1. AVU Identity

The "Aurel Vlaicu" University from Arad" name which stands for a state high school institution, having its headquarters in Arad, 77 Revolution Boulevard, Romania, is a brand recorded under Licence no.54850, at the State Office for Patents and Brands and finds itself under the protection of Law no.84/1998 and testifies that, in Romania, the carrying out of educational services is done by this institution, under the above mentioned name. Besides name, the brand also has a graphic sign that contains a shield as background, which indicates the marks of a medieval town on which the UAV Arad letters are written.

The documents that form the education history in Transylvania and Arad demonstrate a terrible militant action, sometimes with dramatic stress, of Arad’s intellectuals for founding a university in this area. Preparandia (1812), Clerical Institute of Theology (1822), Academy of Music (1833) foresaw the idea of high education institute, and the academic projects of some scholars such as bishop Gherasim Raţ (in 1850), Ioan Popovici-Desseanu (in 1871), Vasile Goldiş (in 1906), Onisifor Ghibu (in 1915), Ion Montani (in 1924), Memoirs of 18 September 1940, of 11, 20 and 30 January 1945, of 19 August 1947 belonging to some of Arad’s personalities present the unwavering faith of those intellectuals and not only theirs, that Arad is worth to become a university centre. Finally it got an Agricultural Institute, with two faculties (Zootechnical Faculty and Faculty of Veterinary Medicine) which lasted for only 9 years, its activity being abruptly stopped. 1972 marked the founding of an Technical College of engineering, a university type institute which was the ground used for building the present day"Aurel Vlaicu" University.

The December 1989 events meant for Arad population the expression of a new hope on the academic level. After petitions, meetings, terrible efforts, the voice of Arad people was heard. Government Decision no.567 of 18 May 1990 stipulated the founding of a high education institute in Arad, on the ground of the already existing engineering college. The "Aurel Vlaicu" University from Arad name is got due to the O.M. 4894/1991.

The academic community of the "Aurel Vlaicu" University from Arad joins THE MAGNA CHARTA OF EUROPEAN UNIVERSITIES (Bologna 1988). The "Aurel Vlaicu" University from Arad preserves the valuable traditions of Romanian education, but it lines up with the qualitative requirements and standards of the developed European countries as they have been drawn by Bologna Declaration (June 1999) and debated at the Berlin (2003) and
2. 2010-2025 Vision

„Future is the sum of your steps, including the small, ignored or laughed at ones” (Henri Coanda)

Our University vision for 2010-2025 must be a realist one, in accordance with European standards and development vectors of high education system from European Union. “Aurel Vlaicu” University will enter a new epoch, namely the one that increases the quality of the didactical act but especially that of scientific research. Each faculty and department will adopt a collective strategy but an individual one as well. We have to climb the scientific research hierarchy. Our academic community will understand that the future of our high education institution will depend on all of us and on each of us.

3. Mission, values and principles

The ‘Principle of democracy, equality and unity in diversity represent the ground of our mission. Open-mindedness, true fellowship, as means of being together, and increased attention given to the academic way each of us has, characterizes our environment and way of working. Our target is to contribute to a long lasting development under ecological conditions of the social and economic environment in order to improve the life quality...(Vision 2010-2025).

3.1 AVU Mission

Having a four decades’ existence, AVU continues the valuable traditions of Romanian education being able to define, but especially to assume a mission and a set of values. Our high education institution’s mission is described in the AVU Charta (Art.7):

- AVU takes upon itself the mission of promoting, on a first rate level, the development of some cultural, educational and specialized competences based on knowledge, innovation, continuous learning and intercultural actions.
- AVU has as main mission the training of specialists in fields and domains required by labour market, in the spirit of democracy values, love for native country as well as of human personality development;
- Scientific research represents a fundamental dimension of the assumed mission and incorporates in research groups and centres, academic staff, researchers, students, creating knowledge and innovation in order to develop science, technology and socio-economic progress.
AVU has an educational offer in accordance with labour market request. Quality must be on a high level regarding the educational content and is based on an excellent pedagogy. Of great importance for work quality is the participation and involvement of the students. Quality assurance is done through:

- scientific content of syllabuses
- pedagogical development
- well planned academic offer
- international character
- candidates’ recruitment
- systematical use of the best university competences in all the syllabuses

As far as research is concerned, there have been identified some domains with a special development potential. Around them, one tries to continue the development, taking into account the following:

- a way of drawing the outer finances
- the way of ear-marking the own research funds
- professional development activity
- collaboration ways for creating research environment
- way in which we can improve the protection of free and independent research area

Science must be used, science develops. For mathematical shaping, historical processes, technological innovation or any other domain, knowledge is important both for people and society. Innovation and cooperation with industry and agriculture is essential and important even for the development of democracy, social analyses, education of the grown up persons and regional and national employment.

