



**MANAGEMENT PLAN FOR THE FACULTY OF MEDICINE
WITHIN
TITU MAIORESCU UNIVERSITY
2016-2020**

**Dean
Prof. Daniel Cochior, PhD**

BUCHAREST

1. MISSION

I believe that **the mission** of a dean of the Faculty of Medicine is to **promote education and academic performance** in training competitive graduates who can integrate into the labor market in healthcare systems, while **ensuring the conditions for the teaching staff to demonstrate their value and professionalism**. Equally important are: **developing an attractive system to motivate future candidates in order to broaden the selection base for future students**, as well as **focusing efforts on meeting the evaluation criteria** for faculties and universities, in **order to enter the first value group of the faculty and, implicitly, of UTM**. In addition to these, **achieving a level of research activity that generates knowledge and at the same time increases the international visibility of the faculty** is undoubtedly an essential goal.

All this can only be achieved through teamwork, through collaboration with the entire academic community of the university, based on ethical principles, mutual respect, and understanding.

2. VISION

The Faculty of Medicine, an integral and emblematic part of Titu Maiorescu University in Bucharest alongside the other faculties, aims **to become a centre of excellence in education, specialist training, research and medical care**. The faculty is internationally accredited by FAIMER (Foundation for the Advancement of International Medical Education and Research) and WHO.

As stated by the Rector, Prof. Smaranda Angheni, *"Titu Maiorescu University is placed, not only by name, under the spiritual authority of Titu Maiorescu, the father of modern Romanian culture and civilization. As a member of the European Universities Association (EUA), the International Association of Universities (IAU), and the European Association of Erasmus Coordinators (EAEC), Titu Maiorescu University actively participates in the creation of a European education system in the current climate, where only the best survive and succeed in such an important field. The direct international relations that UTM has with universities in the EU, Canada, and the US, as well as its participation in the European inter-university exchange program ERASMUS/Long Life Learning Program, are a guarantee of its recognition, including at the international level. All these features of a well-defined identity in Romanian higher education open up a wide range of prospects for Maiorescu graduates, both nationally and internationally, under the generous banner of the EU.*

Entering the European education and scientific research space has been achieved mainly by capitalizing on the creativity of teachers and students through interdisciplinary and transdisciplinary collaboration with universities in Romania and abroad.

Our faculty has numerous achievements, with a past and present that honor us. All the conditions are in place for valuable results to be achieved in the future and for the training and education of generations of young doctors and nurses to provide the best possible medical care for the population.

In this context, **the Faculty of Medicine must continue the process of developing a modern academic institution, integrated into the national education system and compatible with the academic structures of the European Union countries, in accordance with the spirit of Bologna and the content of the National Education Law and the recent regulations, methodologies, and codes adopted by our institution in the new University Charter.**

3. SPECIFIC OBJECTIVES

The art of accomplishing something together with other people is one of the hallmarks of quality management, which I intend to apply. **Management by objectives** will be based on **the participation of all staff** in achieving them, on knowledge of the financial development plans of the departments, on the existence **of** a continuous **control system**, on the close correlation of material and moral **rewards** and **sanctions**, on **the actual results** obtained with direct implications on **the mentality of the staff**, in the sense of increasing interest in the development of the faculty. The main managerial benchmarks, in accordance with the University Charter, are summarised as priority objectives: the study programme, human resources, scientific research, students, material resources, strategic partnerships, administrative and quality management.

I. STUDY PROGRAM

A. Developing and strengthening the faculty's reputation as a trainer of specialists, generator and synthesizer of scientific knowledge, meeting the needs of society through an educational offer and methods of conducting medical studies that are attractive and constantly adapted to demand, capable of training graduates and specialists who are competitive in the European space and easily integrated into the labor market represented by health systems.

