Annex 10

STRATEGIC PLAN OF “AUREL VLAICU” UNIVERSITY OF ARAD 2008-2012
-abridged-

I. The Legal and Organizational Framework

The documents that make up the history of education in Transylvania and in Arad evince an admirable activism – sometimes having dramatic accents – of Arad’s intellectuals to establish a university in these places. The Teacher Training School (1812), The Clerical-Teological Institute (1822), The Music Conservatory (1833) were anticipating the idea of higher education and academic projects of scholars as Bishop Ghenadie Raț (1850), Ioan Popovici Desceanu (in 1871), Vasile Goldiş (1906), Onisifor Ghibu (in 1915), Ion Monteanu (in 1924), The Memoirs of 18th September 1840, 11th, 20th, and 30th January 1945, 19th August 1947, of some of Arad’s great personalities show unflinching faith of Arad’s intellectuals that by its brilliant history Arad is justified to become a university. And when it finally had an Institute of Agriculture – with two Colleges (Zootechnic and Veterinary Medicine), this Institute lasted for only nine years, its activity being brutally interrupted in 1972; the Subengineering Institute was established, as a university-type institute, which was then developed as the current “Aurel Vlaicu” University.

The events of December 1989 have also meant for the residents of Arad the expression of new hopes for academic development. The citizens cue voice was finally heard after petitions and admirable endeavors. The government decision No. 567/18th May 1990 stipulated the establishment of the Institute for Higher Education in Arad on the structure of Subengineering Institute.

The act establishing “Aurel Vlaicu” University of Arad – initially as higher educational institution – was based on the government decision No. 567/18th May 1990, ministerial order No. 7751/1990 which stipulated that 1990-1991 academic year included a university institute, the Engineering Faculty with the following profiles and specializations:

- **Mechanical Profile Specializations:**
  - Machine Building Technology
  - Welding equipment and Technology
  - Railway Rolling Stock

- **Textile-Leather Profile with Specializations:**
  - Spinning-Weaving
Knitwear and Textile

Chemical Profile

Textile Chemical Finishing

Food Technology Profile with Specializations

Food Technology

The Romanian Government’s note of 01/04. 1991 and the Ministerial Order No. 4894/22. 03. 1191 approved the new name of the institution: Arad “Aurel Vlaicu” University as a symbol of unbroken flight to the heights of science and culture, as a symbol of the creative genius of our nation.

In the fall of 1991 it was approved the establishment of The Faculty of Theology at the same university under the Protocol 9870/30.05. 1991 concluded between the Ministry of Education and Science – State Secretariat for Cults and the Romanian Patriarchates.

From 1993/1994, based on the Ministry of National Education address No. 1346/17.09.1993 was founded a two modules economic profile in the Faculty of Engineering:

  - Finance and Banking with the specialization Finance and Insurance
  - Management, Accounting and Financial Control with the specialization Financial Control and Accounting Expertise.

As a result of this extension the Faculty was renamed as the Faculty of Engineering and Economics, name under which it functioned until October 1999.

According to Government Decision No. 866/28.10.1999 the Faculty of Engineering and Economics was reorganized and two colleges were established:

  - the Faculty of Engineering
  - the Faculty of Economics.

II. The Current Structure of “Aurel Vlaicu” University

“Aurel Vlaicu” University continuously and thoroughly developed, diversifying its educational offer particularly between 2001 and 2008 so that now we have 32 specializations (+ 5 pending authorization), 15 Master Specialization which exist in the 8 Faculties, 12 Departments and 2 Institutes – as it follows:

  - The Faculty of Theology, day courses lasting 3 years with the specializations: Orthodox Pastoral Theology, Orthodox Teaching Theology, Social Theology, and the following master specializations: Systematic Theology, Practical Theology, Theological and Linguistic Studies.
- The Faculty of Humanities and Social Sciences: 3 years time courses – specializations: Romanian Language and Literature – English Language and Literature; Public Administration; Journalism; History; Pentecostal Theology Teaching.