The "Aurel Vlaicu" University from Arad is deeply involved in society proofing with knowledge, devotion and innovation. There is a tight connection, in a continuous development, between the institution managing staff and the whole academic community, the principles of this cooperation being presented in this strategical plan.

3.2 Values

A set of values was adopted, debated by the academic community and then turned into a reference point of the AVU strategy: respect towards persons and community, honesty (correctness), truth cultivation and a firm attitude towards those who break the rules, professionalism, moral integrity, culture and civic spirit, respect towards work and values. These fundamental values are to be found in the 2012-2016 AVU strategical plan:
• the AVU academic activities are characterized by recognition of formation and training importance as well as of research
• the teaching technique is characterized by care for quality assurance, centration on student, international action, cooperation between implied factors on the level of the whole community
• University is an attractive working place, formed and characterized by a good university management, a good cooperation between employees, confidence, obligation, transparency and loyalty.
• University promotes equality, inclusion and accessibility
• University functions in conformity with the principles based on democracy, legality, objectivity, free opinion, respect, efficiency and services, university employees being conscious of their mission namely that of being in the service of the citizens

3.3 Principles
The following principles are the bases of AVU functioning:

• University autonomy principle, seen as a specific way of self management and carried out in: organizing and functioning autonomy, didactical and scientific autonomy, administrative and financial autonomy, jurisdictional autonomy and managerial autonomy (AVU Charta, Article 11)
• Principle of academic liberty; it means that the academic community members are free to choose their research and study topics, to interpret the study results, to participate to institution’s activities and to be elected in the management staff (AVU Charta, Article 47)
• Transparency principle, carried out in an assurance of whole decision and result visibility, in a correct and responsible communication of all pieces of information useful to the academic community and socio economic and cultural environment
• Principle of education focused on student. The AVU students have always been in the centre of our attention. Romanian education, compared to the European one, is focused on student, that is why course and seminar hours and free time activities are included in our strategy and make reference to our students. ’Student is king!’ in AVU.
• Academic unity principle. Under the conditions of a serious competition both with state and private universities, under the conditions of globalization, the competition involves not only the Romanian universities but also the the most competitive world wide known foreign ones, only ”Together” have we demonstrated and will demonstrate that we are
efficient, strong, innovator and with moral verticallity. This ’Together’ is not a slogan that has got a nice tradition but it is the most important principle of our university. It lead and will lead to a conscious coagulation of the AVU community around its major objectives and on the ground of mutual respect and confidence.

- Principle of cumulative development. We can say that AVU has developed itself very much during these years. This principle makes us keep everything that has been notable, correct the things that have not worked enough well and cause changes only there where the new trends require.

3.4 Perspectives

We are conscious of the fact that our activity is developing in a society which faces challenges and opportunities with global implications. EU underlines visions common for education, research and innovation. These mean more graduates, drawing of a wider transverse section of the society towards high education and professional training (including the continuous one) that can satisfy the needs of the individuals and labour manpower market. Scientific and industrial competitiveness will be consolidated for creating a more lasting society which inquires the involvement of all citizens.

Through its activities, AVU will stimulate international mobilities and cooperation consolidation in academic environment and society. Education and research will have to be maintained at a high quality international level and put into practice. AVU activities will be assessed, systematically, in order to meet these requirements. As an institution, we have a national mission which extends itself in an international area. But we also have a special role in the region which comes out of the geographical position and industrial and economic area tradition.

For facing these challenges in the future, we intend to have courses and syllabuses which, due to their flexibility in time and space, make the high education more accessible both on the regional, national and international level. ’Blended learning’ is in our attention, a combination of e-learning and classroom classical teaching that reduces the limits between campus education and long distance learning, offering an economic durability.

Our efforts are directed towards an active presence in the community, as well as making the community sensitive to our offer and performances. In this respect, we are aware of our educational offer which should be balanced and our syllabuseses connected with the professional and social life in general.

