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STRATEGIC PLAN OF USAMV CLUJ-NAPOCA 2012 - 2016



Tradition and modernity

Cluj-Napoca, 2012



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1. PREAMBLE

The University of Agricultural Sciences and Veterinary Medicine (USAMV) of Cluj-Napoca is a higher education institution of advanced research and education who enjoys a tradition of over 140 years, which managed to respond successfully to the outstanding requirements concerning education, research and innovation for the national and regional agriculture.

For the future, USAMV Cluj-Napoca has to exist and develop within the new context of the European Higher Education Area (EHEA) and the European Research Area (ERA). Also very challenging is the new frame of the globalized market, where the prospects and programs are permanently renewed, where geographical barriers are blurring, the informational technologies are offered to students beyond the conventional boundaries and the research is developed by international partnerships and utilizes most of the community's financial resources. In that newly created space, the Mission of our University of having an advanced research and education must be supported by a realistic strategic plan, essential in adapting to the new challenges of the society trends and of the academic world today; a world characterized by dynamism, inventiveness and spirit of competition, to which the Romanian society must answer according to the new aspirations of a knowledge-based civilization.

In order to face those new challenges, the criterion of excellence has to hold the central role for our University but, similarly to the other European higher education institutions we have also to promote a strategy in line with the current stage of an, unfortunately, deep global economic crisis. A pragmatic approach is thus essential for our strategy, to be able to aspire to the goal of maintaining our University ranked among the best universities in Romania and as a model of success, considering the synergy of education, agricultural research and innovation, with impact at regional, national and international level.

The current Strategic Plan presents the mission and the essential objectives of USAMV Cluj-Napoca in its main fields of activity: education, research, services for the society, and proposes the adequate policies to support the achievement of those objectives. The sector specific strategies will be defined within the framework of the Annual Operational Plans that include detailed actions and measures to be taken at the level of the University, faculties and departments.

The current Strategic Plan was developed in accordance with the Management Plan and the Management contract signed by the Rector with the University Senate, and takes into account the four-year period of the mandate. It was elaborated after a broad consultation of the members of the Administration Board and the Council for University Strategies, in order to find the most suited answers to the four fundamental questions in defining sustainable goals and finding the most effective approaches to achieve them: who we are as an organization? Where we want to go? How do we get where we proposed? How do we know that we ended up where we aimed to be?

2. VALUES AND VISION

The current Strategic Plan is different from the earlier ones, due to the profound changes under consideration of the current societal era, marked by the effects of the world economic crisis and substantial budgetary decreases of the society. We cannot neglect this situation, even if we are expecting changes in the system, but we have to face these problems and seek solutions with confidence in the Albert Einstein's remark: "in the middle of difficulty lies opportunity". We believe that if we succeed to focus on a realistic strategic vision, we can promote the University at a level of efficiency and quality superior to that existing in this moment, so that we will educate and teach our students, researchers and specialists to become citizens with a broader vision about the current economic, cultural and social realities and able to contribute to the building of a sustainable future.

In this context, as a higher education institution, we want to focus on the formation of solid skills to our students, needed as base for on solving the global problems in the spirit of social responsibility. As an advanced research University, we will promote an innovative education, in which research will bring a major contribution to the intellectual and professional formation, oriented to complex problems of the Romanian agriculture, but also to the new orientations in the European life sciences.

Being aware of these challenges, we assumed a strategic vision that cope successfully with these trends, allowing the University to become more attractive by its academic quality and services, at the level and requirements of the European standards. We also aim, at a greater extent, to satisfy the professional, material and social requirements of our academic community, which we represent and serve.

In supporting that vision, in the future development of our University a special importance will be granted to the financial sustainability of the Strategic Plan aiming the increasing the University's budget by increasing the collecting of the financial resources from our main processes: education, research and services. We also rely on a large mobilization of the available human and material resources and on a greater responsibility and involvement of the staff in realizing the proposed strategic objectives.

The whole academic community needs to be aware about the compulsory need of reaching together the Strategic Plan's objectives. This will be an assessment parameter for every community member, according to his contribution brought to their fulfillment, along with the compliance to the basic values of USAMV Cluj-Napoca:

1. Excellency - promoted in all competence fields
2. Tradition - for professional, scientific and cultural values of the University
3. Innovation - in research and education, for a knowledge-based society
4. Responsibility - for individual actions and for the society
5. Respect - towards nature and for intellectual and cultural diversity of the academic community

3. MISSION

According to its Charter USAMV Cluj-Napoca has as mission the professional formation at university level and the scientific knowledge production by research and innovation. The assumed mission is realized by education and advanced scientific research. The University will fulfill its mission by promoting excellence in education, research and innovation, by initial and post-university formative study programs, by long-life learning system, and by acceding to the universal values, in accordance with the requirements of a knowledge-based society.

