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MINISTRY OF EDUCATION, RESEARCH, YOUTH AND SPORTS
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STRATEGIC PLAN

OF *TITU MAIORESCU* UNIVERSITY OF BUCHAREST
FOR THE PERIOD 2012-2016



BUCHAREST 2012

I. PREAMBLE

Created almost 23 years ago, *Titu Maiorescu* University of Bucharest (TMU), private educational institution of public utility, part of the National System of Higher Education, has developed continuously, established itself as one of the Romanian higher education institutions of prestige. TMU has formed generations of students, providing them with training in areas: law, psychology, informatics, economic sciences, medicine, dental medicine, and, more recently, political science, communication and international relations.

UTM has developed according to the needs of socio-economic and labor market needs; such that today is one of the most diversified private universities in terms of fields and specializations. Currently, UTM has 9 faculties, 17 undergraduate study programs accredited or authorized, some of them in the form of distance learning (DL), 13 master's degree programs, one of them in cooperation with the University of Orléans – France, and two doctoral schools: Law and Dentistry, the doctoral school in Law having joint degrees with the University of Paris XII – France.

Scientific research has evolved significantly in the past five years, both in terms of structure, which comprises 9 research centers, as well as a number of research projects undertaken. In 2011, the University Senate decided to establish the *Institute for Studies, Research, Development and Innovation*, encompassing the 9 research centers, with the main objective of organization, implementation and capitalization of scientific research in the University. Also, the University won through competition seven European projects in the Sectorial Operational Programme *Human Resources Development* (SOP HRD), of which five strategic projects and two European grants.

Significant achievements of the University, especially in the last 5 years are recorded also regarding the university facilities, through education and research facilities put into use, equipped with modern and performing teaching materials and equipment, through the hostel and the cafeteria for students, which involved a concentration of financial, material, human, logistical and informational resources.

These results are due to sustained and creative effort of the management team of the University between 2008 and 2012, mainly of the Rector, and of the faculties, of the teaching staff, and of all staff of the University.

In the national context, frequent legislative changes, the demographic decline, the large number of universities in Bucharest with similar specializations within the TMU, the instability of public funding allocated for scientific research, as well as the changes in the labor market are some of the issues required to be considered in defining the objectives and strategic directions of TMU for the period 2012-2016.

Regarding the educational policies of the EU, UTM follows the directions of development of the European Higher Education Area, European directives on education, the Lisbon Strategy and the Europe 2020 Strategy.

TMU Strategic Plan, based on the Rector's Managerial Program contains **priority measures** to ensure institutional development in the period 2012-2016. The purpose of this plan is not to highlight exhaustively all actions that are and will be supported by University management. TMU Strategic Plan will be detailed in the strategic plans and projects of the faculties, departments and research structures of the University.

II. STRATEGIC OBJECTIVES AND DIRECTIONS

The fundamental strategic objective of TMU for the period 2012-2016 is to change the position of TMU in the classification of the Romanian universities, from the position of an education centered university, to the position of an advanced research and education university, in accordance with the mission assumed through the University Charter and the Rector's Managerial Program. To this fundamental objective are subsumed all other objectives in the areas of organizational and institutional development, education, scientific research, human resources, students and graduates, facilities.

1. Organizational and institutional development

Strategic objective 1.1: Obtaining HIGH CONFIDENCE RATING after the institutional evaluation by ARACIS.

Description: In 2009, after the institutional evaluation by ARACIS, TMU has obtained a CONFIDENCE rating. At present, after the reevaluation of all activities performed by the members of the teaching staff and auxiliary teaching staff, by the students, by the members of the administrative staff, and as a result of the measures taken to improve the infrastructure of education and research in TMU, a new self-evaluation report was developed and was requested a new institutional evaluation by ARACIS, in order to obtain a HIGH CONFIDENCE RATING.

Estimated duration of completion: June 2012.

Coordination: Rector, Vice-Rector, Deans.

Strategic objective 1.2: Ranking in category A of the majority of study programmes.

Description: At present, out of 10 undergraduate study programs ranked on fields in 2011, only 3 are in category **B**, 4 are in category **C** and 3 are in category **D**. Deans, departments and officers coordinating curricula must take action to redefine curricula and improving teacher performance in terms of scientific research.