AVU represents a research area in the case the financial previsions based on quality offer good conditions for research of high quality as well as creation of opportunities which involve
the great majority of the teaching staff in the research determined by the socio economic
development of the area. We are conscious of the fact that a systematic and strategic activity
involves research, education and community offers the possibility to explore the unknown and
face the challenges of the future.

3.5 Continuous development of the strategical plan
The strategy of the institution is established for four years similar to the budget plan. The
continuous development and revision of the document, in the strategical interval of time,
takes place on the base of the obtained results during the one year activity.

- Quality reports of the faculties, administration, teaching staff assessment and library
evaluation. All of them are assessed by the rector.
- During the first months of the year, there are dialogues between the rector and each
  faculty/department, for the analyses of the data obtained during the previous year and
  the way in which targets, tasks and indicators are reflected in the planned activities for
  the coming year.
- During September, there are dialogues with all the actors in order to decide if
everything runs according to the plan and find out which are the situations with risks.

Subsequently, if it is necessary, the strategical plan is reviewed.

4. Strategical targets
- increase of research capacity
- improvement of the educational process
- extension of the AVU social and cultural function
- orientation towards quality and encouraging the performance in education and research
- education and research is made compatible with European standards
- setting of an academic environment based on partnership responsible with students
- strengthening of entrepreneurial dimension of the university
- increasing of the international visibility
- clear involvement in the society through collaboration and lasting policies
- active and responsible academic participation both on the national and international
  level
- assurance of education and research quality
5. General Directions of Action

5.1. Scientific research

AVU assures the creation of some long lasting opportunities so that research should lead to high rate of financed research projects, as well as more cooperations with other researchers or main actors from economic environment or society both from home and abroad. Strategical targets suggested by the university management should be visible and prior, AVU being a dynamic research environment, i.e. all the teaching staff are involved in research activity in different forms. In this respect, financial and material means are necessary and research must get a priority on the way of developing competencies.

5.1.1. Priority Target. AVU is a research environment

5.1.1.1. Specific targets

- research consolidation, as scientific base in education process, of cooperation and involvement in society
- turning into account the time used for the development of teaching staff competences for research
- consolidation of the existing research centres and reinforcing the formation of new groups and centers of research in AVU, in order to achieve a research activity characterized by excellence
- involvement of the best students in scientific research groups and centres
- home, national and/or international accredity of the AVU units of Research-Development- Innovation
- distribution of some important financial resources for supporting research and its result assessment
- working out of new projects for the research units’ endowment of the AVU (endowment with new labs, updating the existing ones, assuring the 'latest generation” informatics infrastructures)
- Department for Programmes and Projects (DPP) of AVU has to manage, assess and stimulate the research activity. This structure contains project coordinators, as well as managers of research centres, allowing good practice transfer between research teams and groups in order to identify the cooperation opportunities. DPP assures the informational, logistics and administrative support for accessing, issuing and implementing the research projects and elaborates a scientific research strategy as well as yearly research plans, stipulates the targets and expecting horizon regarding research and required resources for putting them in practice (financial, logistics and human
5.1.2. **Priority Target. All AVU research must be of high quality**

5.1.2.1. **Specific targets**

- Teaching staff, researchers, students must be involved in scientific research activity and must be well informed about ethical norms of the scientific research
- increase of the national and international visibility
- strategy for involving the university teaching staff and of the ones outside the university in the activity of fundamental and applicative research
- real stimulation of the teaching staff participation to conferences, congresses and scientific symposiums
- involvement of teaching staff in editorial boards of some scientific periodicals
- organization of international conferences, symposiums and scientific events which are part of the European value circuit in order to increase the visibility of AVU scientific research results
- supporting of the AVU scientific reviews for their introduction in the international data bases
- at least two reviews are to become ISI type ones in the shortest interval of time

5.1.3 **Priority Target. A part of the research activity must be developed in collaboration with social environment**

5.1.3.1. **Specific targets**

- interaction with social environment is extended and diversified
- AVU collaboration with social environment is visible on national and international level
- achievement of applied research partnerships with economic agents and local administration, for the introduction of scientific research in the national and regional plan of territorial development
- AVU acts as an engine of the regional development, offering consultance services, projecting ones and development of new equipments and technologies
- Promotion of interdiscipline, multidiscipline and transdiscipline connections in the scientific research, for approaching some complex projects (biotechnologies, environment protection, industrial informatics, economic informatics and so on) which can solve the present social problems and improve the life quality
5.2. Educational Process

The AVU courses are of high quality both from the scientifical and educational points of view. We are focussing on the competence and professional degree of the teaching staff. Our educational offer is strictly elaborated and is characterized by realism, equilibrium and excellence. Our educational offer is based on scientific argumentation and has social relevance offering the long life training. AVU proofs through its activity its endeavour to promote creativity, flexibility and interdisciplinary connections.

