**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 universities  Support measures for new PhD supervisors | Director of Doctoral Schools (IOSUD) | Abilitation of new PhD supervisiors  Advirtising to international collaborators the opportunity of becoming PhD supervisiors | Increase of PhDs stundets number  Increase 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 Academic  Vicedeans for education  Specific faculties councils  Senate Comission | Revision of each BSc and MSc study programs curricula, from all departments  Discussions within the faculty councils  Approvements of new curriculas  Internal 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 Academic  Vicerector for Quality and Human resources  Vicedeans for education  Department Directors | Assistance to lectures in developing practical courses  Analysis of the courses content and of the teachers’ attitude  Control of courses timing  Evaluation 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 Academic  Vicerector for Research  Vicedeans for education and research  Department Directors | BSc and MSC coordinators are asked for topics, 2 years in advance  Stimulation 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 research  projects and contracts. | Specific requests addresed to the Research Ministry for Research positions recognition  Launching specific grants competitions financed by University’s own funds, to stimulate ISI publications  Students involvement in research topics and grants within National and local research projects | Vicerector for Research  Vicedeans for research  Directors of Research Centres and laboratories  PhD supervisors | Habilitation of „Researcher” positions  Selection of research grants that aim ISI publications  Establishing of a functional Office for Intellectual property (inventions/patents) that may share the costs for patents filing  Enforcing 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/ valorization  Intensifying 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 environment  Increase of the financial efficiency of the Research activity results | Vicerector for Research  Vicerector for Institutional Development  Commission for relations with the economic environment  Senate Council for Institutional Strategy  Directors of Research Centres and laboratories  PhD supervisors | Establishing of the USAMVCN Office for Intellectual property, services and Technology Transfer  Financial 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 ones  Increase of joint ISI publications number | Rector  Vicerector for Research  Vicerector for International relations  Department 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 Romania  Increased number of publications in relevant ISI journals  Increase 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 relations  Vicedeans 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 graduates  Stimulating the ALUMNI activity  Enhancement, at the institutional level, of the activity of evaluation and register of actual labour market needs | Vice rector for Social and students’ activities  Deans  The Alumni Association | Completion and Finalization of the existing database about ALUMNI  Intensifying the activity of the graduates’ career track | Complete Database concerning the former graduates, their career track, and the companies within our former students are employed  Using of the Database outcomes as input data for the quality improvement of study programs  Disseminating 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 number  Implementation 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 teachers  Supporting the administration staff participation in training programs for quality management in administration services | Increased quality of administration services provided to the academic community  Updated procedures for administration processes | Permanent |