- The Faculty of Economics: 3 years time courses and ID, 3 years specializations: Finance and Banking; Accounting and Management Informatics; Trade, Tourism and Services, Management and the following Master specializations: Finance and Management in Public Administration, Public Budget, Financial Markets and Banks, Financing and Management in Public Safety Institutions, Financial and Accounting Management of the Company.

- The Faculty of Engineering: 4 years time courses with the specializations: Machine Building Technology, Welding Engineering, Textile Technology and Design, Knitwear and Clothing, Products Technology, Vehicles for Railway Transport, Road Vehicles; Automatics and Applied Informatics, Industrial Engineering, and the following MBA courses: Ecological Modernization of Rail Staging Stock, the Control and Expertise of the Textile Products, Industrial Production Systems.

- The Faculty of Food Engineering, Tourism and Environmental Protection, 4 year time courses, specializations: Food Engineering, Food Control and Expertise, Textile Chemical Technology, Food Engineering Bio-technology; Engineering and Management in Catering and Agro-Tourism, Bio-Technical and Environmental Systems Engineering and the following MBA courses: Food Quality Management, Food Engineering and the Environment.

- The Exact Science Faculty – 3 years time courses and ID (3 years) specializations: Computer Sciences and Mathematics – Informatics.

- The Faculty of Education and Social Assistance: 3 years day courses, specializations: Primary and Pre-School Pedagogy, Special Psychology, Social Care.

- The Faculty of Physical Education and Sports: 3 years time courses.

- Teacher Training Department with attributes to provide initial training for students in the teaching profession and continuing training through postgraduate specializations in teaching skills for graduates of non-teaching faculties, teaching degrees and teacher training for teachers of pre-university education with the educational MA.

- Modern Languages Department whose mission is to service in the learning of modern languages all university entities.

- Department of Mathematics servicing all of the UAV colleges.

- Distance Learning Department which organizes courses for the Faculty of Economics and the Faculty of Exact Sciences.
III. Values and standards

Preserving the valuable traditions of the Romanian education, but also in line with the requirements and standards of developed European countries and America, “Aurel Vlaicu” University proposes the strategic plan, a management of the quality, a dynamic and efficient management, with a real openness to the great values of humanity.

We must recognize that “Aurel Vlaicu” University has a real, authentic prestige. Only the efforts of the teaching staff (professors, readers, lecturers, assistants), book love, collegial generosity, deep scientific concerns, have led to the increasing number of students to 15,394 in the 2007/2008 academic year.

“Aurel Vlaicu” University has not proposed to be quartered in a small place, however important that may be, but manifest a national and international openness regarding scientific research, otherwise a priority in the strategic management of our institution. In this context, we emphasize the activity of the research and consulting centers in various areas: technology, transfer and innovation, assistive technology implementation, food quality control, the assurance of the products quality, financial problems and the labor market, the training of trainers in education and research, as well as research contracts with businesses, grants, the collaborating projects with universities in the country, partnerships with similar institutions in Spain, Italy, Greece, Portugal, Germany, Israel, Czech Republic, Slovakia, Netherlands. A good example is the recent cooperation on scientific laboratories equipped with electrical and industrial electronics in value of about 250,000 euros by the SARLAND DSK (Germany) and Socomar (France); this collaboration will continue, evidence that during this academic year professors from Saarbruecken will teach as associate professor in our university.

The scientific sessions of teachers and students eloquently reveal the efforts of our teachers and students in this direction.

IV. THE MISSION OF “Aurel Vlaicu” University of Arad

“Aurel Vlaicu” University Arad is a state institution of higher education that has as its primary mission the training of specialists in the fields and specializations required by the labor market, in the spirit of democracy, the love of country and the development of human personality.
The scientific research is also an essential activity that will incorporate into teams and research centers teachers, researchers and students, creating knowledge and innovation in order to develop science, technology and socio-economic progress.

