

TITU MAIORESCU UNIVERSITY OF BUCHAREST



FACULTY OF MEDICINE



**OPERATIONAL PLAN
FOR THE ACADEMIC YEAR
2025-2026**



TITU MAIORESCU UNIVERSITY OF BUCHAREST
FACULTY OF MEDICINE

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INTRODUCTION

The Faculty of Medicine at **Titu Maiorescu University (UTM)** in Bucharest has a tradition of over 30 years in medical university education in Romania. It operates on the basis of modern educational principles, which generate competition and performance in the national and European academic space.

Currently, the following bachelor's degree programs are accredited within the Faculty of Medicine:

1. **Medicine, in Romanian** (360 ECTS, sector-regulated, accredited) - program with an enrollment of 150 students/year;
2. **General Medical Assistance**, in Romanian (240 ECTS, sector-regulated, accredited) - program with an enrollment of 65 students/year, accredited by Government Decision no. 326/2019;
3. Starting in July 2017 - **English Language Study Program** in Medicine (360 ECTS, sector-regulated) - program with an enrollment of 45 students/year, authorized program, accredited by Government Decision no. 326/2019.

This operational plan of the Faculty of Medicine was developed in accordance with **the Strategic Plan for Institutional Development** of Titu Maiorescu University, developed for the period 2024-2029, and contains information on the proposed objectives and deadlines for the development and improvement of the activities of the Faculty of Medicine in terms of teaching, scientific research, human resources, and financial situation.



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A. TEACHING ACTIVITY

General objective

- Improving and developing the quality of medical university education in order to ensure a modern and efficient educational system that meets European standards, with a view to increasing the impact of graduates on the labor market and increasing the number of graduates from the Faculty of Medicine at UTM.

1. Organising admission to bachelor's degree programmes

Proposed activities: Organising the admission exam for the bachelor's degree programmes in Medicine in Romanian, Dentistry in English and General Nursing.

Responsible persons: Dean, Vice-Deans

Collaboration with: -

Deadline: April-September 2026

2. Organization of the bachelor's degree exam

Proposed activities:

- Correlating the bibliography for the bachelor's degree exam with the bibliography for the residency exam, for the Medicine Program in Romanian; Correlating the bibliography for the bachelor's degree exam with the modern topics in the training curriculum for the General Medical Assistance Program;
- Correlating the bibliography for the bachelor's degree exam with the modern topics in the training curriculum for the General Medical Assistance Program;
- Organizing the bachelor's degree exam in good conditions for all three study programs.

Responsible persons: Dean, Vice-Deans, Department Directors

Collaboration with: -

Deadline: October 2025 – January 2026

3. Updating and improving study curricula

Proposed activities:

- Evaluation, updating, and standardization of all subject files, courses, and practical activities from all three study programs;
- Identifying and eliminating curricular overlaps between related subjects or within the same departments;
- Replacing the method of assessing student knowledge, with an emphasis on continuous assessment throughout the semester and, in particular, on the practical component;
- Promoting multidisciplinary, interdisciplinary, and integrative courses;
- Encouraging teachers to participate in professional specialisation courses to learn modern teaching skills focused on communication skills, current knowledge



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assessment techniques, Team Based Learning (TBL), and Case Based Learning (CBL).

Responsible parties: Vice-Deans, Department Directors
Collaboration with: -
Deadline: September 2026

4. Verification and updating of curricula:

Proposed activities:

- Developing curricula for the 2025-2026 academic year;
- Improving the ratio between the number of course hours and practical activities and aligning them with the new ARACIS requirements;
- Expanding the range of optional and elective subjects by including them in the curriculum;

Responsible parties: Vice-Deans, Department Directors.
Collaboration with: -
Deadline: May 2026

5. Development of the internal e-learning platform

Proposed activities:

- Updating the digital content available on the Faculty of Medicine's e-learning platform (courses, recordings of organized workshops, teaching tutorials, and practical maneuvers), part of the Microsoft 365 ecosystem owned by Titu Maiorescu University;
- Drafting the specialist practice notebook in fully digital format for all three study programs.

