**Appendix 33 – Action plan**

**ACTION PLAN**

**designed to undertake corrections according to the SWOT Analysis outcomes ( Weaknesses)**

| **IDENTIFIED WEAKNESS** | **CORRECTIVE ACTION** | **RESPONSIBLE** | **SPECIFIC ACTIVITIES** | **EXPECTED RESULTS** | **TIMING** |
| --- | --- | --- | --- | --- | --- |
| 1. Some of the study programs are not represented in the third cycle of studies (PhD) | Nomination of new PhD supervisiors, including some from EU foreign universitiesSupport measures for new PhD supervisors | Director of Doctoral Schools (IOSUD) | Abilitation of new PhD supervisiorsAdvirtising to international collaborators the opportunity of becoming PhD supervisiors | Increase of PhDs stundets numberIncrease of the PhDs study programs quality | Permanent |
| 2. Some of the first and second study programs curricula are disproportionate and deficient; lack of harmonization with the European standards | Revision of BSc and MSc study programs curricula | Vicerector for AcademicVicedeans for educationSpecific faculties councilsSenate Comission | Revision of each BSc and MSc study programs curricula, from all departmentsDiscussions within the faculty councilsApprovements of new curriculasInternal audit and national accrediatation | Improvement of curriculas and harmonization with other similar EU programs | Permanent, beginning with the academic year 2013/ 2014 |
| 3. The quality control of the educational activity needs to be improved | Evaluation and improvement of educational process quality | Vicerector for AcademicVicerector for Quality and Human resourcesVicedeans for educationDepartment Directors | Assistance to lectures in developing practical coursesAnalysis of the courses content and of the teachers’ attitudeControl of courses timingEvaluation of teachers by the students | Improvement of educational process quality | Permanent |
| 4. The graduation work and master dissertations, have often a theoretical content, not focusing on research and practical case studies | More focusing of the BSc and MSc diplomas on updated research topics related to European and national priorities | Vicerector for AcademicVicerector for ResearchVicedeans for education and researchDepartment Directors | BSc and MSC coordinators are asked for topics, 2 years in advanceStimulation of specific students’ interests by their inclusion in the departaments’ research groups | Increase of research quality and students competences and practical abilities | Permanent, beginning with the academic year 2013/ 2014 |
| 5. Research activity weaknesses:- lack of full-time research staff;- small number of European projects;- low ratios between the number of teachers and number of ISI publications;- small number of inventions and patents;- small number of Master and PhD students involved in researchprojects and contracts. | Specific requests addresed to the Research Ministry for Research positions recognitionLaunching specific grants competitions financed by University’s own funds, to stimulate ISI publicationsStudents involvement in research topics and grants within National and local research projects | Vicerector for ResearchVicedeans for researchDirectors of Research Centres and laboratoriesPhD supervisors | Habilitation of „Researcher” positionsSelection of research grants that aim ISI publicationsEstablishing of a functional Office for Intellectual property (inventions/patents) that may share the costs for patents filingEnforcing a percentage of min 15% for students involvement (PhD and MSc) within the University’s research grants | Intensifying the University’s research potential and the research results dissemination/ valorizationIntensifying the involvement of PhD and MSc students in research (from the departaments level to the University and international projects level) | Permanent |
| 6. Low efficiency for the technology transfer of the research activity results into the real economic environment, resulting in low financial incomes;- Need of an organizational structure at the University level to handle technology transfer, consulting, outsourcing; | Increase of technology transfer offers, consulting, and services offered by the University to the economic environmentIncrease of the financial efficiency of the Research activity results | Vicerector for ResearchVicerector for Institutional DevelopmentCommission for relations with the economic environmentSenate Council for Institutional StrategyDirectors of Research Centres and laboratoriesPhD supervisors | Establishing of the USAMVCN Office for Intellectual property, services and Technology TransferFinancial stimulation for the research groups that have marketable offers for technological transfer or services/consultancy | Increase of the financial income from technology transfer and service offers | Permanent |
| 7. Insufficient visibility of the research activity;- Small number of interdisciplinary and trans-disciplinary research topics approached with the other universities in Cluj-Napoca, the other USAMV in the country and other EU universities | Increasing the connections number with other research groups inside and outside Romania, and strenghthening the existing onesIncrease of joint ISI publications number | RectorVicerector for ResearchVicerector for International relationsDepartment Directors | Specific financial stimulation for research programs with interdisciplinary amd transdisciplinary activities, with collaborators from inside or outside Romania | Increase of collaborations in research and technology projects, inside and outside RomaniaIncreased number of publications in relevant ISI journalsIncrease of joint study and PhD programs number, taught in English | Permanent |
| 8. Decreasing of the exchange/mobility number via Erasmus Program ( teachers and students, from and to Romania) | Finding new solutions to stimulate the Erasmus exchanges | Vicerector for International relationsVicedeans for research and International relations | Stimulating (via promotion, quality assessment and financial support) of new Erasmus bilateral agreements for teachers and students exchanges (in and out of Romania) | Increasing the intrenationalization visibility and promoting the University’s image accross the EU countries | Permanent |
| 9. Limited information concerning the labor market needs and the graduates’ career track;- weak involvement of the ALUMNI Association. | Enhancement, at the faculties level, of the contact with the former graduatesStimulating the ALUMNI activityEnhancement, at the institutional level, of the activity of evaluation and register of actual labour market needs | Vice rector for Social and students’ activitiesDeansThe Alumni Association | Completion and Finalization of the existing database about ALUMNIIntensifying the activity of the graduates’ career track | Complete Database concerning the former graduates, their career track, and the companies within our former students are employedUsing of the Database outcomes as input data for the quality improvement of study programsDisseminating by Promotional flyers of the success careers of the former University’s students | Permanent |
| 10. Deficiencies in the management and attitude of administration services;- need for training, procedures’ follow-up and activity quality assessments | Tailored courses for the administration staff Improved ballance of the ratios between work loading and staff numberImplementation of management procedures and regular quality evaluation and correction | Vicerector for Quality Assurance and Human Resources | Measuring and anlisys of the Costumer satisfaction grade concerning the quality of the administration services provided and satisfaction grade of the students and teachersSupporting the administration staff participation in training programs for quality management in administration services | Increased quality of administration services provided to the academic communityUpdated procedures for administration processes | Permanent |