ANNEX 12

“Aurel Vlaicu” University of Arad

Annual Operational Plan
2013
1. Mission and objectives

The insurance and development of resources and instruments, necessary for the education and research processes at high quality standards are the main objectives of “Aurel Vlaicu” University of Arad, in order to ensure competitiveness in European higher education and research.

The Operational Plan 2013 is structured to cover activities regarding the performance in the academic space, the affirmation of the university as an institution of higher education and scientific research and its integration in the European space for higher education and research as soon as possible.

This Operational Plan is based on the Operational Plans of the university’s 9 faculties as well as on the Strategic Plan 2012-2016 and the current legislation. It sets the coordinates through which the university management and the members of the academic community ensure the coherent and permanent development of “Aurel Vlaicu” University in the context of Romania’s accession to the European Union.

2013 represents in education a year of consolidating the mechanisms and activities regarding quality assurance, development and diversity of the offer at the level of Bachelor degrees and the introduction of new MA programs according to the Bologna structures; thus Bachelor, Master, PhD and Lifelong Learning Programs are developed in fields of study where scientific research is outlined and can support this process.

Considering the constant correlation with the labour market, adapting course profiles to European dimensions is a priority of all study programs.

Quality assurance of the education process will be ensured through investments in modern teaching premises (lecture halls, laboratories), through constant enrichment of library documentary funds, through increased access to computers for a larger number of students. University scientific research will follow the path of restructuring to promote excellence in the fields identified as priorities in the university. At the same time we will support groups whose experience in research is developing. The university will support, in particular, the development of funded scientific research and valuing the results through publications in journals of reference, through artistic, cultural and sports events, etc. The formative research is an aspect which "Aurel Vlaicu" University of Arad will capitalize on programs addressed to Master degree students, PhD candidates, young researchers, promoted by existing research platforms.

In 2013 the university will continue modernizing the study spaces, but also of the M building. The establishment of new inter-university collaborations, through consortia to exploit the opportunities offered by the Structural Funds programs. In 2013 the opportunities arising from Romania’s accession to the E.U. will be used to promote "Aurel Vlaicu" University of Arad both nationally and internationally through academic achievements and scientific research due to the bilateral agreements with prestigious universities from countries of the European Union. The implementation of joint study and research programs are aimed at expanding such collaborations on non-European space.
The Operational Plan for 2013 is designed considering the development of European education correlated with the concepts promoted by:

- The European Space for Higher Education, issued according to the statements of the Declarations of Sorbonne (1997), Bologna (1999), Prague (2001), Berlin (2003), Bergen (2005), London (2007);
- The European Research Space as issued by the Lisbon Declaration, 2003; the directions of development for adult education, defined by the Copenhagen Declaration, 2004;
- The decisions of the National Conference on higher education in Romania, 2003;
- Legal and administrative regulations governing the activities of the higher education in Romania;

2. Teaching Activity

"Aurel Vlaicu" University of Arad enrolls students in all levels of higher education, Bachelor, Master and Doctoral School. They are trained in the nine existing faculties.

The efficiency of previous teaching processes will be pursued through new, modern and attractive study programs that meet the needs of training of beneficiaries from the economic and socio-cultural environment as well as the students’ expectations. Activities supporting these objectives are:

a) the structuring of curricula on three levels - Bachelor's, Master's and Doctoral degree – according to the Bologna process. This process, which is supported by the positive experience in the University, will respect the regulations of the Ministry of Education and the decisions of the University Senate;
Deadline: permanent
Responsibility of: the Rector, the Vice-Rector in charge of the education process and quality assessment

b) the development of integrated study lines for Bachelor-Master-Doctorate - Lifelong Education programs benefiting from the pedagogical skills developed through research;
Deadline: permanent
Responsibility of: the Rector, the Vice-Rector in charge of the education process and quality assessment

c) Staff Training update their training in current study fields.
Deadline: permanent
Responsibility of: the Vice-Rector in charge of the education process and quality assessment, Deans of faculties

d) The development of new BA degree programs, as included in the nomenclature for fields of study, approved nationwide, and as a result of the identification of specific regional and national needs;
Deadline: permanent
Responsibility of: the Rector, the Deans of the faculties, the Vice-Rectors

e) Adjusting curricula to European requirements in order to adopt a common European framework of transferable ECTS compatible credit systems and readable and comparable degrees.
Deadline: September 2013
Responsibility of: the Rector, the Vice-Rector in charge of the education process and quality assessment, Deans of the faculties

f) Orientation of the subjects’ content in order to ensure the students/graduates the skills necessary for the integration in the European labour market and education; it is also necessary to update the provided information, as well as to increase involvement of all members in order to optimize curricula
Deadline: permanent
Responsibility of: the Rector, the Vice-Rector in charge of the education process and quality assessment, Deans of the faculties

g) Increasing the efficiency of practice activities of the students by setting up a framework to organize and monitor the periods of practice;
Deadline: permanent
Responsibility of: the Vice-Rector in charge of the education process and quality assessment, Deans of the faculties

h) Diversification and flexibility of the education offer:
Development of integrated study programs in partnership with Romanian and European universities and (especially at the level of Master and Doctoral studies) leading to joint degrees;
Deadline: permanent
Responsibility of: the Rector, the Vice-Rector in charge of the education process and quality assessment, the Vice-Rector in charge of academic transparency and international relations, the Vice-Deans of the faculties