By the promotion height quality bachelor studies, master's studies, PhD programs and postgraduate education, based on knowledge development, on research and innovation, the University will provide an academic education aiming for its graduates to be specialists of high qualification in the fundamental fields of life sciences, e.g. agricultural and forestry sciences, engineering sciences, veterinary medicine and Natural Sciences.

Through the quality of the educational activity, by dialogue with society and adaptation to its current needs, the University aims to contribute to the local, regional, national and European development in terms of social, economic and cultural life. The education and research aims to promote the universal knowledge values, and this process involves a correct evaluation and self-evaluation, a constructive dialogue and mutual respect in the expression of opinions, as well as the recognition of the human rights and the human fundamental freedom, respect and tolerance towards diverse opinions, ideologies and religions, respect towards all living and environmental issues.

USAMV Cluj-Napoca, according to its specificity, needs to answer the market economy demands, its entire activity being focused on the efficiency and performance criteria.

By master, PhD, postdoctoral studies, by the continue formation and specialization, and by the knowledge improvement of the pre-university teaching staff and the academic staff, the University is defined as an active participant in the lifelong learning and in the professional reconversion of the labor force. Through its policies of recruitment, promotion and training of teachers and researchers, the University will assure the necessary human resources for professional training at university and post-university levels, as well good models for professional and civic behaviors.

The University aims to have an active role in the elaboration and implementation of policies and educational programs, for research, technology transfer and employment, at national and international levels. Through a sustained development, the USAMV Cluj-Napoca wishes to affirm its role of “pole of excellence” for academic education and research, for culture and technology transfer related to life sciences and specific fields, in the South-East and Central European area.

4. OBJECTIVES

The Institutional objectives of European universities have been clearly defined in Community documents from Bergen (2005), London (2007), Berlin (2011) and by the National Education Law No. 1/2011, assumed by the USAMV Cluj-Napoca and the other universities in Romania, as members of the EHEA. The recent classification has ranked our university on the 5th place within the advanced research and teaching universities in the country, and our main objective is to maintain our position in this category and to assert our academic prestige at international level. In this regard, the following **institutional objectives** were defined to be promoted to achieve these performances:

- consolidating the educational system and promoting a stronger partnership “educator-student”, the student-centered education, and the knowledge-based curricular programs;
- maintaining the current number of students in the three cycles of training with a more focused orientation towards master and PhD studies in order to ensure a minimum of 40% from the total students;
- to initiate new courses and specializations in French and English for all the three cycles of higher education in the agricultural and veterinary fields;
- teaching internationalization and its orientation towards the new trends in the life sciences and fostering the promotion of the cooperation programs finalized with a double diploma or co-tutela;
- developing a comprehensive and functional system of lifelong learning;
- continuing the institutional adaptation to the new international quality standards imposed by MECS, ANCS and ARACIS;
- encouraging the student’s and teachers’ mobility , as well for the administrative staff;
- integral recognition of studies carried out by students in international cooperation programs;
- increasing the staff responsibility and competitiveness and promoting equal chance for all community members;
- consideration of research as being inextricably linked to the educational mission by each member of the teaching staff;
- establishing of a specific Research Institute for each faculty;
- ensuring the sustainable development of the university, funded both by government budget and by non-budgetary sources;
- increasing the funding sources by partnerships with the private economic environment;
- increasing the university’s offer for services, consulting, technological transfer, to be supplied to the community by the university in order to increase the number of beneficiaries;
- increasing of the publications’ number in peer-reviewed ISI journals with impact factor and high influence scores, aiming as well a greater number of citations for the publications of the academic community members of our University;

- the integration of scientific research within the European Research Area (ERA) and refining the priorities in the areas of research where the university may consolidate its national and international visibility;
- promoting the excellence in all areas of university's activities;
- supporting the university's competitiveness at the European level by positioning of education and research processes on the education-research-innovation axe, as the engine of the social and economic development;
- increasing the university's involvement in solving the social and cultural needs of the local and regional community.