The creation, storage and dissemination of knowledge
Excellency in teaching and scientific research;
Cultivating intellectual analysis and ethics;
Creating a community of teachers, students and auxiliary staff characterized by creativity, academic freedom of expression, social justice and self accessible education (it is a privilege to live and work surrounded by books, colleagues and students. It is a real pleasure to be in libraries, labs and amphitheatres).

University motto: Professionalism - Elegance - Innovation PEI.

V. GENERAL STRATEGIC OBJECTIVES

Background: globalization (EU integration), knowledge-based economy, technology, public education, differentiation (in response to demands of the economy, competition, privatization, demographic change, innovation).

The mission of “Aurel Vlaicu” University Arad will be fulfilled and committed by assuming the following objectives:

• Achieving real quality of the educational process in the training of specialists for education, science, culture and socio-economic activities;
• Increase educational and training services through courses, postgraduate courses and master specialization for the graduates of the university and beyond;
• Promoting science in the spirit of ethics, justice, democracy and tolerance, for integration into the European university;
• Provide the general framework for accreditation of all specialization in accordance with CNEAA and European ones; creating the structures needed and turn them into quality indicators:
• Addressing a modern and flexible modular curriculum and the transition to school in three cycles (cf. Bologna Declaration. Declaration of the Ministers of Education - Berlin, September 2003). Each cycle will be completed with diploma, promoting interdisciplinarity and transdisciplinarity and integrating approaches to teaching, learning and assessment of students' knowledge for long distance learning structures.
• Provide an educational process based on the idea of respect for the diversity of learning regardless of the source they generate (age, gender, ethnicity, religion, ability, etc.) by promoting intercultural learning;

• The use of information and communication technologies, satellite, by teachers and students;

• The substantiation of teaching on the principle of active and interactive learning and of evaluation based on capabilities and competencies based on some performance standards;

• Designing an academic and administrative structure which will dispose of modern methods of making the managerial act and modern management methods which will include, flexible, strengthening decentralization, autonomy and direct participation of all stakeholders.

• Institutional development, seen as consolidation, but also as promotion / establishment of new specializations and faculties, according to the socio-economic request.

• Strengthening the existing research centers and supporting the formation of new collective and new research centers within the University, in order to achieve an excellent research activity.

• Carrying out applicative research partnerships with economic agents and local administration in order to enhance the entrepreneurial dimension of the university.

• Affirming the availability of national cooperation in university consortia;

• The involvement in international academic cooperation by making new connections both within the European university space, and, especially, in the Asian and African ones.

• Perfecting the quality management system implemented in accordance with the principles of total quality management (TQM) in order to increase efficiency and quality of the research staff and of the administration.

• The development of regional centers of education and scientific research (scientific creation) in order to support the Romanian communities in the neighboring countries (Hungary, Serbia).