The development of education modules in European partnerships, through teacher mobility programs with partner European institutions;
Deadline: permanent
Responsibility of: the Rector, the Vice-Rector in charge of the education process and quality assessment, Erasmus Coordinators
Erasmus

i) The integration and support of staff and students in the development of European education programs (Socrates, Leonardo da Vinci, etc.);
Deadline: permanent
Responsibility of: the Rector, the Vice-Rector for academic transparency and international relations

j) In order to increase the efficiency and modernize the teaching/learning process "Aurel Vlaicu" University of Arad aims to:

- develop of infrastructure through the implementation of new information and communication technologies;
Deadline: permanent
Responsibility of: the Rector, the Vice-Rector in charge of scientific research, the Deans of the faculties
-develop teaching laboratories through the allocation of budgetary funds and attracting additional funds (the involvement of the companies its own revenue, sponsorships, etc.);
Deadline: permanent
Responsibility of: the Rector, the Vice-Rector in charge of scientific research, the Deans of the faculties

-prepare traditional teaching materials and in electronic form for the use of students;
Deadline: permanent
Responsibility of: the Rector, Vice-Rector in charge of the education process and quality assessment, Deans of the faculties

-elaborate methodological guides for degree papers, dissertations as well as for the development of teacher's degree.
Deadline: permanent
Responsibility of: Vice-Rector in charge of the education process and quality assessment, Deans, Director of the Department of education policies

-expand the database and develop an IT infrastructure (computers networks, internet connection) for students in University areas;
Deadline: permanent
Responsibility of: Vice-Rector in charge of scientific research

k) related to students:

-adapt the entrance exam to the specifics of the faculties;
Deadline: April 2013
Responsibility of: the Rector, Vice-Rector in charge of the education process and quality assessment, Deans of the faculties

l) improve the system of students’ assessment-grading:
Deadline: permanent
Responsibility of: Vice-Rector in charge of the education process and quality assessment, Deans of the faculties

m.) as far as trainers are concerned:

-properly employ tenures, promote to the position of professor and associate professor of teachers who meet the national criteria
Deadline: permanent
Responsibility of: the Rector, Vice-Rector in charge of the education process and quality assessment

-attract the best graduates in order to ensure the continuity of the teaching process, enhance the employability of young people to education stations;
Deadline: permanent
Responsibility of: the Rector, Vice-Rector in charge of the education process and quality assessment

- support and encourage teachers to develop and finalize PhD programs
Deadline: permanent
Responsibility of: the Rector, Vice-Rector in charge of scientific research

n) expand the evaluation and self-evaluation of teaching activity at department level, to boost training and self improvement actions;
Deadline: permanent
Responsibility of: the Rector, Vice-Rector in charge of the education process and quality assessment, Deans of the faculties

3. Students
The admission of students in higher education is based on competition. As this annex shows, tests of the competition can be: file-based and for some specializations there are eliminatory practical tests. The minimum grade is 5.00.

The University has its own accommodation capacity, with 436 beds and a cafeteria with a capacity of 300 seats X 2 series.

In the academic year 2012-2013 "Aurel Vlaicu" University of Arad sets the following operational objectives:

In the field of education/training:

a) to increase the number of enrolled students through postgraduate levels: Master, PhD, Lifelong Programs;
Deadline: permanent
Responsibility of: the Rector, Vice-Rector in charge of the education process and quality assessment

b) to expand the IT infrastructure
Deadline: December 2013
Responsibility of: the Rector, Vice-Rector in charge of scientific research

c) to improve the university library’s book fund and the access to it;
Deadline: permanent
Responsibility of: Vice-Rector in charge of the education process and quality assessment

d) to organize practice periods within companies, in order to get familiar with the environment in which they will work after graduation;
Deadline: permanent
Responsibility of: Vice-Rector in charge of the education process and quality assessment, Deans of faculties
e) to increase students' motivation for professional training through study periods abroad, the practice in renowned companies in the country and abroad, employment during the holidays, the adjustment of Master study programs to market requirements;
Deadline: permanent
Responsibility of: Vice-Rector in charge of academic transparency and international relations, Erasmus Coordinators

f) to attract students towards scientific research on a contract basis;
Deadline: permanent
Responsibility of: the Rector, Vice-Rector in charge of scientific research

g) to organize scientific student sessions and professional competitions and support the participation at similar events in other university centres;
Deadline: May 2013
Responsibility of: Vice-Rector in charge of the education process and quality assessment, Deans of the faculties

h) to organize job fairs for future graduates;
Deadline: June 2013
Responsibility of: Vice-Rector in charge of the education process and quality assessment, student senators