4.1 Educational objectives

Among the main actions to achieve **strategic objectives for education** it has to be underlined the followings:

- inclusion in the teaching activity of new methods for teaching and learning and promotion of initiatives which improve the communication between teachers and students;
- continuing the modernization and synchronization of the teaching plans and the university curricula with new trends in the European education;
- bringing the focus of whole university's academic activity on competence formation;
- supporting and financially rewarding the academic community members which, by personal or group initiatives, improve the teaching quality;
- supporting the educational projects considered by the members of departments, as priorities and having perspectives, and that necessitate sustainable costs;
- performance-based recruitment of new young teachers, and stimulation of the PhD students involvement in educational activities and students practice placements;
- promote a spirit of cooperation at institutional level and beyond, by maintaining constructive relationships within the academic community and in the dialogue with university's partners;
- regular student involvement in the assessment of educational activities at all levels, including bachelor, master's, doctoral and postdoctoral studies;
- expanding the training process of students by promoting moral values and love for nature, art and sports;
- implementing the new European system of academic self-analysis (*self-study*) by presenting within the department staff meeting, every two years, the CV and the main activities of each teacher member of the department;
- financial rewarding with merit graduation and increasing of the employment coefficient for proven successful teachers.

These actions designed for **improving the teaching process** will be supplemented by an action plan for long-term academic structure, focusing on:

- orientation of bachelor professional specializations towards the labor market requirements, mainly the emergent one, with a real growth potential;
- higher valorization of educational potential of the university by supporting the qualified training activities, e.g. master and doctoral level;
- organizing the research-oriented MSc and the PhD study programs/modules, within doctoral schools with specific focus, that will be specified in accordance with the European norms and the regulations in force;
- institutional and financial support for teachers to achieve the CNATDCU habilitation standards, for increasing the potential of university's doctoral schools;
- restructuring the department of distance learning education in order to increase the attractiveness for this form of study and for a significantly increase in the number of students;
- establishing of the university's educational system dedicated to continue education, defining its clear mission and the functioning rules;
- designing of modules, specializations and new MSc programs, in French and English, to balance the international exchange of students and teachers and increase the teachers' responsibility for increasing the teaching internationalization.

The implementation of the above actions is within the responsibility of the Educational Vice-rector and the Vice-rector responsible for quality assurance and human resources.

One of the elements that define the evolution of Romanian universities in recent years is the new approach concerning the partnership with students into the academic construction, as stated in the new Law of National Education that considers the student as an equal member within the academic community, both in relation to educators and in comparison with other students.

The recognition, in the university strategy, of the principles stipulated in the University Charter, namely to promote the student-centered education, opens the way for considering the teacher-student partnership as a defining element to achieve the proposed performances. This view, properly understood by both partners, can lead to substantial and productive dialogue in order to achieve the actions previewed by the educational and research strategy.

4.2 *Research objectives*

To achieve the above-mentioned objectives, we propose an action plan including the main key support policies for research, education, and services areas.

Among the main actions to achieve **strategic objectives for research** we point out the following:

- increasing the valorization of the research and innovation university's potential and the scientific production outcomes created due to the excellent university's human resources and modern facilities available at the Institute of Life Sciences and in the university's research centers and laboratories;
- developing new research projects within the new research institutes that will be established for each faculty;

- applying for the former national evaluation of the university's research centers by ANCS (National Agency for Scientific Research);
- finalizing the accreditation of the existing laboratories as well the initiation of establishing new research laboratories and service units for economic partners;
- increasing the efficiency of the Research Department by providing additional specialized staff to reduce bureaucracy and increase the services provided for supporting the research;
- promoting the didactical stations from Cojocna and Jucu as excellence pilot farms and their integration in the research, study and practice of students;
- integration of Horticultural Research Institute in the university activity structure;
- developing the collaboration with other research stations in the region, in particularly with the Agricultural Research and Development Station of Turda.