It is obvious the connection between education and research, it proofs that research efforts represent a guiding point for the continuous education of our students. The AVU interconnection with the socio economic environment assured by working agreements which develop specific abilities are extremely important for our syllabuses (management of project, cooperation, entrepreneurial activity, communication). The AVU has an important mission assuring the professional competence of the graduates. The AVU syllabuses point out the competitiveness on the national and international levels and our high education institution promotes a permanent international students’ exchange.

5.2.1. Priority Target: AVU syllabuses proof a high scientific and educational level demonstrating the students’ involvement in the community, their concern for a continuous educational development.

5.2.1.1. Specific targets:

- we will strategicaly and systematically act for assuring and increasing the quality of the educational process
- contact time between teaching staff and students is for the high qualitative training of the latter
- the support offered to the students is systematical, visible and professional
- the teaching staff have impressing activities in the field they are acting. But they are also good pedagogues ready to assimilate the news in the field.
- the students are advised to understand the way in which they will contribute to the social, ecological and economic development
- extension of syllabuses by means of other programmes than the Bologna type
- AVU will promote life long learning and will use such syllabuses not only for the university graduates but also for medium sized educated persons. These syllabuses will be for various intervals of time (from x months till two years) and will have different forms: short length, training programme for different fields, post university courses
and so on: preuniversity programmes will be for one year the so called „general studies”. Graduates of them may choose to continue their training attending licence programmes. The management of these syllabuses is the task of the Department for Continuous Training (DCT). Its aim is to increase the national and European funds forseen in the lifelong education field by participating to grants:

- syllabus management improvement by an active involvement of syllabus managers in their developing, reviewing and improvement
- educational plans will be continuously reorganized, 5-10 credits out of the yearly 60 are to be for subjects as literature, foreign languages, history, philosophy, mathematics; the departments that run these subjects will offer optional variants out of which, the student may choose the one he/she prefers
- a severe attention is given to the subject records in order to avoid overlapping, to assure their complementarity and compatibility with the ones of the well known universities
- our students’ training is a scientific research component promoted and supported by learning through discovery and learning through research
- the latest type communication means, e-learning type platforms are used for developing the long distance learning, for grown up learners and supporting the Romanian communities living in neighbour countries
- bibliography for courses, seminar notes, studies and scientific articles is updated (fundamental books, books and articles recently published)
- each branch of instruction will use a complex system of students’ assessment: continuous evaluation (homework, individual projects, group projects, research essays and so on) which can stimulate learning during the semester and final evaluation (theoretical part, practical part, case studies and so on)
- development of extracurricula activities of the students; it means the latter’s involvement in voluntariate actions of non governmental organizations, for community support; these actions may be rewarded with ECTS credits

5.2.2. Priority Target AVU educational offer will be attractive and interesting

5.2.2.1. Specific target:

- students’ number will be kept on an optimum level from the point of view of dydactic act quality, economic one, training area capacity and its corresponding material equipment
- decision of introducing, reviewing and preserving the courses and training syllabuses is
based on strategical and serious analysis which takes into account quality standards

- formation character courses will be identified, developed and offered to society
- AVU syllabuses will be presented to those interested in them by means of an active and credible promotion
- one takes into account interdisciplinarity, transdisciplinarity and multidisciplinarity whenever new syllabuses are launched as new specialists need competences that exceed the area of a single domain; more than that, syllabuses will be created, organized on discipline criteria in accordance with specific problems or data bases
- syllabuses are to be more flexible; at least 30 credits, out of the whole, will be represented by optional subjects.
- development and diversification of syllabuses of research master degree, professional master degree, and dydactical master degree
- support of double specialization according to faculty offer and students’ options

5.2.3. Priority Target AVU will promote an international process of syllabuses to increase quality and global understanding