Estimated time for completion: October 2014, with continuing enforcement.

Coordination: Rector, Vice-Rector, Deans.

Strategic objective 1.3: Creation of new faculties / study programs tailored to labor market needs and qualifications need in the national and European economy.

Description: Diversification of the educational offer of TMU is designed to meet the requirements of the labor market and to increase the number of students, given that the main source of funding of our University is still represented by students' fees. In this respect is necessary a feasibility study into the establishment of new faculties and new specializations within existing faculties.

Estimated time for completion: October 2014, with continuing development.

Coordination: Rector, Vice-Rector, Deans.

Strategic objective 1.4: Creating partnerships and consortia with universities and prestigious research institutes in the country and abroad, with the economic environment, for institutional development and for the financial support to programmes of study.

Description: This objective is aimed mainly for developing master and doctoral programmes, in partnership with prestigious universities in the country and abroad, and developing laboratories for teaching and research in partnership with the economic environment.

Estimated time for completion: February 2013, with continuing development.

Coordination: Rector, Vice-Rector, Deans.

Strategic objective 1.5: Optimizing the University extension from Târgu Jiu.

Description: TMU conduct activities in Târgu Jiu, in a new and properly equipped building, in two faculties: *Faculty of Economic Sciences*, with three undergraduate study programmes: *Accounting and Management Information Systems*, *Economy of Commerce, Tourism and Services* and *Environmental Economics*, and *Faculty of Law*, with the undergraduate study program *Law*. The challenge for the University is to identify solutions to ensure the same quality of educational activities as in Bucharest, primarily through the further development of local teaching staff. On the other hand, the functioning of the two faculties should be more financially efficient.

Estimated time for completion: October 2014, with continuing enforcement.

Coordination: Rector, Vice-Rector, Deans of the faculties from Târgu Jiu.

Strategic objective 1.6: Complete and integrated computerization of all activities within the University.

Description: At present, in TMU there are several independent processing data systems. Thus, information management is difficult, development of the structures is unbalanced, and service is inefficient. Also, there are areas of activity that are not yet administered via a computer system. The objective aims to develop an integrated IT system.

Estimated time for completion: October 2014, with continuing development.

Coordination: Rector, Management Board, General Secretariat, IT Department.

2. Education**Strategic objective 2.1: Further modernization and synchronization of curricula and study programmes of the University to those in prestigious higher education institutions in UE.**

Description: A constant concern of the management team of UTM in 2008-2012 mandate was the analysis of curricula and scientific content of each discipline, by committees made up of teachers - including from other universities - and employers. This work should be continued in accordance with the strategic objective 1.2.

Estimated time for completion: October 2012, with continuing enforcement.

Coordination: Vice-Rector.

Strategic objective 2.2: Modernization of teaching through extensive use of the advanced educational technologies.

Description: The widespread use of information technology, multimedia, web, e-learning etc. to support teaching and implementation of course supports increase the quality and transparency of education, as well as to responsibility of teachers.

Estimated time for completion: June 2012, with continuing development.

Coordination: Vice-Rector, Deans, Heads of the Departments.

Strategic objective 2.3: Organization of study programs in foreign languages.

Description: The introduction and development of study programs in foreign languages will result in attracting Romanian students interested in a career in the EU, as well as some foreign students.

Estimated time for completion: October 2015, with continuing development.

Coordination: Vice-Rector, Deans, Heads of the Departments.

Strategic objective 2.4: More accentuated orientation towards practical training.

Description: The objective aims at increasing the proportion of practical laboratory work, of case studies, of internships etc. to develop students' ability to easily integrate on the labor market.

Estimated time for completion: October 2012, with continuing development.

Coordination: Vice-Rector, Deans, Heads of the Departments.

Strategic objective 2.5: Restructuring of master programs and developing of scientific master programs.

Description: At present, the 13 master programmes carried in UTM are preponderant of vocational type. UTM goal is to attract at least 50% of our graduates to master studies. For this purpose, will be restructured the vocational master programmes, and will be established scientific master programmes, especially for faculties who have doctoral schools.