In addition to these actions dedicated to ensure the development of the university's research activities, it's needed to have in view the **mobilizing of significant financial resources** needed to support the implementation of the above action plan, by:

- maintaining a high rhythm for the research projects' offer and with an increased chance of success, for the national competitions;
- initiating of new research projects - interdisciplinary and in partnership – in order to reevaluate university's expertise and facilities at national and European level;
- involving of the university's experts in the internal assessment of the research projects proposals, before submission, to enhance the competitiveness and quality of the submitted projects and to increase their chance of success;
- involvement of MSc and PhD students in the research and in publishing activities, and supporting them to apply for individual projects and grants;
- extension of the research facilities use for the community services and economic partners, by contracting research topics on demand;
- increasing the exploitation of research results by publications in scientific journals rated and indexed in famous international databases (especially the ISI, Scopus, etc.), or in national assessed and recognized scientific journals;
- increasing the valorization of the applied research outcomes by submitting inventions, innovations and technology transfer;
- increasing the number of teachers, researchers and PhD students involved in the projects evaluation by their comprising within the National register of evaluators;
- increasing the number of PhD and MSc students within the research programs contracted by the teachers;
- ensuring the financial support for permanent or indefinite full time research positions;
- ensuring the financial support for the priority research projects, or the co-financing;

- increasing the participation of the university's members to professional associations in the country, including as members of ASAS and / or Romanian Academy;
- supporting public scientific conferences presented by our academic staff in the community benefit;
- increasing the impact of the research on the educational process by integrating the its outcomes and results within the lectures and laboratory applications;
- involving university staff in the European scientific expert evaluations comities and boards;
- increasing the visibility of university's teachers and researchers by participating in activities and in the boards of associations, academia and international scientific organizations, as recognition of their scientific prestige.

For a permanent **increase in the quality of scientific production**, the objectives achievement will be ensured by the following actions:

- stimulating the permanent increase in the number of publications in ISI scientific journals with impact factor and score of influence, and of the number of citations of the scientific papers having authors from our university;
- ensuring the financial support for teachers to publish articles in ISI publications with impact factor and score of influence, to fulfill the eligibility criteria for programs *Ideas* and *Partnerships*;
- stimulating the participation to scientific events in the country and abroad, with original papers or as moderator, visiting lecturer and member of scientific board;
- organizing the Annual International Symposium "Prospects for the Third millennium agriculture" and increase the international visibility of the four specific university's Bulletins;
- increase the visibility and impact factor above 0.5 of the main journal published by the university, "Notulae Botanicae Horti Agrobotanici Cluj";
- increase the Library book fund and establishing of an electronic library;
- encouraging the teachers who have valuable publications, to apply for awards and distinctions (ANCS, ASAS, Romanian Academy, etc.).

The implementation of these actions is within the responsibility of the Vice-rector for research and the Vice-rector responsible for quality assurance and human resources.

4.3 Infrastructure development and financial management

Among the main actions to achieve these **strategic objectives for the infrastructure development** we point out the following actions:

- completion and inauguration of the new "Advanced Horticultural Research Institute of Transylvania" (ICHAT);
- completion of the new design project for the "Institute of Nutrition and Pathology of large animals" (INP) and launching of the infrastructure project;
- completion and inauguration of the "Didactical and Research Biobase for Animal Husbandry";

- establishment of the “Agricultural Research Institute” in cooperation with ARDS Turda;
- continuing the investment for the “Teaching and Research Center for Food Science and Technology” and the establishment of the new “Faculty of Food Science and Technology”;
- integration of “Fruit Growing Research Station” within the university’s infrastructure and its rehabilitation as “Center of excellence for teaching and experimental horticulture”;
- launching the project for the “Incubator for agricultural business” in association with the University of Maryland, USA in the location of the “Fruit Growing Research Station” Cluj;
- initiation of the new project: “Someșul Cald Didactical Center”, for teaching and research in forestry, mountain science and hunting, situated in Someșul Cald location;
- inauguration of the Students’ Hostel “Agronomy II”;
- completion and inauguration of the new building for the “Central University Library”;
- reorganization of the “Center for distance learning and continue education”;
- inauguration of the “ Teachers Club”;
- completion and inauguration of a restaurant within the university campus
- inauguration of “Agronomia” kindergarten;
- initiation of the project design for the exhibition “Dealul Craiului”;
- organizing the “University Museum”;
- optimization of energy sources in the university campus.

An important condition to achieve these ambitious goals and objectives is for the university to obtain the needed financing, but the planned investment terms are structured in such a manner to allow the university to hold for long term one of the best and complex campuses in the country, provided with all the facilities needed to achieve the scientific and educational performance at the level of European excellence. It is envisaged that these objectives will be achieved by budgetary funding, attracted funds by the university incomes and funds for financing dedicated projects, so that the university staff remuneration budget to be kept unaffected.

The implementation of these actions is within the responsibility of the Vice-rector for institutional development and the General Administrative Director.