Responsible parties: All teaching staff.
Collaboration with: UTM IT Department
Deadline: Continuous

6. Optimization of the system for acquiring practical skills by students

Proposed activities:

- Optimization and re-evaluation of the Practice Notebook, to establish the minimum standard of skills for each year of study.
- Creation, in accordance with ARACIS criteria and standards, of assessment notebooks for on-call practice activities for students in the Medicine and Medicine in English programs. Responsible parties:

Responsible persons: Vice-Deans, Department Directors, Course Lecturers
Collaboration with: Private/state clinical hospitals in the UTM portfolio
Deadline: April-December 2026



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7. Streamlining specific clinical activities

Proposed activities:

- Standardization of the training system through practical activities, by specialty category, and correlation between clinical departments in private and state hospitals in the Faculty of Medicine portfolio;
- Creation of a digital system for reporting practical activity in disciplines that involve clinical internships
- Analysis and elimination of overlaps in clinical practical training curricula between different disciplines, across all study programs

Responsible parties: Vice-Deans, Department Directors, Course Lecturers

Collaboration with: Private/state clinical hospitals in the UTM portfolio

Deadline: Continuous

8. Provision of teaching materials

Proposed activities: Updating course materials and practical activities for all subjects.

Responsible: Department Directors, Course Lecturers

Collaboration with: -

Deadline: Continuous



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B. SCIENTIFIC RESEARCH AND THE PROCESS OF DISSEMINATION OF RESEARCH RESULTS

General objective

- Developing scientific research in the Faculty of Medicine, as a confirmation of the value of the academic body in order to increase the impact of the educational process and of our faculty at national and international level

1. Institutional reaccreditation of the Faculty of Medicine as a provider of EMC credits and increasing the credit rating

Proposed activities:

- Submission of the institutional file for annual reaccreditation of Titu Maiorescu University – Faculty of Medicine as a provider of Continuing Medical Education (CME) credits, a status that allows it to organize medical events with CME credits.
- Taking all necessary steps to increase the current status from "local organizer of events with CME credits" to "national/international organizer of events with CME credits."

Responsible parties: Dean

Collaboration with: RMC

Deadline: February 2026

2. Increasing the number of scientific research projects, supporting project submissions, and assisting in the implementation of successful projects

Proposed activities:

- Encouraging teachers to submit funding proposals in international, national, and local competitions, as well as those with private funding
- Continuously updating information on scientific research funding opportunities;
- Identifying new areas of research capable of attracting innovative, multidisciplinary, and interdisciplinary projects;
- Providing technical support for the proper management of ongoing projects, especially those within the competition for internally funded projects;
- Verifying interim progress reports on internal research projects.

Responsible persons: Dean, Vice-Deans, Department Director

Collaboration with: Vice-Rector for Scientific Research

Deadline: Continuous

3. Encouraging the writing and publication of scientific papers

Proposed activities:

- Disseminating the interim and final results of research activities from ongoing projects in ISI-rated and ISI-indexed journals and/or other BDI journals;



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- Implementation of the program for partial/total reimbursement of the cost of publishing articles in high-impact journals;
- Continuation of the program to reward groups of authors who have published scientific materials in journals with a high IF.
- Implementation of the ISI Proceedings-type in extenso volume of works related to the annual conference of the Faculty of Medicine.

Responsible parties: Dean, Vice-Deans, Department Directors

Collaboration with: Vice-Rector for Scientific Research

Deadline Continuous

4. Organization of local, national, and international scientific events

Proposed activities:

- Supporting, through existing infrastructure and the contribution of teaching staff and students, the organization of these events under the auspices of Titu Maiorescu University and other professional societies
- Strengthening relations with the leadership and members of the Romanian College of Physicians, particularly in Bucharest, and the Bucharest Order of Medical Assistants, regarding the organization, promotion, and awarding of Continuing Medical Education credits for these scientific events.
- Increasing the participation of medical and related companies with sponsorship packages to support the main scientific event of the Faculty of Medicine – the National Conference with International Participation;
- Continuing to organize plenary sessions by involving scientific personalities from the diaspora.

Responsible: Dean, Vice-Deans, Department Directors

Collaboration with: CMR, CMMB, UTM Department of International Relations

Deadline: Continuous

5. Increasing doctoral activity

Proposed activities:

- Facilitating access to doctoral studies, especially for valedictorians, but also for graduates who are capable and interested in teaching and research careers;
- Encouraging participation through mobility programs, especially within the ERASMUS+ system, in order to support doctoral students in their research activities and to attract external participation, with a view to increasing the visibility of both the Doctoral School and the Faculty of Medicine;
- Developing research infrastructure.