I am referring to:

- **a transparent student recruitment and admission policy** – open days, marketing at high schools to promote our faculty;
- **modernisation of study programmes** to include: the mission, general and specific objectives of the programme, the curriculum, course descriptions, and the expected skills of graduates;
- within our faculty, emphasis must be placed on **the individual development of students**, who should be encouraged to choose their own learning path according to their aptitudes and interests, by participating in optional courses (e.g., surgical skills) other than those included in the compulsory curriculum;
- **improving the quality of practical training for students and residents**: modernising the practical training process by structuring and streamlining these placements so that the activity is truly student-centred;
- **optimising the curriculum** to facilitate knowledge assimilation by relocating certain subjects to higher years of study (e.g. clinical scientific research methodology);
- **assessing students through comprehensive examinations** that combine the verification of theoretical knowledge, practical skills, competencies, and aptitudes that students have in a particular discipline; Assessment will be periodic, carried out throughout the modules;
- **course materials** taught to students **will be prepared** by each faculty member;
- **the ECTS credit system** to be applied objectively in accordance with the good practice guide (established by the European University Association - EUA); (transfers, differences)
- **The final exam** will continue to be based on a summative exam, which clearly certifies the assimilation of students' cognitive and professional skills.
- **capitalising on learning outcomes** – residency and other stages of graduate qualification in their professional career;

- implementation of **mechanisms to measure student satisfaction** with the professional and personal development provided by the faculty, which can also be a good means of recruiting new students.
- B. I will closely monitor **compliance with the timetable** by teaching staff and students, starting with the development of balanced timetables that also ensure the necessary rest time.
 - C. **Making the most of teaching spaces** by avoiding overlapping teaching activities that need to be rescheduled.
 - D. It is **necessary to increase the involvement of the Faculty Council in evaluating the work of the secretariat** with regard to the accuracy of the records of students in the Faculty and their professional status (*grade sheets, catalogs, student registers, and the consistency of this data with that uploaded to the Single Student Register*).
 - E. **Developing collaboration with the administrative structures of healthcare units** in order for students to obtain the skills mentioned by the European Union of Medical Specialists (UEMS);
 - F. **Developing postgraduate education**, in collaboration with IOSUD and the Doctoral School of Medicine, by creating a stimulating framework for expanding the range of courses in line with labor market needs.
 - G. **Creation of programs taught in international languages;**
 - H. **Annual updating of university courses and practical work** necessary for students to acquire the latest specialist knowledge.
 - I. **Annual updating of curricula and analytical programs** and orientation of new teaching structures in curricula according to similar structures in prestigious European universities.
 - J. **Compliance with ARACIS standards** on quality management and educational effectiveness, also related to the improvement of the transferable credit system.

II. HUMAN RESOURCES - TEACHING STAFF

I will show constant concern for the following aspects:

- **the selection and development of a valuable and honest academic body** through the promotion of effective management;
- **top-level professionalism, humanism, and impeccable ethics in healthcare**, with an active contribution to the reform process of the national health system;
- I will constantly advocate for **the promotion of faculty members, whether tenured or adjunct**, based on performance criteria and objective evaluation based on results and student assessment; I would like to see as many existing teaching staff as possible meet the minimum criteria for senior teaching positions within two years, without neglecting medical education and healthcare activities;
- **recruit new teaching staff with scientific and research achievements, excelling** in disciplines where there is a shortage;
- **increased responsibility for the duties stipulated in the University Charter**, whereby the dean, together with the department heads, are responsible for the selection of teaching staff based on professional criteria, hiring, professional development, motivation, periodic evaluation, and termination of faculty staff employment contracts;

- **at the level of disciplines, I will advocate for the consolidation of teaching staff into representative centers by creating complete departments that allow for coordination, verification of activity, and promotion based on competence criteria;**
- **ARACIS quality indicators regarding the academic body must be respected;**
- **the curriculum committee** to efficiently manage the development and modernization of the Faculty of Medicine's curriculum in order to adapt it to existing educational needs; Similarly, the other newly established committees (**the committee for evaluating student examinations and results, the committee for evaluating teaching staff performance, and the committee for validating transfers and differences**) should carry out their activities efficiently.
- **promoting the mobility of teaching staff** in various study programs, education, or scientific activities. increasing opportunities for our own teaching staff to teach abroad as visiting professors; encouraging/supporting teaching staff to participate in international congresses/conferences;
- **communicating in writing all decisions of the Dean's Office** to department heads, subject coordinators, and course instructors in order to streamline communication and ensure the transparent transmission of all objectives and decisions to the basic structures of the faculty.
- **developing an academic climate** in which mutual respect, recognition of authentic values, interpersonal and professional cooperation, tolerance, open exchange of ideas, and ethical and deontological principles prevail.