Increasing the university international visibility is an ongoing strategic goal and our current national rank position will facilitate this process, as the current institutional and organizational structures relations already provides a broad accessibility to about 40 foreign universities and higher education institutions that have signed bilateral agreements with our university. The university is also an active member, initiator or leader, within a number of international partnerships and organizations were the university’s prestige and its representatives work are widely known and appreciate. Presently, the university is ensuring the consolidation of existing international partnerships and relationships and the development of new profitable ones.

4.4 International relations

Among the main actions for achieving the **strategic objectives concerning the international relations** it has to be underlined the following:

- increasing the university's prestige by the active participation within consortia and associations and by European and international academic affiliations;
- involvement of teachers in the exchange programs with partner universities from EU and non EU countries;
- increasing the international visibility for a more active European involvement in education by increasing the attractiveness of our extension studies in Viterbo - Italy, and also by increasing the number of foreign students for university's study programs;
- ensuring the financial support by special programs dedicated to the foreign students, university's teachers and those invited from abroad, because they can become the best ambassadors for the future university performance and its international visibility.

The implementation of these actions is within the responsibility of the Vice-rector responsible for International relations.

4.5 Partnership with students

Among the main actions to achieve the strategic objectives related to the **partnership with the students**, we notice the following:

- defining as "student" all the people studying within the university, either at undergraduate, master's, doctoral or postdoctoral levels;
- granting the non-discrimination of students, regardless of the above categories, regardless they belong or not to the structures of students organizations;
- continue promotion of an open dialogue and a constructive relationships with student representatives in the university's Senate and faculties Councils, as well as those representing the students organizations;
- increase of the quality standards in education through a more active participation of the students in the teachers' evaluation process, at all levels of study, and effective use of the evaluation outcome to correct the revealed deficiencies;
- improving of the *tutoring* and *mentoring* programs for effective identifying and solving of the students real problems;
- identifying and solving the professional and financial students problems that may lead to the school abandon, in all years of study;
- improvement of accommodation and meals and ensuring of a stronger discipline in the administration and functioning of student hostels;
- implementation of the future "*Student code of rights and obligations*" and monitor the compliance with its terms and requirements;



- establishment of a special and effective communication channel for the Administration Board dedicated to student problems;
- support the activities organized by students within the joint programs for the promotion of educational, scientific, cultural, social, sports or humanitarian values;
- consolidating the mutual trust relationship between teachers and students, and promotion the mutual respect for the values, religion, dialogue and real partnership.

The implementation of these actions is within the responsibility of the Vice-rector for Social problems and Students, the vice-rectors for Education and Research, and the Vice-rector with Quality assurance and Human resources.

5. CONCLUSIONS

In accordance to the strategic decision made in the last decade (*see Appendix below*), our university has, as duty, to continue for the future to ensure a modern and diverse infrastructure to serve the mission and strategy assumed and allowing a better use of the university's teachers and researchers' skills and for the better professional training of the students. In accordance to that it is aimed to increase the comfort for the academic community by providing new services in the university campus, including the academic community family members.

At present, the university is considered a national leader in some fields of education, performance which is confirmed by their positions within the official hierarchy established by MECTS concerning the ranking of the higher education study programs. The above strategy aims to continue those achievements and to expand and to formulate objectives and an action plan in accordance with new requirements of the European higher education system. It has to be underlined that all the resources needed to achieve the declared objectives of this strategy for the period 2012-2016 were estimated, based on sustainable budgets, consistent with the university development needs. There were evaluated also the risks of a period of deep economic crisis and financial instability and there are to be considered also Contingency Plans to overcome the unexpected situations.

The proposed strategy is very ambitious, aiming to face a major challenge regarding the ensuring of a sustainable development and affirmation of national and international prestige of the university, while maintaining a large number of students on a competitive market where excellence, wanted by every university, can bring the difference. To achieve the expected results, this strategy has to be implemented in all five directions underlined in the Action Plan. The operational annual plans will detail the resources and financial measures to support the strategic objectives and the Action Plan.

Will that strategy be a success? Will the university be able to keep the same favorable situation as today? Could we say that excellence was promoted here, more than in other universities? Do we have an attractive university for students? Can we keep the great number of students we have today? Would they be able to become employed after graduation? Might we have the expected international recognition in research and education? Just some questions and if the answer will be "yes" it means that the university's management and its academic community efforts succeeded. Designing the Strategic Plan is only the first step towards implementing the Action Plan. The mobilization of all the academic community's efforts and consensus regarding the goals and objectives is the second important step towards success.