Responsible: Dean, Vice-Deans, Department Directors

Collaboration with: IOSUD UTM, Doctoral School of Medicine

Deadline: Continuous



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6. Interdisciplinary and interdepartmental correlation of research results in order to harmonize citations in ISI publications at faculty level

Proposed activities:

- Finalization of the web application and dedicated access portal for the database that ensures the visibility of the scientific activity of all teaching staff in the Faculty of Medicine as well as teaching staff from other potential partner higher education institutions
- Accelerating individual development in academic careers by increasing the number of citations of ISI-indexed articles, with or without a determined FI.
- Accelerating the pace of promotion of tenured teaching staff, especially young ones
- Effective interrelation with other disciplines within the two departments

Responsible: Dean, Vice-Deans, Department Directors

Collaboration with: Faculty of Computer Science, IT Department

Deadline: Continuous

7. Implementation of student science clubs

Proposed activities:

- Implementation of new student scientific circles, with an emphasis on interdisciplinarity and collaboration between the two departments within the Faculty: the Department of Preclinical Disciplines and the Department of Medical-Surgical and Prophylactic Disciplines;
- Development of existing scientific circles through analysis of their activities.

Responsible persons: Dean, Vice-Deans, Department Directors

Collaboration with: -

Deadline: Continuous



C. ACADEMIC MANAGEMENT

General objective:

The main general objective for the 2025-2026 academic year is the successful completion of the pending institutional governmental evaluations, for all three programmes, Medicine (Romanian), Medicine in English and General Nursing. This falls in line with the University's major objectives of delivering high-quality educational programmes that are fully accredited under the Romanian law.

Teaching staff, whether tenured or associate, are the foundation of the Faculty of Medicine's activity, without which no other component (the bachelor's program, doctoral activity, or residency activity) can function properly. Optimizing the management of this resource ensures proper interoperability within the Faculty of Medicine.

1. Accreditation for all the teaching programmes (Medicine, Medicine in English and General Nursing)

Proposed activities:

- Gathering all the necessary information for redacting the evaluation forms
- Generating all the required annexes
- Updating the official website of the faculty

Responsible: Dean, Vice-Deans, Department Heads

Collaboration with: Vice-Rector for Education, Vice-Rector for Academic Quality

Deadline: Continuous

2. Retaining the faculty's teaching staff and filling vacant teaching positions

Proposed activities:

- Creating job descriptions for the 2026-2027 academic year in accordance with the Faculty's development strategy;
- Advertising vacant teaching positions for the 2025-2026 academic year, with a view to increasing the number of teaching staff employed on a permanent basis and thus optimizing the proportion of positions occupied by university assistants in all study programs;
- Recruitment of capable graduates with potential in teaching and research for a teaching career and access to doctoral studies;
- Training teaching staff for the successful implementation of the curriculum reform process;
- Offering professional development opportunities for teaching assistants.

Responsible: Dean, Vice-Deans, Department Heads

Collaboration with: Vice-Rector for Education

Deadline: Continuous



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3. Periodic evaluation of teaching staff

Proposed activities:

- Application of the teaching staff evaluation methodology (self-evaluation, semester evaluation of teaching staff by students, peer evaluation, evaluation by the Department Director);
- Analysis of summary reports on teacher evaluation.

Responsible persons: Dean, Vice-Deans, Department Directors

Collaboration with: -

Deadline: June 2026

4. Ensuring the quality of academic activity

Proposed activities:

- Supporting the Quality Assurance Committee in achieving its strategic objectives;
- Preparing documents for the periodic evaluation of the study programs Medicine in Romanian, Medicine in English, and General Nursing.

Responsible persons: Dean, Vice-Deans, Department Directors

Collaboration with: -

Deadline: Continuous

5. Continuous improvement of teaching staff

Proposed activities:

- Encouraging teaching staff to improve their skills in cutting-edge digital technologies (AI, digital teaching tools, etc.)
- Accelerating the achievement of minimum B2 level qualification for teaching in English in the university environment (for teachers who teach within the English Language Medicine Program)
- Accelerating the process of obtaining a psycho-pedagogical qualification certificate for both teachers working on an hourly basis and those already employed
- Obtaining individual digital signature certificates to streamline the digital signing of official documents that lend themselves to this type of authentication

Responsible parties: Dean, Vice-Deans, Department Directors

Collaboration with: Department of Psychopedagogy within the Faculty of Education, Communication, and International Relations, IT Department

Deadline: Continuous



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D. INFRASTRUCTURE AND MATERIAL RESOURCES

General objective

- To develop the material base in the Faculty of Medicine in order to streamline the teaching process for both preclinical disciplines and, in particular, medical, surgical, and prophylactic disciplines.

