based decision making;
- implementation of a student-centred apoproach, based on the feedback provided by students and graduates;
- monitoring of the application of the equal opportunities principle (non-discriminating practices) and performance-based evaluation based on a set of relevant and harmonized indicators;
- development of global quality assurance toolkits and updating of the ones in place (templates, curricula, teaching load report and interdepartmental teaching staff mobility);
- organisation of mobilities in the form of workshops attended by experts in quality assurance and evaluation (from Romania and from abroad).

IV.7. SWOT analysis of UC's capacity for change

UCV shows capacity for change and actively seeks to better match the stated objectives, action plans and strategic according to the feedback provided by stakeholders and to the higher education dynamics.

The analysis of the strengths and weaknesses in relation to the capacity for change and better match indicates the following:

STRENGTHS	REINFORCEMENT
• Tradition and experience in meeting the business environment needs and interests and in covering a wide spectrum of teaching, research and services to society	• Enhancement of the services quality and maintenance of a wide range of specialisations
• Response to opportunities and demands	• Proactive attitude and monitoring of meeting the demands for multi/inter-disciplinary services
• UCV experts in technology transfer and innovation management, as well as the recent investment in an applied interdisciplinary research infrastructure (INCESA)	• Provision of innovative research services (hosting research, partnership with economic agents, etc.); • Partenership and affiliation with research networks.
• The potential for innovation of UCV undergraduates/graduates	• Collaboration with business incubators (e.g., IPA-CIFAT Craiova) followed by the development of UCV business incubator to enhance spin-offs and start-ups; • Provision of tailored courses/modules (project management, innovation manager, etc.); • Collaboration with companies set up by UCV graduates, through with aids in kind (related to acces to infrastructure, know-how)
• Active involvement of students in opportunities identification	• Active involvement of students in taking advantage of opportunities to boost motivation (based on return of experience)
WEAKNESSES	REMEDIAL WORK
• Hesitation in undertaking informal responsibilities	• Enhancement and recognition of the outcomes of informal activities
• Unrealistic evaluation of the stake of projects/actions before embarking upon	• Dissemination of the outcomes of less successful actions; • Establishment of counselling units underpinning a holistic approach; • Accurate prioritising.
• Teaching overload generated by a higher ratio students/academic staff	• Shift of emphasis from teaching to learning via a student-centred approach and students' involvement in research
• Out-of-date infrastructure and facilities items, diminishing the UCV's	• Further modernisation and completion of infrastructure, within the alloted budget

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responsiveness to threats and opportunities	
• Procedures and constraints related to the system of quality assurance and evaluation	• Transposition of regulations into procedures
OPPORTUNITIES	**EXPLOITATION**
• Large-scale research competitions funded by non-Member States: Norway, Japan	• Partnership with entities in key positions (e.g., UPB with respect to Norway)
• Lack of research infrastructure of small- and medium-sized companies, more particularly in the Oltenia region	• Undertaking of a federalising role – UCV may be the link to the association of small- and medium-sized companies sharing common interests
• The need for training and research in the case of large-sized companies acting as UCV partners (Renault, Pirelli, Ford, S.C. Complexul Energetic Oltenia, etc)	• Increased availability and speed in meeting demands in order to avoid companies' shift of interest • Partenerships/networks with similar entities to develop focused response to the demands of the network beneficiaries
• Increased need for quality assurance consultancy services in the drafting of European projects in the competitions to come	• Establishment of a profit organisation providing consultancy services to society
THREATS	**AVOIDANCE**
• The legislation in force does not encourage funding per stated objective, which affects the quality of outcomes	• Development of projects and funding in accordance with the legislation in force and undertaking the additional financial and accounting tasks
• Financial risks • Vanity and individualism	• Attraction of extrabudgetary funds out of economic activities and sponsorship • Participation in research competitions via integration to interdisciplinary research teams so as to foster success
• Suspension of ongoing operational programmes and cut-offs of structural funds in the foreseeable future • External evaluators' prejudice manifested in the hesitation to allow Romanian entities to coordinate large-scale European projects	• Limitations of payment and purchase until the unblocking of funds, and forecasting of the structural funds competition priorities • Involvement of key partners in projects to be submitted in competitions, coordinated by UCV
• Scarce research practices and low research-development-innovation budgets of small- and medium-sized companies in the target region	• Hosting small- and medium-sized companies by providing access to UCV infrastructure • Consultancy and know-how provision
• Time-consuming internal and external reporting	• Integrated database design and implementation
• Involvement in activities and projects of low relevance, which hinders initiative	• Selective participation of UCV and focus on impact activities

CONCLUSIONS

UCV is a 65-year-old and high standing institution in the Romanian universities lanscape. UCV takes pride in the values that it abides by and promotes. The stated vision and mission has allowed UCV to contribute to the change of the Romanian society and economy in the last 2 decades. To face this challenge, UCV has developed at the right pace. Romania's integration to EU and the adoption of European norms and standards and of the Bologna system hallmarked the institutional capacity for change. The high performance boosts institutional confidence and motivates us for sustainable efforts. To this end, UCV seeks to objectively evaluate its weaknesses and take remedial action. At the same time, UCV is aware of its strengths so as to reinforce them and to turn them into a competitive advantage.