Scholarships

a) to grant scholarships to students with good professional results;
Deadline: permanent
Responsibility of: Vice-Rector in charge of the education process and quality assessment, student senators

b) to grant social scholarships to students from poor backgrounds, orphans and descendants of heroes of the revolution, taking into account the results achieved by them;
Deadline: permanent
Responsibility of: Vice-Rector in charge of the education process and quality assessment, student senators

c) to select students with very good professional results for periods of study abroad funded by European programs;
Deadline: permanent
Responsibility of: Vice-Rector in charge of academic transparency and international relations, Erasmus Coordinators

d) to facilitate the granting of scholarships from companies to selected students, considering a possible future employment after graduation in the respective companies,
Deadline: permanent
Responsibility of: the Rector, the Deans of the faculties
e) to facilitate the granting of material support by various foundations in the country and abroad to students from poor backgrounds but with very good professional results;
Deadline: permanent
Responsibility of: the Rector, the Deans of the faculties

f) to reward students with very good professional results by giving them camp tickets for the holidays;
Deadline: permanent
Responsibility of: Vice-Rector in charge of the education process and quality assessment, student senators

**Student life**

a) to attract students towards national and international the student organizations;
Deadline: permanent
Responsibility of: Vice-Rector in charge of the education process and quality assessment, Vice-Rector in charge of academic transparency and international relations, student senators

b) to accommodate all students of the university according to the professional results and the distance from home in the university’s residence halls;
Deadline: permanent
Responsibility of: Vice-Rector in charge of the education process and quality assessment

c) to increase accountability of students in the dormitories for the existing assets and maintain a favourable study climate;
Deadline: permanent
Responsibility of: Vice-Rector in charge of the education process and quality assessment, Hall manager

d) to improve students’ access to the University Library;
Deadline: may 2013
Responsibility of: the Rector, the Library Director

e) to improve the service quality (accommodation, meals, medical care, entertainment), to increasing the capacity of accommodation;
Deadline: permanent
Responsibility of: Vice-Rector in charge of the education process and quality assessment, Hall manager

f) to support logistic activities organized by the university’s student societies
Deadline: permanent
Responsibility of: Vice-Rector in charge of the education process and quality assessment, student senators

**4. Scientific Research**
Scientific research is an essential component of the activity in an institution of higher education and at 'Aurel Vlaicu' University of Arad it develops at the level of faculties, research centres and institutes. Scientific research is developing in several priority directions including:

1) Product Design for Sustainable Development;
2) Sustainable Resource Development through Biotechnology and Ecological Processes;
3) Innovative Technological Developments;
4) Virtual Engineering, Virtual Reality and Robotics;
5) Modeling, algorithmization and simulation of systems;
6) Nanotechnologies, Materials and New Production Processes;
7) Health, Quality of Life and Human Performance;
8) Advanced Systems for Motor Vehicles and Road Transport;
9) Automation and Intelligent Systems
10) Statistics and Forecasting Economic and Social Phenomena
11) Literary and the socio-linguistic studies.

"Aurel Vlaicu" University of Arad benefits from a highly trained academic staff and the development of research activities is a natural consequence with positive effects on the quality of teaching activities; in order to achieve performance (and international recognition) the university’s strategy aims to use existing resources, capable to develop products of interest, with an impact on the economic and social life. Attracting funding through research-according to the real needs of knowledge and quality of research-is the academic staff’s focus point. For the implementation of this strategy the following objectives have been developed:

a) the orientation of scientific research towards priority areas:

Term: permanent
Answer: the Rector, Vice-rector for scientific research

b) The development and diversification of the activity of the Department's programs and Projects
Term: permanent
Answer: the Rector, Vice-rector for scientific research

c) Information development system-monitoring research activities financed;
Term: permanent
Answer: the Rector, Vice-rector for scientific research