VI. THE EDUCATION PROCESS

To achieve the main missions, training of specialists in the fields and specializations that are required on the labor market, in the spirit of democracy, of love of country and the development of human personality, “Aurel Vlaicu” University Arad proposed, in 2008-2012, the following aims:
• Adapting the educational framework plans and the academic programs in accordance with the structure proposed by the Bologna Declaration;
  • Accreditation as IOSUD University;
  • Use teaching and learning strategies based on the interactive critical thinking and reflection. The group work, so that the students achieve capacities and professional competences, cultural and research methodologies, actively and creatively participate in university activities;
  • Strengthening the Teacher Training Department’s activity as the main source for the development of professional skills of teachers and professors;
  • Develop and implement standards for teaching and research promotion aimed at respecting the pedagogical university teaching skills, specialized knowledge, practical skills to develop teaching materials and research, aiming to correlate with those developed nationally (Ministry of Education) and in Europe, as well.
  • Free succession to contests for teaching positions for people who meet the presentation without discrimination in terms of nationality, religion, political opinions, sex, etc. (except The Faculty of Theology, where candidates for teaching jobs, must be Orthodox).
  • Expansion and diversification of the educational training services to the community: initial training (academic), continuous training (didactical degrees, teacher training, adult education), educational expertise and consultancy;
  • The analysis of the labor market in order to anticipate its evolution so that Arad’s “Aurel Vlaicu” University could produce specialists who will be actually used in the sectors of great economic, cultural, and social importance.
  • Constant focus on the specializations promoted by “Aurel Vlaicu” University of Arad so that they will be found in the national and European classification of occupations.
  • Optimizing the relationship between the theoretical part (lectures) and applicative side (seminar, laboratory work, projects) in the teaching-learning process to facilitate the training of the student practical skills:
  • Matching the national, European, and worldwide Credit Transfer System (ECTS) to provide real mobility of students and recognition of the period of study in another university.
  • Promoting inter-university cooperation through strategic partnerships, bilateral agreements or joint educational programs in order to provide a European dimension to Arad higher education.
  • Self-assessment.
  • Assessment of teachers by students.
VII. SCIENTIFIC RESEARCH

“Aurel Vlaicu” University of Arad is an institution promoting the development of local, regional and national scientific research, fundamental and applicative, characterized, in most areas approached, by excellence, will be more actively involved in national research programs - the National research and Development Plan – or Euro-regional (Hungary and Serbia Programs – FP6 ClipKECi.. Socrates. Matra etc).

The main objectives of research of Arad “Aurel Vlaicu” University are:

• Scientific research oriented toward achieving the requests and expectations of local, regional, and national partners.
• Promoting the key values of the University: responsibility, respect, ethics, honesty, in the scientific research activity;
• The approach by teachers, researchers and university students, with priority, of research themes and thematic divisions of National Plan for Research and Development and of European programs.

• Active participation in integrated programs and research networks established under EU programs, to include the University in an international system of informing on strategies and international competitions of scientific research projects.
• Accelerate the development of local and regional economy through consultancy services (socio-economic, legal, etc.), the design and development of new equipment and technologies applicable within regional technological and industrial park;

• The participation of teachers and university researchers in national competitions (CNCSIS Romanian Academy, etc.) for the award of research projects;
• Strengthening the existing research centers and supporting new collective training and research centers in “Aurel Vlaicu” University of Arad, whose members address priority research areas are recognized nationally and internationally as promoters or real contribution in these: all areas
• Strengthening the existing research centers and supporting the formation of new collective and research centers in “Aurel Vlaicu” University of Arad whose members address priority research areas, being nationally and internationally recognized as promoters or with real contribution in these areas.

• Promoting inter-disciplinarity, multi-disciplinarity and trans-disciplinarity in scientific research so that this activity be accessible to more faculty and specialists for developing
advanced (IT) technologies, or to address highly complex projects (industrial informatics, biotechnology, environmental protection, etc.)

- Providing the necessary environment to develop a quality scientific research through the annual updating of the regulations on this activity, and with a real incentive to teachers and researchers participating in symposia, congresses, conferences and scientific sessions are, first, ways of disseminating research results and, secondly, an important exchange of experience and opinion.

- The organizing of international scientific modern topics for including the University in a circuit of European and international values.

- Promotion of research programs responding to current development needs of key economic sectors and their harmonization with European values;

- Co-opting the most deserving students. Especially those of the final year and Masters courses in teams and research centers for their involvement in research projects, aiming thereby to diploma projects, original graduation papers, and the selection of the future teachers (assistants) among the most promising students.

- Evaluating the progress of scientific research conducted at “Aurel Vlaicu” University through annual reports, identify staff performance, main research directions and strategies for establishing a modern research;

- Encourage efficiency and quality of teachers, researchers and students scientific research, through the annual research awards;

- Stimulating efficiency and quality of scientific research work of teachers, researchers and students through the annual research awards Arad “Aurel Vlaicu” University;

- Creating a scientific research Forum;

Scientific research is a fundamental dimension of strategic management at the University “Aurel Vlaicu”. And the previous academic year was a peak time from this point of view.