Estimated time for completion: January 2014, with continuing development.

Coordination: Vice-Rector, Deans, Heads of the Departments.

Strategic objective 2.6: Establishing of new doctoral schools.

Description: Establishing of new doctoral schools at the faculties of medicine, psychology, informatics and economics will help support the institutional development in the field of scientific research, and to enhance the prestige and attractiveness for potential candidates.

Estimated time for completion: October 2015.

Coordination: Head of the Council for Doctoral Studies, Deans.

Strategic objective 2.7: The development of joint degrees doctoral programs with foreign universities.

Description: An important aspect to increase the volume and quality of research results in doctoral programmes is the access of the PhD students at the latest sources of documentation, and to an excellent research infrastructure. In addition, researcher skills development involves work in an international team. In this regard, it will encourage the development of joint degrees doctoral programs with prestigious European universities.

Estimated time for completion: December 2013, with continuing development.

Coordination: Rector, Head of the Council for Doctoral Studies.

Strategic objective 2.8: More accentuated orientation to lifelong learning.

Description: At present, TMU offers 44 short-term postgraduate courses of specialization / training in various fields. The development of these forms of continuing education will be a focus of the management team in the future, given the fact that the University must seek ways to attract additional revenue.

Estimated time for completion: October 2013, with continuing enforcement.

Coordination: Vice-Rector, Deans, Heads of the Departments.

3. Research

Strategic objective 3.1: Organization and functioning of the Institute for Studies, Research, Development and Innovation (ISRDI).

Description: ISRDI is a higher form of organization of scientific research in TMU, which will coordinate more efficiently the scientific research projects of the 9 existing research centers in TMU, will organize the research structures into interdisciplinary platforms, will propose and apply solutions to ensure financial sustainability for scientific research in TMU.

Estimated time for completion: October 2012-October 2015, with continuing development.

Coordination: Director and the Board of ISRDI.

Strategic objective 3.2: Supporting international conferences with wide visibility organized by the University.

Description: Positioning the University in the category of top universities in Romania requires organization of international conferences within the University. In this respect, every year will be held the „International Scientific Conference *Education and Creativity for a Knowledge Based Society*”, which will arrive in 2012 to the fifth edition and necessary measures will be taken to index the volumes of conference proceedings in international databases.

Estimated time for completion: October 2012, with continuing enforcement.

Coordination: Director and the Board of ISRDI.

Strategic objective 3.3: Supporting the visibility of research results.

Description: Positioning the University in the category of top universities in Romania and ranking in category A of the majority of study programmes requires the elaboration and publication of a large number of papers in ISI journals with impact factor / relative influence score > 0.5. Therefore, will be identified sources of material incentives for teachers and researchers, to publish their research results in scientific journals of this level, but also in other journals in the BDI, and in the annals of TMU.

Estimated time for completion: October 2012, with continuing enforcement.

Coordination: Director and the Board of ISRDI.

4. Human Resources**Strategic objective 4.1: Developing and improving the teaching and research staff.**

Description: The objective aims to support projects and initiatives to stimulate excellence and performance of the teaching and research staff.

Estimated time for completion: June 2012, continuing enforcement.

Coordination: Rector, Deans, Heads of Departments.

Strategic objective 4.2: Optimization of the management of human resources.

Description: It aims to develop a coherent and unified objective assessment criteria for providing differentiated salaries based on performance and commitment to the University for all staff; providing decent income for some categories of administrative staff such as workers, drivers, maids, etc. At the same time, it aims to rethink job descriptions of the teaching staff, auxiliary teaching staff and administrative staff.

Estimated time for completion: October 2013, with continuing enhancement.

Coordination: Rector, Management Board, HR Department.

Strategic objective 4.3: Improving teacher quality evaluation.

Description: In the University it applies annual teacher assessment procedure. Practice has shown that the current system does not sufficiently reflect the issue of ensuring the quality of teaching, weaknesses being more difficult to identify. Thus, it is necessary to reconfigure teacher assessment system and assessment tools. Also, it must be improved the application procedure, data processing and the corrective and preventive measures to be taken.