(d) Promotion of quality research through:
-Supporting the teams who develop projects capitalized through direct application in the economic and social Council and through published works/presented in internationally recognized journals (ISI-rated) or to international conferences;
Term: permanent
Answer: the Rector, Vice-rector for scientific research
-The formation and development of a department for the promotion of intellectual property in universities;
Term: June 2013
Answer: the Rector, the Board of Governors, the Senate
- Supporting the development of collective infrastructure/centers that attract funding at regional, national and European level;
Term: permanent
Answer: the Rector, Vice-rector for scientific research
-The formulation of a set of indicators for periodic internal evaluation of activities research centers/groups;
Term: May 2013
Answer: Vice-rector for scientific research
- Support in particular of the research groups which obtained scientific results published in journals with a score of influence over 0.5 and/or indexed in World Cat database and those that implement research projects from international or national competitions and results;
Term: permanent
Answer: the Rector, Vice-rector for scientific research;
-Support research activities conducted in partnership with the economic environment;
Term: permanent
Answer: the Rector, Vice-rector for scientific research;

e) In the case of the research centers:
Strengthening of existing structures in the University; Term: permanent
Answer: the Rector, Vice-rector for scientific research
Supporting existing research platforms in the University; Term: permanent
Answer: the Rector, Vice-rector for scientific research
-The development and accreditation of new research centers;
Term: permanent
Answer: the Rector, Vice-rector for scientific research
f) The development of partnerships with companies, research institutes, research universities in the country, industrial parks, universities and research centers; Term: permanent
Answer: Vice-rector for scientific research

g) Human resources development through research:
-Promotion of the University structures for youth through training and for research (masters, Doctoral School Research); training of young researchers, selected from among graduates with outstanding results, doctoral programs integrated into research themes funded;
Term: permanent
Answer: Vice-rector for scientific research
-Support for young researchers to participate in thematic specialization courses, international seminars etc;
Term: permanent
Answer: Vice-rector for scientific research, Deans of the faculties
-Attracting the students, especially those in their final years and students in research projects financed;
Term: permanent
Answer: Vice-rector for scientific research
-The promotion of scientific researchers with experience in national and international committees for the evaluation of research and scientific forums (academies, scientific societies, professional associations);
Term: permanent
Answer: the Rector, Vice-rector for scientific research
-Increasing the number of tutors of PhD and doctoral leadership development for new areas;

Term: permanent
Answer: the Rector, Vice-rector for scientific research

h) Recovery of research results through scientific publications recognized (ISI, BDI), international scientific manifestations, patents;
Term: permanent
Answer: the Rector, Vice-rector for scientific research
i) Support through:
Scientific bulletins of the University and UAV Publishing house of the special results in research and attracting for the publication of valuable scientific works from the country and abroad, as well as the development of existing infrastructure for publishing of the bulletin;
Term: permanent
Answer: the Rector, Vice-rector for scientific research
-Publishing House "Aurel Vlaicu" University, Arad-monographs and treatises including the results of research;
Term: permanent
Answer: the Rector, Vice-rector for scientific research
j) Supporting the research centers and teams with outstanding results in the organization of regular scientific events with international participation; Term: permanent
Answer: the Rector, Vice-rector for scientific research
k) Infrastructure development documentation: books, treatises, subscriptions to international journals; including through the use of the budgetary funds attracted in part by the doctoral programs for the development of infrastructure and the current activities of the respective research groups; Term: permanent
Answer: the Rector, Vice-rector for scientific research
l) Increasing the share of contracts research and development in relation to the core funding; Term: permanent
Answer: the Rector, Vice-rector for scientific research
m) Integration centers and research teams in the European networks of scientific research; Term: permanent
Answer: the Rector, Vice-rector for scientific research
n) The establishment of new structures: research term: permanent
Answer: the Rector, Vice-rector for scientific research
o) A coherent development policy of simulation of scientific research through:
- Evaluation of the results of scientific research (at the institutional level, the research directions and at the individual level), on the basis of the research developed by the competent Committee of the Senate;
  Term: September 2013
  Answer: the Rector, Vice-rector for scientific research
- Development and implementation of financial strategies for stimulating centers of scientific research performances;
  Term: permanent
  Answer: the Rector, Vice-rector for scientific research
p) The modernization of management of scientific research through:
- Improvement of accounting and revenue management grants or contracts;
  Deadline: July 2013
  Answer: the Rector, Vice-rector for scientific research, economic Director
- Improvement of assessment centers/directions of scientific research in the University;
  Term: November 2013
  Answer: the Rector, Vice-rector for scientific research

5. The MANAGEMENT OF THE UNIVERSITY

The Supreme policy and decision in the University is the Senate. The Senate delegates the administration prerogatives of the current activities of the University Board of Trustees and Committees in accordance with the Charter. Organization and management of the university as a whole and all its structures are instruments for achieving the objectives formulated; participatory management, democratic decision and permanent communication underlie constructive resolution of problems. It is necessary a wider and responsible involvement of students in partnership with university staff to identify the object of our university.