5.2.3.1. Specific targets

- increasing the international mobility of students and teaching staff
- international promotion of syllabuses in another language than Romanian
- students’ cultural meetings in the campus will be part of their social and professional formation
- all cooperations with foreign institutions must be well grounded and functional
- development of syllabuses in English
- development of new syllabuses for academic degree and master degree taught in international languages that open ways to an international life and draw foreign students and teaching staff
- increase of students’ mobilities for assuring new learning experiences

5.2.4. Priority Target AVU syllabuses must develop in direct contact with working market and society

5.2.4.1. Specific targets

1. students benefit and will benefit of all the possibilities in order to get a qualified training for labour market
2. requirements of labour market will keep an important place in structuring the syllabuses
3. periodical reviewing and improvement of syllabuses. Under these circumstances, the AVU
Academic Council will promote the founding of a consultative commission for each faculty, formed of representatives of employers and graduates, the feedback from these commissions will be used in reviewing the syllabuses.

4. AVU will create an own methodology for the recognition, confirmation of competences obtained outside the formal education context; in this way, the students may combine formal training with non-formal experience, fulfilling the conditions necessary for getting a diploma.

5. training periods, as an important component of AVU integration in the community must represent a real learning opportunity and assure professional integration chances; under these circumstances, partnerships will be achieved with possible employers; consultative commission of faculty will look for practice places.

5.2.5. Priority Target  AVU will contribute to the consolidation of labour manpower competences on regional, national and international level

5.2.5.1. Specific targets:
- increasing number of students and drawing up of syllabuses will be achieved in accordance with strategical important domains, identified through actions of involving AVU in community
- students’ recruitment will be done in active and responsible way

5.3. Human Resources;

The university is a community formed of teaching staff, researchers, technical and administrative personnel, students; AVU will place their needs on its main level; it will offer a favourable climate, an academic one, a true fellowship, faithful, esteem and secure atmosphere. The AVU draws new teaching staff and researchers of high prestige as its tendency is to rise the quality of educational process and scientific research. Recruitment and selection will be transparent and promotion is on base of value and competence.

A special attention is offered to associate teaching staff; it would be better if their number increased but they should publish under AVU affiliation;

- teaching staff which will be members of CNATDCU, CNCS, ARACIS bodies, will be supported;
- supporting the mobilities of the teaching staff and researchers for their participation to teaching and research studies at partner universities from abroad; supporting the mobilities of the technical and administrative personnel- their participation to formation programmes, trainings
- institutional support of all teaching staff in order to meet the promotion and authorizing
criteria

• yearly assessment of professional performances through self assessment, students’ assessment, mate assessment, direct manager assessment as well as assessment of managerial qualities done by the direct employees

• Foundation of Professor Emeritus Council (PEC) as a recognition of their qualities and professional contributions, but also for the assurance of an academic framework to assess the creator potential of the personalities who are pensioners. As far as the wage policy is concerned, we promote equilibrium and non differentiation of wages between faculties and departments, but in the same time, we must reward excellence in teaching and research using wages and rewards, obeying the legislation and applying transparency principle; reward of ability is obtained through competition, an important criteria being the activity for the university benefit; there will be identified the opportunities of increasing the wages through scientific research agreements, projects and grants, services of consultancy and so on. It is compulsory to identify the solutions for increasing the non teaching staff incomes who have low wages.

5.4. Financial Plan

Taking into account the world economic crisis we are in and the unsufficient financing funds from the state budget, the university management is obliged to look for new finance sources and is interested in their better management.

(1) Budget financing is achieved in the following way:

• basic financing- built on the ground of a system of studying grants allocated for syllabus position within quality hierarchy; action direction is: increasing the quality of excellence syllabuses in teaching activity and scientific research

• complementary financing- it is achieved through: subventions for accomodation and food, funds for equipment and investments, funds for scientifc research obtained through competition; action direction: excellence in research

• additional financing- it is offered by Educational Ministry for the stimulation of the institutions and their programmes; conclusion: a pleading for excellence

• institutional development fund – offered through competition

• social inclusion fund - offered through competition

(2) Extra budget financing:

• projects/ grants/ research agreements obtained by participating to national and international competitions

• money got because of carrying out services(consultancy, development of new equipment
and technologies and so on)

- achievement of applicative research partnerships with economic agents, the result being the selling of some products
- incomes from donations and sponsoring companies
- recruitment of students who pay taxes, from Romania and abroad; an active recruitment system will be created by applying online, organizing competitions
- "lifelong-learning" type syllabuses are organized
- European financing obtained through Frame Programme for Research and Innovation, "Orizont 2020", European Fund for Regional Development (FEDR), European Social Fund (FSE).