III. SCIENTIFIC RESEARCH

Medical research is a priority at European level, with an emphasis on quantifying scientific results. On the other hand, this activity is one of the main sources of extra-budgetary income necessary for the procurement of modern technologies, staff participation in domestic and international scientific symposiums and events, increasing personal income, etc.

In order to develop scientific research in the faculty, I have the following objectives in mind:

- **promoting multi/interdisciplinary and transdisciplinary scientific research** focused on the priorities of the national and European strategy, which effectively produces knowledge that serves individual and collective health.
- **increasing the number of teaching staff with research experience participating in scientific research competitions** (PN 3, POC, Horizon 2020);
- **New research contracts in clinical studies.**
- **access for teaching staff to the status of expert evaluators** within various national/European scientific research programs;
- **development of national and international partnerships/collaborations** on research projects;
- **organization of national scientific events with international participation** under the auspices of various professional societies; encouraging teaching staff of the Faculty of Medicine to join the management structures of professional associations actively involved in research;
- **a short-, medium-, and long-term research plan should be developed at the department level;**
- **the effective dissemination of the final or interim results of scientific research activities** through scientific articles published in reputable journals with an impact factor that allows teaching staff to qualify for competitions and grants as project managers;

- **participation of students, doctoral students, and residents in their final years in research projects**, thus enabling the scientific and professional affirmation of young people;
- **Establishment of a student scientific group for the purpose of producing a journal in a medical specialty of interest;**
- **participation of teachers, students, and doctoral students in scientific events in the country and abroad;**
- **monitoring the research results obtained by teaching staff more rigorously** by creating a real-time reporting system for these results: articles, monographs, conferences, innovations, patents, competitions, etc.;
- **development of a virtual surgical simulation center** for practicing practical skills as a result of participation in scientific research competitions;
- **research activity will be permanently supported through the Doctoral School.**

IV. STUDENTS

Admission to undergraduate studies in the Faculty of Medicine and AMG is organized in accordance with the legislation in force. The admission conditions are made public, including on the university's website. Admission is based exclusively on the academic skills of the candidate in conditions of total transparency without any discrimination.

The faculty management will support student activity by:

- **Identifying and capitalizing on student expectations** in order to improve the quality of teaching and student-teacher communication.
- **Focusing the learning process on the student**, a process that is supported by events organized within the faculty for both students and teaching staff.
- **Involving students in the process of evaluating the quality of the educational process**, based on the premise that all teaching activities are student-centered, by creating an objective assessment mechanism.
- **Developing and streamlining the tutorial system** and involving senior students in mentoring activities in the early years;
- **Involving students in the smooth running of the university campus** (halls of residence, canteen, sports facilities, etc.) and **developing a sense of belonging to the large family of the Faculty of Medicine and UTM;**
- **Encouraging students to participate in educational, scientific, cultural, sports, and social activities.**
- **Cultivating among students the habit of working in an organized, rhythmic, and disciplined manner.**
- **Unrestricted access for students to material resources;**
- **Introducing an accommodation and initiation period for first-year students** in the week before the start of the academic year, with the involvement of older students;
- **Ensuring fair treatment of students in the Faculty of Medicine**, based on respect for their person and personality and in accordance with the institution's regulations, with a view to ensuring the best possible student-teacher relations.
- **Acquiring adequate practical experience**, under the guidance of highly qualified teaching and medical staff, for high-performance medical assistance, teaching, scientific research, and medical care.

- **Cultivating students' empathy towards patients, people with disabilities, the elderly, disadvantaged people, and those with modest financial means.**
- **Encouraging student involvement in volunteer activities** within the faculty and university.
- **Awarding scholarships**, including sponsorships, to students with outstanding results.

V. MATERIAL RESOURCES

In line with the development strategy and with the support of the university management, I will advocate for the development of the faculty's material resources for both preclinical and clinical studies.