In the field of strategy and decision
a) The active and responsible involvement structures of the university in the formulation of the strategy of development of the university and in the decision-making Act;
  Term: permanent Answer: Rector, Vice-rectors
b) Updating:
• The Charter of the University, in order to reflect the current level of development of the university,
Term: permanent
Answer: the Senate, the Rector, the Board of Directors
• The organizational structure of the university with the highlighting of the structures and levels of decision, the relations of cooperation and subordination of the structures;
Term: April 2013
Answer: the Rector, Vice-rectors
• Internal order regulations
Term: September 2013
Answer: The Rector, Vice-rectors
c) Intensification of activities of the Senate University, as basic tool in implementing the strategies in each area of activity;
Term: permanent Answer: Rector, Vice-rectors
d) *The semester assessment of the stage of completion of the Operational Plan*, the public presentation of the results at university level followed by analysis of the Senate of the University;
Deadline: January 13, June 2013 shall be responsible: the Rector, Vice-rectors
e) *Using the program to manage the educational plans, state functions and timetables*; its use as a tool in making decisions concerning the effectiveness of teaching in the university;
Term: permanent Answer: Rector, Vice-rectors
f) The increasing of the autonomy of the faculties;
Term: permanent
Answer: The Rector, Vice-rectors
g) Using the GISC and the Registration Only register;
Term: Permanent
Answer: Vice-rector for educational process and quality evaluation, Faculty Deans in communication and transparency field:

a) The insurance of proper functioning of the Department of Communication and Ensuring Transparency of "Aurel Vlaicu" University, Arad;
Term: permanent
Answer: The Rector, Vice-rectors, CAT Director
b) Activate a forum of communication between the managerial decisional and executive structures, paperless and secured, by which all new inform should be sent automatically via email to all forum members;
Term: January 2013
Answer: The Rector, Vice-rectors, CAT Director
(c) Ensure the proper functioning of the Web page at www.uav.ro;
Term: permanent
Answer: The Rector, Vice-rectors, CAT Director

d) *Disseminate information of major interest* by all members of the academic community of the university (professors and students) through the newsletter and internet;
Term: permanent
Answer: Rector, Vice-rectors

e) *The training of an audit system* aimed the updating and transparency of decisions and the management of information in the public interest on the website of the University;
Term: January 2013
Answer: the Rector, Vice-rectors, Director, Office of public internal audit
f) *Display press releases* of managerial structures authorized on the website of the university;
Term: Permanent
Answer: The Rector, Vice-rectors, CAT Director

g) *Communication with superior leadership structures*, evaluation and accreditiation, with effective tracking of feedback;
Term: Permanent
Answer: The Rector, Vice-rectors, CAT Director
h) *Promotion and popularization of the university* via posters, posters and banners, booklets, leaflets and flyers with the educational offer, videos, photo galleries, CDs or DVDs of your presentation;
Term: Permanent
Answer: The Rector, Vice-rectors, CAT Director
h) *Popularizing the results, achievements and performance* obtained by the academic community of „Aurel Vlaicu” University, Arad in the web space: promoting academic pages like University Worldwide Directory or Directory of University and Colleges, pages like Facebook, encyclopedias like Wikipedia, etc;
Term: Permanent
Answer: The Rector, Vice-rectors, CAT Director

i) popularization of university partners on its own web page, with links to websites of partners
Term: Permanent

Answer: the Rector, Vice-rectors, CAT director regarding the **financial systems:**

a) The development of an effective management for the performance indicators of quality in teaching plan (CNFIS) and in research (CNCSIS) in order to attract funding budget;
Term: permanent

Answer: The Rector

b) Attracting funds:

* Through continuing education, retraining, distance learning;*
Term: permanent

Answer: the Rector, the Deans of the faculties

*Through research, consulting, services;*
Term: permanent

Answer: the Rector, the Deans of the faculties

* By attracting of the economic agents in partnerships and in financing the activities of the university (through sponsorships, donations, spin-off companies);*
Term: permanent

Answer: the Rector, the Deans of the faculties

(c) Analysis of the semester, in the Senate broadened (members of the Senate and department managers)
Deadline: January 13, July 2013

Answer: the Rector, Vice-rectors

**In the human resources field:**

a) **Effective use of human resources:**
Term: permanent

Answer: the Rector, the Deans of the faculties, the directors of departments, heads of divisions and services

b) **Auxiliary staff from the increasing role of departments** streamlines the teaching and research;
Term: permanent

Answer: the Rector, directors of departments
c) Auxiliary staff from the acquisition departments in research on a contract basis;
Term: permanent
Answer: the Rector, the directors of departments, Legal Bureau

d) Identification of training needs and organizing a system of training of auxiliary personnel and staff of the University in order to increase service quality and to promote activities;
Term: permanent
Answer: the Rector, the Bin Directory information

(e) Implementation of the management information system and communication services, between the services and the appropriate management structures;
Term: permanent
Answer: the Rector, the Bin Directory information

f) The development of an adequate infrastructure for hard/soft profile of each service;
Term: permanent
Answer: the Rector

**Administration and patrimony**

Functional and administrative activities will be directed towards improving the teaching and research activities using modern methods of project management to allocate resources according to the activities carried out within the time limits laid down in the university and with clear responsibilities.