5.5. Material resources

Our academic community is proud of the AVU material base. Action directions proposed are the following:

- Continuation of investments and finishing the begun works
- Increase of informatics level of the administrative structure activities and their integration with the one of the faculties; acquisition of hardware and software of the most modern type
- Endowment with research labs and updating the existing ones using national and international project funds

5.6. Contacts with Students

For assuring the living and studying conditions, AVU is interested in supporting the students by

- Offering scholarships, grants
- Grants offered by nongovernment organizations and economic agents; students’ counselling for preparing the documentation necessary for getting the scholarships
- Assurance of accommodation in university hostels and possibility to eat at the canteen
- Consolidation and improvement of Career Counseling and Professional Orientation Department (CCPOD). It furnishes services of:
  - Consultancy in graduates’ orientation regarding the way and conditions to take part to an interview for getting a job
  - Information and counseling for those who want to become AVU students
  - Scheduling the meetings of the students with employers’ representatives
  - Working place formation, part time, for different services inside th AVU
• AVU Students’ League is supported in the actions it organizes
• Students who have very good marks are involved in research groups and centres, in service activities for the community, in projects and grants
• Students are supported in their volunteer actions
• International mobilities are promoted as they offer them new learning experiences
• Art groups and sports team actions are supported
• Extracurricula activities are supported (club of subjects, students’ circles, publishing of periodicals, event organization, competitions and so on); extra curricula activities are extended by permitting the students to use local sports grounds and by establishing partnerships with local cultural institutions

5.7. Alumni
In order to consolidate the AVU involvement in the community and for watching the graduates’ evolution on the labour market, one has in view:
• data base formation, periodically updated, about the graduates
• on-line platform for their recording. This platform will be promoted using different communication means: AVU site, mass media a.s.o.;
• Promotion of excellence in AVU by placing the CVs of the best graduates on the AVU site;
• Alumni community involvement in drawing the teaching plans, in insertion of the future graduates on the labour market, in tutor actions of the present students and of those who candidate to the AVU student position, in organizing cultural and civic events

5.8. Connection with Community
• AVU will use its infrastructure for serving the community, housing cultural events (exhibitions, performances, cultural topic debates); under these circumstances, AVU will promote a tight connection with local cultural institutions
• members of academic community will organize civic actions: conferences, volunteer actions in non government organizations, community development activities
• AVU will carry out services for the community: consultancy, projecting, development of new equipments and technologies
• AVU will have a proactive connection with central administrative structures: Ministry of Education, Ministry of Finance that have in view:
• restriction elimination which limits university autonomy (use of extra budgetary funds, personnel employment, new programme setting up);
• involvement of AVU teaching staff in consultative bodies of Ministry of Education such as CNATDCU,CNCS and so on
• offering fiscal facilities to the teaching staff for buying books, travelling to conferences
• AVU teaching staff is involved in drawing up new methodologies of the LEN no.1/2011 implementation
• AVU will have a special cooperation with pre university education system and will let the high school pupils use its labs and be trained by AVU human resources
• Faculties will organize competitions for the high school pupils
• The specialized AVU department will offer counselling and professional orientation services in the high schools
• AVU will participate to an active training of the teaching staff from the preuniversity system
• AVU will be an active partner of the local administration, giving solutions, scientifically documented, for the development of the town, suggesting answers to the problems put by the local administration

5.9. Quality managementul
The educational process in high education institutions is developed in a competitive and dynamic environment trying to reach high quality standards. The mission of the Council for Quality Assessment and Assurance(CEAC) of the „Aurel Vlaicu” University from Arad is to introduce and develop a culture of quality in the academic, student and administrative environment.