Preclinical teaching takes place mainly in the lecture halls of the faculty building at IOR, while clinical teaching takes place in the lecture halls of the university (buildings M and V) and the hospitals where the respective clinical departments are located. The equipment of the classrooms and the spaces where practical activities take place is differentiated according to the specific teaching requirements of each discipline. The classrooms are equipped with modern teaching and learning technologies: notebooks, video projectors, screens, sound systems, etc. The Doctoral School is based at the "Nicolae Cajal" Institute of Medical Scientific Research.

Objectives:

- **Regular provision of modern medical equipment** in order to improve the quality of medical care and the professional training of students, residents, and doctors undergoing undergraduate/postgraduate training;
- **Maintaining, developing, and modernizing** the university campus and the learning and accommodation conditions for members of the university community;
- **Supporting responsible, prudent management** of budgetary and extra-budgetary resources, based mainly on projects and programs in line with the university's mission and objectives;
- **Empowering and involving** the entire academic community in the judicious use and protection of the institution's heritage;
- **Active collaboration** with the Board of Directors, the Financial Accounting Department, and the Human Resources Department;
- **Submission of an annual report** to the Faculty Council on the state of the material base and collection of proposals for its improvement, to be subsequently presented to the Board of Directors.
- **Annual procurement of consumables** based on rigorous planning.

VI. STRATEGIC PARTNERSHIPS

Given that the Faculty of Medicine must provide society with highly qualified professionals with higher education, the transfer of technology from research studies that it can offer, and adaptation to the requirements of the socio-economic environment, I have in mind:

- Developing **partnerships with hospitals with which the faculty has contracts** in order to correlate the development strategies of the two medical and educational structures;
- Developing collaboration between the faculty of medicine and private hospitals, establishing clinics;
- Establishing **partnerships between the Faculty of Medicine and local public administration, non-governmental organizations** with a view to its role and involvement in regional development and the EU integration process;
- **Active and ongoing collaboration with professional medical organizations;**

- **Developing the ALUMNI community:** Graduates of the Faculty of Medicine at UTM in Bucharest are much more than just former students. For us, they are ambassadors for the faculty in Romania and abroad, they are a very important part of the academic environment at Maiorescu, they are people whom the university appreciates and respects for their potential and qualities.
- Intensifying collaboration with schools in order to increase the selection base for future students;
- Involvement in regional development programs in the field of education and medicine;
- Increasing the visibility of the faculty through sustained activity to disseminate results and publicize personalities, concerns, and achievements.
- Developing public-private partnership projects that are in the early stages of implementation, which, in addition to their humanitarian aspect, will also contribute to generating revenue: mobile MRI in the Ministry of Transport's hospital network, development of a radiotherapy center.

VII. ADMINISTRATIVE MANAGEMENT

I will place particular emphasis on **transparency and better internal communication**, both between the faculty management, departments, and disciplines, and with other faculties. Collaboration with the Faculty of Dentistry is a priority in the context of this year's ARACIS evaluation. We must offer them all the support they need and not "cannibalize" them. After all, the development of all faculties is reflected in the development of the entire university. In this regard, I propose:

- **Organizing the dean's office in line with the priorities set out in the university's strategic plan;**
- **Concentrating efforts and resources on meeting the evaluation criteria for universities and faculties in order to access the first value group;**
- **Involvement of all teaching staff in the organisation and functioning of the faculty** – establishing responsibilities and periodically analysing their fulfilment
- **Diversifying and expanding existing committees** by involving teaching staff more actively, especially young teachers.
- **Efficiency and transparency in the allocation of resources** in relation to the contribution of departments and disciplines to the achievement of the faculty's major objectives
- **Improving the University's website** in order to provide all useful information for students and teaching staff in the Faculty (*course topics, bibliography, methods of knowledge assessment, list of teaching staff, library, publishing house, sports facilities, etc.*).
- **Supervising the proper conduct** of teaching activities in accordance with the published schedule
- **Public display** of all professional promotion competitions;
- **Granting of grades**, in accordance with the legislation in force, based solely on proven academic and scientific merit;
- **Ensuring** professional and administrative **transparency** by publishing relevant information (contact details, professional CVs, details of teaching activities, etc.) on the Faculty's website;
- **Compliance** with the University Code of Ethics and the University Charter.