Administrative management will be effective one, based on strategic planning and quality assurance and will be permanently linked with institutional development programs, research and teaching, with budgeted funds.

a) The efficiency of the administrative activities by applying project management and forwarding proceeds to maintenance, modernization and expansion of the teaching and research infrastructure;
Term: permanent
Answer: the Rector, the administrative director

b) maintenance, development and modernization of the university's heritage; development and updating of the plan for repairs, upgrades, consolidations, building and expansion of the University to meet current educational process;
Term: permanent
c) Strengthening of the University's property, property
	Term: permanent
Answer: Rector, legal Office

d) Effective use of spaces for University activities, scientific, artistic, cultural and sporting activities, including partnerships with foreign university environment;
	Term: permanent
Answer: the Rector, Vice-rector for scientific research, Administrative Director general

e) Effective use of the premises for accommodation in dormitories and canteen areas; Term: permanent
Answer: the Rector, Vice-rector of educational process and quality evaluation, Administrative Director general

f) Drafting, reviewing and streamlining of administrative procedures by referencing the administrative activity with academic activity and research;
	Term: permanent
Answer: the General Administrative Director

g) Administrative activity correlation with didactic activity and research through regular debates between meetings with those responsible for the administrative work and those responsible for the academic activity and research;
	Term: permanent
Answer: the Rector, Vice-rector on research, Vice-rector of educational process and quality evaluation, general manager, administrative Deans of faculties

h) Elaboration and revision of normative acts for main materials supplies and monitoring of expenditures for utilities;
	Term: permanent
Answer: General administrative director
Material Basis

The objectives of the „Aurel Vlaicu” University laid down both for academic activity, research and student services can be achieved only through the effective use of existing materials and by improving and widening the base materials in this respect are three major paths to follow:

- appropriate use of existing materials, ensuring a high degree of loading;
  Term: permanent
  Answer: the Board of Directors, Vice-rector for scientific research, General Administrative Director

- the improvement and completion of the own resources of the base materials;
  Term: permanent
  Answer: the Board of Directors, General Administrative Director

- expanding and improving the material basis by governmental and local budget resources or by committing financial resources provided by international organizations;
  Term: permanent
  Answer: the Board of Directors, deans of faculties, General Administrative Director

6. THE HUMAN RESOURCES OF THE UNIVERSITY

Teaching staff:

Academic personnel policy seeks, in a first stage, the uniform coverage, proportionate, with teaching staff of all relays, placing special emphasis on the majors.

a) Strategy on attracting and promoting teachers will take into account a number of specific requirements, among which the most important are:

• Evaluating teachers based on The Academic activity and research and research Card, the results of the evaluation by students of the disciplines taught;
  Term: September 2013
  Answer: the Rector, Vice-rector of educational process and quality evaluation, Vice-rector for scientific research, the Director of human resources-payroll

• Preparing students with outstanding results in school for academic activity; Term: permanent
  Answer: Vice-rector for educational process and quality evaluation

• Use PhD students and researchers in an increasingly practical to cover activities and seminars;
  Term: permanent
  Answer: the Rector, Vice-rector of educational process and quality evaluation
b) Teaching stuff, according to the law:

- Providing its own resources to increase salaries to teachers who obtain good results and very good work;
  Term: permanent
  Answer: the Rector, Director, Director of human resources-payroll
- Reduction of personnel expenses while improving the remuneration;
  Term: permanent
  Answer: the Rector, Director, Director of human resources-payroll
- Reorganization of faculties, administrative efficiency and the Elimination of parallel activities;
  Term: permanent
  Answer: the Rector, the Deans of the faculties
- Orientation of teachers for teaching activities, and teaching/research with appropriate load;
  Term: permanent
  Answer: the Rector, Vice-rector of educational process and quality evaluation
- Optimizing the activity and working conditions through the establishment of appropriate working climate, together with the trade union organization;
  Term: permanent
  Answer: the Board of Directors

B) **Teaching staff, administrative and technical support**

Administrative, technical and auxiliary staff is organized into specialized services at Rector Office level, in addition to the faculties (auxiliary staff) or departments. Staff organization which serves the university through specialized services must, as soon as restructured, according to the law on National Education. Number 1/2011, through a more equitable redistribution of tasks, further training of staff and the computerization of the relevant services, the management of human resources should be directed to:

a) Ensure competent human resources through:
- The correct sizing of the human resources required;
  Term: permanent
  Answer: the Board of Directors
- The selection and hiring of personnel based on the criteria of competence; Term: permanent
Answer: the Rector, Director of human resources-payroll
• Evaluation and ranking of personnel;
Term: permanent