Quality assurance department is subordinated to the previous one and the two will act according to a strategy for carrying out the management and assurance of the quality of teaching activity and research and for the development of culture of quality in the University

General targets:
• improvement of own assessing procedures of quality
• adoption and promotion of the most recent performance standards and indicators in education and research
• data base formation and its half year updating, collection and processing of data is done by the commissions of the faculties, their analyses being done by specific groups and then disseminated

Specific targets:
• periodical assessment of the curriculum, of teaching-learning system and of the assessment of the students’ knowledge
• assessment of scientific research activity;
• coordination of the teaching staff assessment (self assessment, students’ assessment, mates’ assessment, direct manager’s assessment)
• quality assurance within departments/ compartment/ administrative, finance-accounting and human resources services
• Periodical consultation with graduates and employers for identifying the improvement opportunities of the educational offer quality

5.10. Change Management
For drawing up some policies, strategies and methodologies for the implementation of major changes brought by National Education Law no.1/2011 as well as for redefinition, under the circumstances of the new education law and AVU Charter, of the relationships existing between Rector, Senate, Administration Council and Academic Council, the following are to be taken into account:
• the drawing up, together with the Senate, of the management contract between rector and senate
• the rector will make suggestions for the senate, promote a democratic governance and encourage the taking of decisions through debate and dialogue, fact that means an active and responsible involvement of the AVU senate members
• the rector will implement the AVU senate decisions
• medium and long sized strategies of the AVU will be elaborated by the Administration Council, on bases of notes, reports and analyses drawn by Academic Council
• Control and watching of activities of executive management are done by Specialized commissions of senate; during their activity, these commissions are permanently consulting the Academic Council

5.11. International Relations
In order to open the AVU towards the international life and integrate it in the European area of high education, Department for International Relations (DIR) is asked to fulfill the following:
• Curricula should get an international character; attraction of students and teaching staff from abroad, by programmes taught in foreign languages
• increasing the mobilities for the teaching staff (for teaching and researching at foreign universities), technical and administrative staff (for professional training) and of students (for new learning experiences)
• involvement of teaching staff in the boards of editorials and prestigious reviews from
• setting up, consolidation and development of some research programmes with partners from abroad
• international conference and symposium Organizations
• awarding of Doctor Honoris Causa title to some foreign personalities in order to integrate these in the AVU community

5.12. Management of Communication and Transparency Assurance

In this context, Department of Communication and Transparency Assurance (DCTA) is to be developed; it is an important pillar of putting into practice the following actions:

• AVU site, both in Romanian and English, is to be updated
• assurance of transparency and visibility of decisions and results of the university;
  Transpareancy means relation with outer community (preuniversity education, cultural and socio-economic environment,), and inner community by letting the teaching staff know all the problems debated in the senate or faculty councils, a fluid communication between faculties and departments
• access assurance to public benefit information
• drawing up some informative materials: posters, ads, banners, presentation brochures, guides for curricula, leaflets, flyers for advertising the academic offer, videoclips, photo exhibitions, CD, DVD, some are in Romanian and English, Arab language
• open Gate Event, organized every year; organization of conferences and information lectures, cultural events and civic actions, events for making science popular
• facilities offered by the AVU to the students are advertised (boarding, camps, scholarship)
• participation to fairs and exhibitions having an educational specific; participation to conferences, congresses, meetings having a scientific, educational, cultural character, at home or abroad.

5.13. Administrative and Technical Support Functions

The task of support functions is to contribute to the reaching and fulfillment of the proposed tasks. All of them must develop an efficient activity. Furnishing competent examinations, support functions help the educational and research processes and secure a development of the institute activities according to laws, competences, rules and procedures. For a successful functioning of all AVU structures, one requires a permanent cooperation of administrative
staff and teaching and research staffs based on respect and mutual understanding.

5.13.1. **Prioritary task:** Activity will be characterized by an efficient management of resources and an economic management supporting education and research activity.

5.13.1.1. **Specific target**
- financing management will be on the bases of some quality decisions
- administrative and technical support must be professional, efficient and corresponding
- the whole infrastructure must be corresponding to the educational process and research needs

5.13.2 **Prioritary task:** Support functions must offer a help in assuring competence and leadership making the institution become an attractive employer

5.13.2.1. **Specific tasks:**
- AVU activity represents a pleasant working environment where the employees’ competences and experience represent a profit for the institution and contribute to the increasing of quality
- Support functions must contribute to the development of the working place in the same as management and human resources do

5.13.3 **Prioritary task:** University library will offer a qualified support to the students, teaching and research staffs

5.13.3.1. **Specific tasks:**
- University library must assure the required scientific information
- University library must offer an attractive and stimulating environment for research and education
- in order to fill in the scientific documentation for the research domains which do not have enough documentation, the library cooperates with specialized departments; an electronic library is to be used taking advantage of the facilities offered by ANELIS
- University library must contribute to the increasing of the research results access and assure their recording
- University library must be a centre of resources and information in the region and must participate, in an active way, to the regional, national and international cooperation