Quality management will be structured according to *the plan, execute, verify, act* cycle. All proposed priority objectives, which are clear and achievable, will be implemented in compliance with legal regulations and the UTM Charter, but will also contain elements related to specificity and opportunity, in accordance with the requirements of the national and European labor market.

VIII. SWOT ANALYSIS

In order to define the objectives and strategic directions from the point of view of an optimal managerial approach, we initially identified some strengths in the activity of the Faculty of Medicine that lead to an increase in the quality of the educational process. There are also some weaknesses that have caused problems and may continue to do so, and which must be eliminated or improved.

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. 25 years of medical school tradition; the only private medical school in the country; 2. Well-developed material base; UTM is internationally recognized with a varied educational offer, adapted to the labor market; 3. Partnerships with nationally and internationally recognized public and private hospitals; 4. High degree of trust granted by ARACIS; 5. Professionalism of most teaching staff in the Faculty of Medicine; 6. Internal evaluation reports of the Faculty of Medicine quantifying teaching activity; 7. Research projects obtained through national competition, centers of excellence and research coordinated by teaching staff of the Faculty of Medicine; 8. Articles by teaching staff and students published in international journals with ISI ratings; 9. Establishment of the Doctoral School of Medicine within IOSUD UTM; 10. Internal control that does not allow deviation from normal academic conduct. 	<ol style="list-style-type: none"> 1. Limited collaboration in the field of research between the faculties that make up the university and, at the same time, between the departments within our faculty; 2. Poor communication between some teaching staff and students and between departments; 3. Insufficient involvement of some teaching staff in the curriculum reform process; 4. Tendencies toward egocentrism, non-academic behavior; 5. Development of the clinical base in private hospitals; 6. Poorly configured teamwork.
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Romania's integration into the European Union allows for the mobility of students and graduates, increasing the diversity of the healthcare labor market. 2. 's inclusion in Law Education a a 	<ol style="list-style-type: none"> 1. The lack of a real quantification of the quality of teaching activity in the promotion of teaching staff means that only the criteria for scientific research criteria to be taken into account. Thus, those with real qualities

<p>specific chapter dedicated to medical education.</p> <ol style="list-style-type: none"> 3. Legislation governing student and teaching staff mobility enables outstanding professional development and multicultural experiences. 4. Successful institutional projects enable curriculum development and the creation of doctoral and postdoctoral scholarships. 5. Diversifying the scope of project proposals can attract new extra-budgetary resources. 6. Involvement of students and doctoral students in scientific and research activities. 7. Increased transparency of activities carried out in the university environment; 8. Private residency – organized by the faculty in accredited private hospitals, with private funding (legislative proposal in this regard); 8. Development of communication through the university website. 	<p>Teaching staff can only advance to a higher level if they have scientific activity with a score.</p> <ol style="list-style-type: none"> 2. Difficulty in estimating the national and global economic outlook. 3. Tendency towards unfair competition among state universities; 4. Frequent unfair assessment of research projects submitted to competitions by some evaluators as "private"; cumbersome procedures for submitting research project proposals and evaluation over too long a period of time make it difficult to achieve the proposed objectives Faculty of Medicine; 5. Decline in numbers and aging of teaching staff due to the lack of attractiveness of an academic career (inverse proportionality between effort and income, as well as delays in professional advancement). 6. The decline in the quality of human resources choosing medical studies, due to a complex set of factors: economic, social, media, the long duration of studies, etc. 7. The relatively slow progress of quality assurance procedures can lead to al imbalances in the achievement of educational and research objectives.
---	--

Other characteristics of management will be: honesty, loyalty to the institution, respect for the law, collegiality, sensitivity to people's problems – whether they are employees or students, transparency and democratic spirit. We must realize that we are a strong and valuable community and that only together will we succeed in making the Faculty of Medicine a successful example of Romanian education and research.

In the spirit of the project I have proposed to you, I hope that at the end of my term, it will be possible to say that the Faculty was led by a united and competent team.

Prof. Daniel Cochior, PhD