Answer: the Rector, directors of departments, offices and services
• Educating and training of the employees;
Term: permanent

Answer: the Rector, directors of departments, offices and services
b) An adequate payroll through;
• providing its own resources to increase salaries of technical and administrative personnel who obtain good results and very good work;
Term: permanent

Answer: the Rector, directors of departments, offices and services, economic director
• Different wages depending on the quantity and quality of services provided;
Term: permanent

Answer: the Rector, directors of departments, offices and services
• Administrative reorganization (and faculty) that will reduce the number of posts and will allow the improvement of wages;
Term: permanent

Answer: the Board of Directors

7. MATERIAL BASIS

The objectives included in the Operational Plan of "Aurel Vlaicu" University, Arad are possible to achieve only by ensuring an appropriate materials. In this sense there are three major routes to follow:
• Appropriate use of existing materials, ensuring a high degree of loading;
Term: permanent

Answer: the Board of Directors, Vice-rector for scientific research
• improving and expanding the resource base through its own materials;
Term: permanent

Answer: the Board of Directors
• Expanding and improving the material basis by governmental and local budget resources or through attraction of financial resources provided by international organizations;
  Term: permanent
  Answer: the Board of Directors, Deans of the faculties

8. INFORMATION SYSTEMS AND LIBRARY

Within the University, “Aurel Vlaicu”, Arad, operates a library that supports the educational process, scientific research and education, through the collection of materials that we make available to readers:

a) Publications (books, periodicals, special collections);

b) Electronic databases;

c) Spaces for study;

d) Specific services:

• Availability of publications (purchasing and interlibrary loan);
  Term: permanent
  Answer: Library Director

• Multiplication of teaching or scientific research papers;
  Term: permanent
  Answer: the Board of Trustees, Library Director

• Editing of high quality scientific papers;
  Term: permanent
  Answer: the Board of Directors, the director of the publishing house

Operational measures in order to accelerate the modernization process of communication are the following:

• Improving communication cable network at university level, which will raise the speed of communication parameters required today;
  Term: June 2013
  Answer: Vice-rector for scientific research

• In order to carry out its mission, in the context of the reform of higher education in Romania and the explosion of information, the library seeks to:
  • The continue development of publications on traditional and electronic;
9. FINANCING OBJECTIVES LAID DOWN IN THE OPERATIONAL PLAN

The financial strategy of "Aurel Vlaicu" University, Arad quantifies this institution needs to meet the objectives in the fields of higher education and scientific research. It was founded on the basis of the needs of the immediate and medium term of the university.

The main financing resources to the area of teaching and scientific research are:

• From the State budget, allocated by M.E.C.T.S.
• your income in the form of: education, taxes, rents, income from research, the work of auto funded and other benefits paid to third parties (individuals or juridical) or students, income from sponsorships.

In view of the fact that, in the future, funding from its own resources will have an increasing share in the operational plan shall provide for the following areas of action:

• The allocation of budgetary resources and requirements on departments and transfer responsibilities to meet them;

Term: permanent
Answer: the Board of Directors, Deans of the faculties
• diversifying the supply of education and training on the basis of the charge;
Term: permanent
Answer: Vice-rector for educational process and quality evaluation, Director Department of career counseling and vocational guidance ALUMNI
• making your own revenue through:
  - The use of student practice to implement orders of third parties;
Term: permanent
Answer: Deans of the faculties
  - University as a shareholder's participation at various companies;
  - Term: permanent
Answer: the Board of Directors, Economic Director
  - An extension of the service, consultancy services and expertise offered by teachers, specialists from research and administrative staff,
Term: permanent
Answer: the Board of Directors, Director, Legal Office
  - An administrative fee for additional services;
Term: permanent
Answer: the Board of Directors, Director, Legal Office
  - Spaces rent for auxiliary services useful to students, for scientific, cultural events and exhibitions;
Term: permanent
Answer: the Board of Directors, Economic Director, Legal Office
  - Transformation during the summer holidays of hostels in accommodation in hotel; Term: permanent
Answer: Vice-rector for educational process and quality evaluation, the Director of the hostel;
  - The participation of the university in competitions of project financing from other sources than the budget;
Term: permanent
Answer: Board of Directors
  - The involvement in the community life, local and regional authorities (establishment of centers for innovation and technology transfer, the diversification of the supply of public services, etc.);
- Term: permanent
Answer: the Board of Directors, Economic Director
- The attraction of resources through collaboration with other universities, institutions and nonprofit organizations or companies;

Term: permanent
Answer: the Board of Directors, Economic Director, Deans of the faculties

Chapters of expenditure will be detailed up to the level of faculties, services and departments.