1. Renting lecture hall space for external scientific events

Proposed activities

- Renting out spaces belonging to the Faculty of Medicine on the IOR campus (IOR2 Building – classrooms and IOR2 – laboratories) to medical and pharmaceutical institutions and accredited scientific organizations to organize scientific events with EMC accreditation
- Use of laboratory spaces for practical activities such as hands-on workshops

Responsible parties: Dean, Vice-Deans, Department Directors

Collaboration with: Medical and pharmaceutical institutions

Deadline: Continuous

2. Organization of workshops with practical activities on cadavers

Proposed activities:

- Organization of workshops with hands-on activities on cadavers, covering various fields (general surgery, orthopedics, intensive care, etc.)

Responsible Dean, Vice-Deans, Department Directors

Collaboration with: Specialized companies handling cadaver parts for surgical study, CMR, CMMB

Deadline: Continuous

3. Regular meetings with the private sector involved in the placement of medical personnel at European level

Proposed activities:

- Increasing the visibility of both UTM and, in particular, the Faculty of Medicine among medical staffing agencies at European and non-European level
- Directly increasing revenue generated from non-educational activities by collecting fees from relevant companies that come to provide training

Responsible parties: Dean, Vice-Deans, Department Directors

Collaboration with: Companies responsible for hiring doctors in the EU and non-EU, Embassies

Deadline: Continuous



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4. Testing the aptitudes and pre-orientation in the medical career of future students

Proposed activities:

- Conducting two testing sessions (standardized tests and interviews) through which teams of evaluators determine various aptitudes of future candidates for the Faculty of Medicine entrance exam, which can serve as a basis for pre-orientation toward a particular medical specialty.
- This project is intended to be carried out in two sessions, one before the entrance exam and one immediately after the start of the academic year, in which case we will specifically address students admitted to the faculty.

Responsible persons: Dean, Vice-Deans, Department Directors, Teaching Staff from the Psychiatry discipline

Collaboration with: International Relations Department, Marketing Department

Term: Continuous



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E. EXTERNAL VISIBILITY OF THE FACULTY OF MEDICINE

General objective:

- To increase the visibility of the Faculty of Medicine in the academic and social environment in Romania, as well as internationally, within the EU and outside the EU

1. Training sessions project "Cardiopulmonary Resuscitation"

Proposed activities:

- Continue to organize regular public training sessions on basic cardiopulmonary resuscitation techniques in areas of broad educational interest, such as elementary schools, high schools (public or private), and shopping malls

Responsible parties: Department Directors, Teaching Staff from the First Aid Measures discipline (Prof. Dr. Manastireanu Dan, Assoc. Prof. Dr. Adam Răzvan)

Collaboration with: Marketing Department

Deadline: Continuous

2. Drafting of the "Student Guide to the Faculty of Medicine"

Proposed activities:

- Drafting the Student Guide, in digital and print format, in Romanian and English, with complete information about the current academic year, 2025-2026, intended for students from the three study programs;
- Distribution of these materials at university education fairs in the country or internationally (NAFSA, EAIE, etc.).

Responsible parties: Dean, Vice-Deans, Department Directors

Collaboration with: Department of International Relations, Department of Marketing

Deadline: Continuous

3. Participation through partnerships with various public institutions in medical and social events

Proposed activities:

- Continuation of the partnership with the Drug Enforcement Directorate within the General Inspectorate of the Romanian Police

Responsible parties: Dean, Vice-Deans, Department Directors

Collaboration with: Drug Enforcement Directorate within the General Inspectorate of the Romanian Police

Deadline: Continuous



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4. Continuation of the organization of visits and tours for pre-university students

Proposed activities:

- Continuing to promote the Faculty of Medicine by inviting 10th and 11th grade students to various interactive activities held in the teaching facilities on the IOR university campus during the "Different School" period in pre-university state education
- Continue promoting the Faculty of Medicine in private pre-university educational institutions

Responsible: Dean, Vice-Deans, Department Directors

Collaboration with: High schools (public or private)

Deadline: Continuous

5. Ensuring the presence of representatives of the Faculty of Medicine at university education fairs

Proposed activities:

- Rotational participation of academic staff capable of promoting the educational offer of the Faculty of Medicine at international fairs such as NAFSA (USA) or EAIE (Europe)
- Production of videos/informative materials for the international promotion of the educational offer of the Faculty of Medicine, with a focus on the ERASMUS+ program.