The Organizing of the Research activity

All 8 faculties of the University “Aurel Vlaicu” developed priority research directions being assiduously pursued and materialized. As a remarkable success in the scientific and academic institution promote was our International Symposium on Research and Education in Innovation Era where there were present professors and researchers from 11 countries (Belgium, Germany, Slovenia, Italia, Hungary, Austria, Spain etc.) and from Romanian universities as well.
We underline our university collaboration with foreign institutions, as follows: Vitus Bering Center of Education-Denmark, Universidade de Vigo-Spain, Politecnico di Milano – Italy, Politecnico de Castelo Branco – Portugal, Universidade Fernando Pessoa Porto- Portugal, Universidade de Algrave – Portugal, University of Applied Sciences-Germany, Instituto Politecnico de Portalegre-Escola Superior de tecnologia e Gestao – Portugal, Universidad Europea Miguel de Cervante – Spain, Instituto Superior Miguel Torga – Portugal, College of Tourism and Hotel Management, Nicosia-Cyprus, Politecnico di Torino – Italy, Universita di Bologna-Italy, Ecole d’Ingénieurs en Agriculture-France, Universite Catholique de Lille – France, Ecole d’Ingénieurs du Pas de Callais-France, VSB Technical University of Ostrava – Czech Republic, Tessedik Samuel Foiskola – Hungary, German Wolf Research Institute, Achen – Germany.

Academic years ahead will be years of quality, years that propose the strengthening of academic approach through a strategic management to prove dynamism and efficiency. We aim to achieve, in real life, and not strictly advertising plans, quality standards in the Romanian higher education. “Aurel Vlaicu” University was placed on an honorable place 13 in the top of best Romanian universities; but the battle is a difficult one and it basically is, for better quality in Romanian higher education institutions.

As strategic management, “Aurel Vlaicu” University will achieve a balance between the traditional, Humboldian, size, being aware that at the beginning of the third millennium, a higher education institution must not be placed in an ivory tower, but must be deeply responsible and assume the role of regional development engine.

Scientific research has been a priority for “Aurel Vlaicu” University leadership team.

A first strategy in this area has been established in the previous term 2000-2004, correlated with PNCDI I.

National Plan PNCDI I was established for 1999-2005, including a number of programs targeting the national research priorities and the priorities and integrated research strategy for this period in the EU, level strategy directly related to FP6 priorities.

Between March 2004 – March 2007, in scientific research there were accomplished the following priority objectives:

Objective 1. Formation of a critical mass of researchers in UAV.
Objective 2. Achieving equipment to enable work research.
Objective 3. Participation in national and international research programs.
4.1. ISI Publications
4.2. Integration in national and international research networks
4.3. Organization of national and international scientific meetings
4.4. Realization and development of UAV research units
4.5. Recognition of scientific journals published in UAV
4.6. Recognition of UAV research skills

Objective 5. Organization of research

5.1 Reorganization of research and create a comprehensive database on research, in accordance with the CNCSIS requirements.

VIII. 1. HUMAN RESOURCES

- Recruitment and training of teachers and administrative staff able to ensure the implementation of this strategic plan, eliminating bias in promotion on posts;
- Encourage individual performance by providing country and abroad scholarships and other incentives;
- Introduction of criteria to evaluate the activity and individual performance;
- Attracting and stabilizing young academics, stimulating their promotion by entering doctoral and post-doctoral courses.