In accordance with the principles of autonomy and with the general criteria of funding approved by the University Senate, the allocation of funds to departments and auxiliary services is done in such a way as to meet the objectives set out in the operational plan.

In this respect, financing academic activities from budgetary resources will be done by funding under the formula that is based on, first, the number of student equivalents. This provides a basis for fair distribution of funding and reflect the volume of academic activity in the investment policy for the construction of new buildings, research laboratories, educational facilities, the University Senate will decide on priorities (in accordance with the operational plan adopted) and the allocation to be made through grants and budget of own funds according to the size of the goal.

10. THE INTEGRATION OF THE UNIVERSITY IN THE COMMUNITY
A. On local, national plan
The affirmation and the use of the teachers and student’s skills students in interaction two-way with social, economic and cultural means an active involvement in community life, beneficial to both sides. For it aims at achieving the following objectives:

a) Promoting partnerships with regional and local authorities.

Term: permanent
Answer: the Board of Directors

b) Making/Development of the functional framework of technology transfer university-economic environment;

Term: permanent
Answer: the Board of Directors

c) Development of analytical centers, consulting, assessment and audit services to provide economic and social environment at the regional and national level;
d) Organizing by collectives from university of cultural events, artistic and sporting activities to the local community;
Term: permanent
Answer: Vice-rector for academic transparency and international relations
e) Developing of collaboration with agencies and regional and local authorities; the conclusion of partnership and cooperation agreements;
Term: permanent
Answer: the Board of Directors
f) Attracting local/regional community events popularizing the activities of the university; Term: quarterly
Answer: Vice-rector for academic transparency and international relations
g) Results of excellence and popularization of the personalities of the university through the media and through public events;
Term: permanent
Answer: Vice-rector for academic transparency and international relations
h) Transformation of the Web page of the university, in an active system of storage of information;
Term: permanent
Answer: Vice-rector for academic transparency and international relations
i) Intensification of activity centre for career guidance and counseling in connection with environment Socio-cultural and economic;
Term: permanent
Answer: the Board of Directors
j) Attracting companies and firms in the development of master studies and continuing education through the promotion of joint activities (applications, practice, development laboratories, dissertation topics, etc);
Term: permanent
Answer: Vice-rector for educational process and quality evaluation
k) The promotion of research and development projects in collaboration with companies and firms and the implementation of the results of the economic environment;
Term: permanent
Answer: Vice-rector for scientific research

l) Adaptation of PhD studies at specific topics, contracting with the economic and social environment;
Term: permanent
Answer: Vice-rector for educational process and quality evaluation, Vice-rector for scientific research

m) Formation and the development of technological and Business Incubator UAV IT INCUBATOR;
Term: October 2013
Answer: the Rector, Vice-rector for scientific research, technology and Incubator Director UAV IT business INCUBATOR

n) Widening the offer in the form of educational degree programs Bachelor's and master's degree for broad groups of beneficiaries, at local, regional and national levels; Term: permanent
Answer: Vice-rector for educational process and quality evaluation

B. At the international level

In a common Europe, the international cooperation is an area that must cover all areas: teaching, scientific, socio-cultural domains. Also be provided the institutional framework for broadening international cooperation, including with universities or institutions in the America, Asia or Africa, for this purpose it is necessary:

a) To promote collaborative framework on the basis of conventions and agreements with universities, research institutions, production establishments, cultural institutions or other organizations around the world;
Term: permanent
Answer: Vice-rector for academic transparency and international relations

b) Attracting of foreign students at both undergraduate and postgraduate studies;
Term: permanent
Answer: Vice-rector on transparency and international relations

c) Coordination of doctoral programs in co-tutorship;
Term: permanent
Answer: Vice-rector for scientific research, Vice-Rector for academic transparency and international relations

d) To intensify the exchange of teachers and students in other universities;

e) Term: permanent
Answer: Vice-rector for academic transparency and international relations

e) Organizing of scientific, artistic and international sports events and helping teachers and students to participate in such events that take place abroad;

Term: permanent
Answer: Vice-Rector for academic transparency and international relations, Vice-rector of academic activity

f) Creation of research facilities, in collaboration with academic and economic structures of other countries;

Term: permanent
Answer: Vice-rector for scientific research


g) International networks for education and research and the development of such networks; Term: permanent
Answer: Vice-Rector for academic transparency and international relations, Vice-rector of educational process and quality evaluation, Vice-rector for scientific research

g) The promotion of the university image at international meetings, educational fairs;

Term: permanent
Answer: Vice-rector for academic transparency and international relations