This Strategic Plan should be considered a "living" document, adaptable during its implementation process in accordance to the multitude of variables that shape the today environment. We share an optimistic vision regarding the future and, in same time, we are aware that the settled targets are very ambitious. If we will find the best way to implement an efficient management and to diversify the income sources for the sustainable university's development, the implementation of the Action Plan will certainly be an strategically and successfully investment into a future that "sounds good" for USAMV Cluj-Napoca.

RECTOR,

Prof.dr. Doru Pamfil

6. Appendix – STRATEGIC DECISIONS MADE IN THE LAST DECADE

Strategic decisions of USAMV Cluj-Napoca made in the last 10 years

Year	The Strategic decision	Supporting instruments	Action	Results	Timing
2002	A new publishing strategy for Academicpres Publishing House, and the modernization of the publishing infrastructure	- Investments in the printing equipment - Redesign of the university journals	- Start to publish only in English - Introducing a compulsory peer review for publications	- USAMV Bulletin included in ISI Proceedings - Notulae Botanicae ranked by ISI Web of Science - Impact Factor for 2010 = 0,463	2006 2011
2003	University international evaluation	The institutional evaluation program carried out by EUA	Developing the Self-evaluation process and the evaluation procedure	- Improved activity and education programs - Strategic decision making for internationalization and RTD	Ongoing
2004	Internationalization of study programs	Intensive English courses for the teaching staff and aboard stages	Young assistant trained in USA and Europe (graduating MS degrees)	- Agribusiness MS degree (En) - Food Quality MS degree (En) - Veterinary medicine (En & Fr) - Rural Development MS (Fr) - Agriculture BCs (Fr)	2006 2007 2008, 2012 2011 2011
2005	Research restructuring for competitiveness	Investment projects in research infrastructure, utilities and human resources	- New research departments - New postdoc programs	- CNCSIS evaluation of the research centers - First place at the National level in research activities, awarded by MEC	2006 2007
2006	Restructuring the study programs to better adapt to the society needs	New study programs for BSc, Ms and PhD (4+2+3 Bologna system)	- Labor market analysis - EU oriented studies - ARACIS accreditation of all study programs	- Increase in the students number - Increase in the student/staff international exchange - Increase in the study programs number	Ongoing
2007	Changing the mission as research university	Reviewing the university Chart	Compulsory research activity and ISI publication for all staff	- Increase of the RDT activities and financing - Increase of the RDT visibility	Ongoing
2008	QA portal for internal staff evaluation and activities	- Self evaluation for staff - Student evaluation of staff	Compulsory evaluation of all staff & compulsory evaluation by students	- Implemented QA frame for USAMVCN - Differentiated salary payments and salary bonus, based on performance	Ongoing

Year	The Strategic decision	Supporting instruments	Action	Results	Timing
2009	Changing mission for advances research and education in life sciences	Changing the university Chart	Define the research strategy for excellence in the priority areas Selecting the best research teams for investment support	- Increase the access and competitiveness to the national and international research programs - Lunch of Life Science Institute and Biodiversity Centre	Ongoing 2009 2010
2010	University reaccreditation	Accreditation program carried by ARACIS	Accreditation procedure	- University certification with maximum ARACIS standards: high assurance - Increased students confidence	Valid till 2015
2011	ISO 9001 accreditation	Accreditation program carried by AQA	Accreditation procedure for education, research and administration	Identification of the weak areas of activity and increase the QA standards for all activities	Valid till 2015
2011	MECTS classification and study programs ranking	University classification and study programs ranking program provided by MECTS	University report for national classification and study programs ranking	- Classified in top 12 advances research and education universities, as the fifth, and - ranked for the majority of the program studies in the Class A	Valid till 2015 Annually
2012	Implementation of a new entrepreneurship management for a sustainable excellence at the university level	- Management contracts between rector and the Senate and between rector and the Administrative council members - Restructuring the departments	Decentralizing the budget and responsibilities at faculties and departments level	- Increased responsibilities and initiatives of the staff members Increase the budget - Better staff payment system, by performance and excellence - Annually report of activity	Ongoing
2012	University international reevaluation	The institutional evaluation program carried by EUA	Developing the Self-evaluation and the evaluation procedure	- Confirm our classification as advanced research and education university - Improve all activities	Ongoing