VIII. 2. MATERIAL RESOURCES

“Aurel Vlaicu” University is a pride for our academic community and should be the pride for Arad, Arad politicians (or not politicians) and for us all. The office of Rector of “Aurel Vlaicu” University in the period 2004-2008, an important role in strategic management was the development of and strengthening of material base for both bachelor and master studies but also for scientific research, a prerequisite for “Aurel Vlaicu” University approach to access the status of the institution organizing doctoral studies. We paid special attention to upgrade the existing educational facilities and the purchase of new spaces. Attention was paid to ensuring a high quality of comfort for foreign and Romanian students stay in dorm.

VIII. 3. FINANCIAL RESOURCES

- Provide the necessary funding for academic and administrative staff salaries in accordance to the rules;
• Providing financial resources from the budget and own income for the buildings where there are projects for repairs, reconstruction, modernization, according the financing possibilities.

• Providing the funds for equipping laboratories with equipment, computers and technologies by funding from budget financing from its own research projects funded by internal and/or external programs (Tempus, Erasmus, Grundtvig Pharc. Leonardo da Vinci Tchimpuls, CELX) and from contracts with public and private businesses, donations and sponsorships.

• Monitoring the maintenance costs for teaching and research spaces allocated to faculties and departments.

IX. SERVICES AND FACILITIES FOR THE STUDENTS

In UAV, student representation in the organizational culture is important because it induces a sense of belonging to the academic community. In this sense it promotes the development of student life in accordance with the mission and values of the UAV. Intentions above will be achieved through:

• Provide scholarships for students with budgetary financing performers in different amounts depending on the category of scholarships, merit scholarships, scholarships, social scholarships.

  • Promoting the allocation of scholarships offered by:
  • governmental organizations for rural students;
  • Businesses.

  • Scholarships abroad offered by:
    • Budgetary allocations;
    • International educational programs;
    • Foundations.

  • Providing medical care by the University;
  • Bank loans to cover tuition costs.

  • Provide accommodation in the University’s dormitories and meals in the cafeteria.

  • Advice on how to guide graduates and conditions for participation in interview for employment;

    • Pedagogical counseling and career guidance;

    • Creating part-time jobs for students for various services in the university (research, library services, research laboratories and so on).

    • Establishment of the “studying and working” program;
• Attracting students in achieving their local television broadcasts on topics as culture, education, sports, etc.
• Permanently structuring the quarterly organization, by students, in collaboration with CEA Arad, of the job fair.
• Monitoring the students’ rights, including the right of association;
• Create and develop informal student organizations – clubs, circles etc. – within UAV.

X. ECONOMIC ENVIRONMENT – UNIVERSITY PARTNERSHIP

The existence of university in an economic area is one of the most important factors in setting the stage for development of the area. The university promotes awareness as a key to progress and development. Jim Dillon said, in 1997, at the EU Maastricht Conference: “past was enlightened by to have or not to have, future will be determined by knowing or not knowing.” Under the aegis of Ministry of Education, Research and Youth, the University, as an entity, will expand the area of promoting knowledge from training specialists, to providing knowledge in the economic environment of the area in which they operate. From providing their students the knowledge, the achievement of applied scientific research related to the development requirements of the economic environment and by providing expert advice requested by them. The Strategy of “AUREL VLAICU” University Arad, as a promoter of economic development of the Western Region V, aimed at implementing the following programs:

• Providing expert advice for businesses.
• Participating in the creation of regional development instruments.
• Participating in creation of regional development strategies.
• Scientific research projects implemented in accordance with the requirements of the economic environment.
• Cooperating in research plan.
• Research contracts made with economic agents.
• Developing and diversifying the economic environment of the West Region and use the creative potential of the area by making “Aurel VLAICU” University of Arad Business Incubator as a tool of regional development.
• Cooperation in the training of trainers, training, and European integration.
• Cooperation to ensure the required number of specialists in the fields required and the level of training required.
• Management strategies, marketing and regional development by making Technology Transfer Center, the Business Incubator and their implementation in Western Industrial Zone.