Estimated time for completion: October 2012 – June 2013, with continuing enhancement.

Coordination: Vice-Rector.

5. Students and Graduates**Strategic objective 5.1: Development of student-centered education.**

Description: Law no. 1/2011 has a chapter entitled „Promoting student-centered university.” This chapter contains some provisions certainly important, omitting, however, to outline the framework an innovative and challenging concept: student-centered education. Student-centered education does not refer in any way to the fact that student decides curricula, methods, courses and so on, but to the educational process centered on the needs, abilities, interests and learning styles of students. In this respect, it is necessary to revise the curricula, course content, the practical activities and rethinking of teaching methods in all study programs in four-year horizon towards education focused on projects, issues and applications from the real world.

Estimated time for completion: November 2012, with continuous enhancement.

Coordination: Vice-Rector.

Strategic objective 5.2: Improving communication with the students.

Description: Communication with the students is essential for improving educational and auxiliary activities within the University. In order to improve communication with the students will be used inclusively the complex computer system of the University for transmission by this route of courses and other educational materials, of their academic situation the situation of paying fees etc. and to request feedback to know better their needs and requirements. The objective also aims to involve students in promoting the educational offer of TMU, support creation of TMU Student Union, and of active involvement of students in leadership activities (Academic Senate and its committees, faculty councils and so on).

Estimated time for completion: November 2012, with continuing enhancement.

Coordination: Rector, President of the Senate, Deans.

Strategic objective 5.3: Developing the relations with alumni.

Description: TMU graduates (Alumni) may have an important role in increasing the prestige of TMU society. Through a sustained policy of involving alumni in the plans and projects of TMU they can become valuable and effective „ambassadors” of the University. University management and faculty’s managements will seek Strengthening of the Alumni Association and the creation of subsidiaries in each faculty, creating a database of contact for graduates. Anniversary meetings will be used to promote the Alumni Association and collect contacts. Faculties will be encouraged to involve alumni in attracting candidates for admission in career guidance to students in their final years in fundraising campaigns, etc.

Estimated time for completion: November 2012, with continuing enhancement.

Coordination: Rector, Deans.

6. Material Resources

Strategic objective 6.1: Continuation of the investment program and facilities.

Description: Will be continued the investment in the infrastructure, and completion of construction works in the execution phase. It will also continue equipping of education facilities, mainly laboratories with modern equipment and facilities for teaching, research, experimentation, etc.

Estimated time for completion: November 2013, with continuing enhancement.

Coordination: Management Board.

Strategic objective 6.2: Computerization of the infrastructure management.

Description: For a more efficient use of material resources (equipment, etc.), all the data about the material resources will be introduced into the IT system of TMU, actions will be carried out regularly for the evaluation of fixed assets, for the analysis of profitability of asset utilization and costs utilities, and for evaluating the usability of educational spaces.

Estimated time for completion: November 2013, with continuing enhancement.

Coordination: Management Board, IT Department.

Strategic objective 6.3: Improving the income-generating material base.

Description: This objective aims at a better use of university facilities: Students’ Hostel, Cafeteria, Café-Club Pub.

Estimated time for completion: November 2012, with continuing enhancement.

Coordination: Management Board.

Strategic objective 6.4: Development of the Central Library.

Description: Central Library must be modernized by extending its software and hardware, creating a virtual library, establishing partnerships with university libraries in the country and abroad, extending the study spaces.

Estimated time for completion: October 2012, with continuing enhancement.

Coordination: Management Board, IT Department.

Strategic objective 6.5: Reorganization and modernization of the University website.

Description: This objective aims to redesign and update pages on the University website, and ensuring the English version of the website.

Estimated time for completion: November 2012, with continuing enhancement

Coordination: Rector, Management Board, IT Department.

III. IMPLEMENTATION AND MONITORING THE STRATEGIC PLAN

After Senate approval, the Strategic Plan of TMU will be implemented in all university structures. In this regard, faculties will develop their own strategic plans, which include measures to implement the Strategic Plan of TMU, and their own strategic objectives. TMU Strategic Plan is updated annually to include the best possible internal and external developments of the University.

R E C T O R,

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