Responsible persons: Dean, Vice-Deans, Department Directors

Collaboration with: International Relations Department, Marketing Department

Term: Continuous

6. Public relations and visibility in social media

Proposed activities:

- Complete redesign of the website, in line with UTM's marketing strategy
- Promotion on social media of all scientific activities and events organized at the faculty level (conferences, workshops, etc.)
- Developing strategies to promote the faculty's educational offer.

Responsible persons: Dean, Vice-Deans, Department Directors

Collaboration with: Department of International Relations, Department of Marketing

Deadline: Continuous



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7. Expansion of interinstitutional agreements within the ERASMUS program

Proposed activities:

- Expansion of ERASMUS partnerships both in Europe and in other geographical areas, such as Latin America, Asia, etc.
- Strengthening traditional ERASMUS relationships with existing partners
- Supplementing existing agreements, where appropriate, by including doctoral activities

Responsible persons: Dean, Vice-Deans, Department Directors

Collaboration with: Department of International Relations

Deadline Continuous



F. SECRETARIAT ACTIVITIES AND STUDENT MANAGEMENT

General objective:

The secretariat, through its specific nature, participates in the flow that ensures the smooth running of all activities within the faculty, representing the link between students, teaching staff, and the personnel involved in the management of the Faculty. The main objective is to digitize as many processes involved in secretarial work as possible in order to improve and streamline student management, as well as relations with teaching staff.

1. Improving student and teaching staff management at the secretarial level

Proposed activities:

- Resizing the staff in order to increase the number of people, taking into account the enrollment figures for all three study programs in the Faculty
- Financial incentives for periods of extra-curricular activity
- Increasing the number of staff serving the secretariat
- Streamlining the service through the use of electronic platforms
- Involving staff in training internships within the Erasmus+ program
- Obtaining individual digital signature certificates to streamline the digital signing of official documents that lend themselves to this type of authentication

Responsible persons: Dean, Vice-Deans, Department Directors

Collaboration with: -

Deadline: Continuous

2. Continuous improvement of secretarial staff

Proposed activities:

- Encouraging secretarial staff to undergo professional development programs with a view to the effective use of new digital technologies (AI, office automation systems, etc.)

Responsible: Dean, Vice-Deans, Department Directors

Collaboration with: IT Department, RUNOS

Deadline: Continuous

3. Digitization of student management services

Proposed activities:

- Launch and implementation of the project for automatic scanning of admission tests, bachelor's degree tests, or final assessments of the study subjects of the three bachelor's degree programs
- Creation of an extensive database of students from all three bachelor's degree programs
- Launch and implementation of a web platform for the integrated digital allocation and centralisation of places for summer internships and on-call internships for students in the Medicine and Medicine in English programmes



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- Launch and implementation of the system for automatic digital completion and generation of certificates for students, as well as other compatible academic documents

Responsible persons:

Dean, Vice Deans, Department Directors

Collaboration with:

Faculty of Computer Science, IT Department

Deadline:

Continuous



G. MANAGEMENT OF RESIDENCY ACTIVITIES

General

Although resident management is not currently under the direct authority of the Faculty of Medicine, it is closely linked to the academic and clinical activities of the teaching staff of the Faculty of Medicine. The work carried out by resident doctors who have chosen to train at the Titu Maiorescu University Center in Bucharest is a very important component of the Faculty of Medicine's ecosystem.

1. Digitization of secretarial management in the residency department

Proposed activities:

- Implementation of an extensive internal database, parallel to the national resident management system, for better and more efficient organisation of residents
- Automation of processes for issuing documents necessary for specific residency training activities
- Recruitment of additional staff at the secretarial level

Responsible parties: Dean

Collaboration with: Vice-Rector for Postgraduate Training and Residency Programs, Director of the Department of Training through Residency Programs

Deadline Continuous

2. Improving the quality of residency training programs in disciplines related to the field of medicine

Proposed activities:

- Supplementing the official national residency training curricula
- Implementing a system of competency certificates for resident doctors
- Creating scientific circles for resident doctors
- Supporting and involving resident doctors in scientific research and publication activities by participating in the National Conference of the Faculty of Medicine and other specific national and/or international events

Responsible parties: Dean

Collaboration with: Vice-Rector for Postgraduate Training and Residency Programs, Director of the Department of Training through Residency Programs

Deadline Permanent

DEAN,

Associate Professor MOLDOVAN COSMIN, MD, PhD