XI. INTERNATIONAL PARTNERSHIP RELATIONS

Based on prerequisites made by Romania’s integration strategy in the European Union, “Aurel Vlaicu” University of Arad has defined its strategy of integration into the European higher education system. In this context, the Department of Projects and International Relations is an important pillar for the implementation and achievement of the development strategy aimed at:
• access by the University of the two programs of the European Community dedicated to higher education namely SOCRATES-ERASMUS and LEONARDO da Vinci:
  • participation in projects PHARE 2000 program, given that it has specific components of higher education institutions and provides funding for a wide range of specific activities;
  • attracting foreign students from Arab countries, Asia and Africa to attend tuition classes in “Aurel Vlaicu” University of Arad.
• TVET 5 program launching and structuring within the Romanian West Region Consortium referring to restructuring pre-university, professional education in the area.
  • Development of the research in the area and its implementation in the economic development of the 4 counties.
  • structuring the development strategy of pre-university technical education in the West Region.
• participation in the development ClipREG Programme, initiated by the Western Development Agency, Romania, which has as main objective the promotion of regional development instruments, or business incubators, Industrial Parks, Technology parks, and industrial clusters.

On the other hand, UAV will promote:
  > Internationalization of education and research;
  > Development of study and programs abroad for students and teachers;
  > Starting joint – curricular programs, joint-research, double degree;
  > boosting the European Institute of the UAV activities to promote conceptual framework for cooperation, integration and accession to NATO and the EU, further collaboration with THW in North Rhine-Westphalia in material resources;
> Twinning with Carleton University in Ottawa – Canada.

XII. CONTINUING EDUCATION

Lifelong Learning concept developed since 1972, is very actual nowadays and UAV understand to be involved in promoting lifelong learning as a feasible option in entrepreneurial activity as an opening to society.

From this perspective, we propose the establishment of the Department for Continuing Education which will provide educational services as follows:

- Post academic and master courses for adults who want to continue learning path;
- Short modules and training packages in various fields;
- Providing expert assistance in Pedagogical Counseling Center and Career;
- Creating “The Gold University” as a way of training the senior.

Department for Continuing Education will form an academic body to ensure quality educational offer above and connecting to a comprehensive communication, using e-learning technology, e-training and e-coaching. It will also promote appropriate methodology, folded on an open, flexible and competitive system.

Continuing Education Department will access national and European funding provided through participation in continuing education grants.

XIII. INFORMATION AND DOCUMENTATION

a. Computerization activities aim to attract information technology specialists at the University in promoting the following strategies:

- promote the use of virtual platforms (chat, videoconferencing, E-mail newsletter, E-book etc.), academic and educational platforms, specialized in the specific UAV areas, by academic staff and students;

- promote the image of each faculty, College and Department by UAV site;

- UAV Electronic Campus creating which would include: rapid communication rectory, teachers, students, auxiliary staff, access 7 days a week, 24 hours/day of information, useful pedagogical teaching, new web services (online registration Line, Popular courses offered, career guidance, application forms and certification, human resources and financial management of the university, etc.). This will be achieved by developing an IT department to provide technical assistance for professors and students training (digital support, website) and for the electronic campus backbone.
- creating an internal secretariats network (intranet) between the Rectorate, faculties, departments, colleges, for getting fluid and rapid information circulation;
  - computerizing issue of education (transcripts, diplomas, certificates);
  - designing and implementing a specialized program for managing and highlighting students’ academic situation;
  - updating programs (software) specific fund management for BCU’s book fund “Cornelia Bodea”, ID faculties’ libraries and documentation points from the level of the departments;
  - permanent updating of virtual book fund;
  - improvement of the program used in the entrance examination;
  - Improved quality of administrative work, by the ECDL staff development;
  - acquiring or developing specialized software for general use and specific specializations from university (technical programs, educational programs, etc.);

b. Documentation of both teachers and students (library and Internet) will upgrade- which will provide:
  - connecting to the Internet all of buildings so as to facilitate direct and unlimited access to all students and teachers;
  - continuous updating of the website UAV Arad;
  - increasing the size of the book fund by purchasing new releases;
  - increase the number of subscriptions to professional journals to ensure permanent access to documentation for teachers and students.
  - increasing the virtual book fund by collaborations with universities in the country and abroad on the basis of firm contracts;
  - creating a virtual library and a portal to outline available resources to students in distance education;
  - Library staff participation in training programs initiated by the Ministry of Education, the Central University Library and other specialized institutions.