The overview of strengths, weaknesses, opportunities and threats as explicitly or implicitly indicated throughout the self-evaluation report is given in the table below:

STRENGTHS	**REINFORCEMENT**
• Tradition and experience	• Enhancement of visibility and exploitation of UCV prestige
• A wide spectrum of accredited programmes	• Accreditation of interdisciplinary programmes
• Coverage of a wide range of research areas • Large-scale research infrastructure – INCESA (under construction)	• Research partnerships • Innovative research services • Affiliation with research networks

• National and International Academic Prestige (Appendix 29)	• Human Resources Policy underpinning competence enhancement so as to increase national and international visibility
• The potential for innovation of UCV undergraduates/graduates • Own TV channel – Tele U (Appendix 33) • "Funding follows the student within UCV" • Collaboration with local, regional and national authorities and with the business and cultural environment • Bilateral international cooperation agreements • Handbook for Incoming Students (Appendix 11)	• Provision of entrepeneurship skills development in the application of intellectual property rights • Extended coverage up to the national level, and enhancement of broadcasts quality • Stimulation policies associated witth UCV priorities • New patnerships and projects • Development and extension of ongoing projects • Enhancement of international collaboration, extended collaboration area • Enhanced distribution internationally
WEAKNESSES	**REMEDIAL WORK**
• Out-of-date website, not user-friendly • Lack of adequate resources for the purchase of an integrated data base management system • Time-consuming internal and external reporting • Financial support for the human resources policy • Low student and teaching staff mobility • Hesitation in undertaking informal responsibilities • Vanity and individualism	• Updated website (under construction) • Funding of integrated database design and implementation and stepwise internal development • Attraction of extrabudgetary funds and payment on account of compliance with performance indicators • UCV support (e.g. language training) for grant applicants • Stimulation through internal projects and dissemination of outcomes • Enhancement of joint participation in projects and competitions

In the aftermath of the economic crisis UCV faces new vulnerabilities. The length, magnitude and weight of these external factors – hard to quantify – impacted in an unpredictable way. Hence, UCV has decided to adopt a proactive attitude through increased awareness and more effective management of threats and opportunities.

The correlation of threats, more particularly financial risks, and of opportunities with UCV matching strategies, results in the following configuration:

THREATS	**AVOIDANCE**
• Funding cut-offs • Limited cash flow • Blocking of the reimbursement of non-refundable funds • The legislation in force does not provide for the budget allocation per objective	• Faster development in comparison to other universities so as to achieve a higher positioning in the national and international classifications • Attraction of extrabudgetary funds • Blocking of projects / of payment • Development and funding of internal projects
OPPORTUNITIES	**EXPLOITATION**
• Small- and medium sized companies with respect to research-development-innovation • Attraction of non-reimbursable national and European funds • Large-scale non-Member States research competition • Valorisation of students' and graduates' initiatives and creativity	• Initiatives of research federalisation, partnership and associative structures • Participation in inter-/multidisciplinary research competitions • Strategic partnerships • Partnerships with business incubators • Support for and involvement in spin-offs and start-ups

UCV response to threats and opportunities may be articulated as follows:

Master plan - executive summary

COMPONENT	OBJECTIVE	ACTION
TEACHING	• Updating and diversification of the educational offer • Internationalisation	• Interdisciplinary and/or international programmes • A larger number of Distance Learning programmes • Development of a portfolio of multidisciplinary programmes in the field of continuing educations • Development of academic partnership with the Balkan countries, North African countries, international Master's programmes, joint Doctoral programmes

RESEARCH	• Development of the research capacity and coverage of more research topics • Exploitation of the know-how spectrum • Enhancement of competitiveness	• Development and extension of the ongoing partnerships • Initation of research partnerships and networks • Participation in inter-/multidisciplinary research competitions • Internal competitions
FUNDING	• Multiplication of extrabudgetary funds • Tight control of expenses	• Attraction of non-reimbursable funds • Involvement in profit generating entities • Attraction of sponsorships with tax reduction • Integrated systems of expenses control - software and procedures
IMAGE	• Direct promotion and in mass media • Enhanced international visibility	• Reinforcement of Tele U • Media partnerships • Cooperation with agencies of quality assurance • Promotion on the partner universities websites
SERVICES TO SOCIETY	• Reinforcement • Development • Attraction of extrabudgetary funds	• Development and extension of ongoing partnerships • New projects and partnerships • Local/regional/national community-funded projects

RECTOR,
Professor Dan Claudiu DĂNIȘOR, PhD