c. The University Publisher’s CNCSIS university is recognized as a first modernization process with the following objectives:
  - moving the publishing house into a new location to meet the requirements of editing;
  - equipping the publishing house with computers and specific equipment;
• filling in the library payroll with recognized experts in the field;
• computerizing connection between publisher and recipient;
• optimizing the publishing house’s profitability by extending its services to third parties;
• Continuing the editing of the “UAV Annals”;
• publishing of periodicals, newsletters and science both in terms of content (reader) and the graphics.

XIV. THE IMAGE OF “AUREL VLAIĆU” UNIVERSITY

Promoting the image of “Aurel Vlaicu” University is a priority in the development strategy for the period 2004-2007 to create a specific identity in national and European academic concern; in this respect, the main advertising tools will be:

• a website / web page, updated regularly;
• leaflets of the university in international languages, including Arabic;
• participating in fairs and exhibitions with specific educational own stand;
• producing advertising material in electronic format which will be released in meetings and visits at home and abroad;
• developing a UAV brand (platelets, objects, etc.) to be offered on special events;
• participating in conferences, meetings, roundtables, scientific and educational, at home and abroad;
• participating in cultural events held in the community of Arad;
• diversifying subjects on the local television broadcasts dedicated to Arad “Aurel Vlaicu” University to address all aspects of university life in Arad;
• setting up a virtual classrooms for both distance learning and optimization for performance fast sizing in education and research;
• supporting the image of UAV by each faculty, college and department by disseminating materials.
• creating of an electronic journal.

XV. QUALITY MANAGEMENT
To increase the effectiveness of teaching, research and administrative services is imperative to improving the organization of the University in accordance with the principles of TQM.

The main objectives of the Arad “Aurel Vlaicu” University are:

- evaluation of the education in terms of quality (institutional assessment, evaluation activities, staff evaluation) to annual internal auditing;
- self evaluation of the specializations in education and research, with the objectives:
  - quality training of the graduates;
  - quality curricula and research;
  - quality of teaching and non-teaching staff in terms of student;
- adapting organizational structures responsible for the quality of the faculties, departments, new guidelines for the development of European education (Bologna Declaration);
- Improve business analysis tools (forms, questionnaires, evaluating) for updating database permanently on quality, organized as a specialization;
- designing and initiating internal and external auditing procedures that will guide the development of quality assurance instructions;
- Creating a training for quality assurance in the new conditions imposed by European standards provided for reference documents of European higher education.
- external auditing conducted by specialized bodies CNKAA and the EU in accordance with the principles and standards for certification institutional international terms of quality.

XVI. ORGANIZATIONAL CULTURE

Creating conditions for the development of an organizational culture of the academic community will be achieved by:

- cultivating a values system and managerial ethics based on transparency, communication and understanding in which the individual roles and responsibilities are known and respected at every level and in which to be supported and encouraged innovative actions and responsibilities;
- promoting the spirit of openness and transparency in decision-making at every level of the University and faculties;
- promoting the spirit of equal opportunities by providing professional and individual programs of all staff;
• encourage teamwork by creating an appropriate framework for collaboration of team members;
  • free access to both students and teaching staff in the drafting of and development strategies;
  • motivating students for active participation in the life of the university community;
  • ensuring transparency in all decision-structural components of the University by publishing and disseminating monthly newsletter covering decisions Senate Office, the Senate and the Ministry of Education regulations.