



**UMFT**  
Universitatea de  
Medicină și Farmacie  
„Victor Babeș”  
din Timișoara

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P-ța Eftimie Murgu nr. 2, Timișoara, cod 300041, România  
Tel: [\(40\)0256293389](tel:(40)0256293389); fax: (40)0256490626  
E-mail : rectorat@umft.ro; www.umft.ro

## Strategic Plan 2012 - 2016

### From a National University towards a European University

#### 1. Preamble

The University is the supreme forum dedicated to human resource training, both professionally and socially. The “Victor Babeș” University of Medicine and Pharmacy (UMFT) should provide the optimal training of specialists in education, health and research. The core goal of the University should be excellence, achieved through high standards of performance in all areas of activity.

#### 2. The European context

**2.1. The European economic and political status.** As is well known, Europe is undergoing a difficult period of crisis, caused by many factors. One noticed in the past decade the expansion of the European Union, which currently includes Romania as a full member. The expansion had many beneficial effects, but has also generated several issues, more or less expected. Many of the EU countries are facing major economic problems, which, moreover, have generated large social movements. These issues have had an impact on all social segments, and education (undergraduate, graduate and postgraduate) and public health staff have been largely affected. Perhaps the education - health dualism made the effects more visible in universities of medicine and pharmacy, as is the case of our University.

**2.2. Impact on the medical-pharmaceutical education.** EU expansion inevitably led to the creation of a common framework, both through medical-pharmaceutical education, and for the quality standards of public health. In this respect, there have been developed a series of directives to be observed by all Member States. Some of the problems generated by the political and economic changes are:

- Freedom of movement and right to work in Europe. Paired with the worsening of working and living conditions in less developed countries, resulted in the exodus of skilled personnel to countries with better standards.

- The lack of experience in the management of European projects linked to the disorganization from this point of view at central level, resulted in attracting an insignificant number of projects in the educational and health fields.
- The social-economic and design hiatus between Western and Eastern European countries led to a deepening of the already known defects in the two systems, fact that represents a major concern for the University.

**2.3. The European Directive EC36/2005.** Medical education is regulated at EU level by the Directive EC36/2005 on recognition of professional qualifications (Official J of the EU, L 255/22, 30.9.2005). Full compliance with this Directive is conditional upon the recognition of our students' qualifications in Europe, so it becomes an obligation for the UMFT's management. Recently (January 2012), the specialized European Commission has commenced discussions on the amendment of this Directive, and our University has to be prepared for any strategic changes in healthcare education.

### **3. The national context**

**3.1. Political-economic situation.** In the past 22 years, the Romanian civil society has travelled a difficult path, often hesitant, which frequently has created numerous problems, seemingly intractable. Regardless of government and the parties in power, in every "Olympic" year it has been stated that education and health represent national priorities. We remained at the stage of priorities, because the financial measures and quality criteria in the two systems are not clearly defined even today. In addition, both education and health, are chronically underfunded and it is hard to believe that employees can be maintained in the system with their current salaries and for the "special" conditions in which they work.

**3.2. Peculiarities of the Romanian university education.** The tertiary education in Romania faced several significant changes, not just in terms of execution, but also in terms of design. New structures were designed, measures were put in place for quality assurance; however, it seems most of them were not the most appropriate. It can not be left unnoticed the emergence of a high number of new universities – state-owned, and private, as well - during the post-revolution period. This led, on one hand, to the dissipation of the financial resources - already low, and, on the other hand, to the decrease of selection due to admission examinations which may be deemed mostly formal. I am not in the position to decide whether good or bad, but what we notice today in the higher education (level of knowledge, skills, mentalities, peer relations, etc.) is mostly the outcome of these measures. On the other hand, hope is looming, because the Education Act (1/2011) has been enacted a year ago and its presence may be felt slowly due to the competitive character it promotes. Political strategy brought several other changes:

- 25% pay cut in the budget system through Act 118/2010
- The possibility to employ teachers and administrative staff only using the rule: one employee for seven vacancies! Even if the positions are single ...
- Impossibility of joining the university education system as university assistant for graduates who do not hold the PhD title in the specialization in question.
- Promotion is conditional upon meeting several performance criteria which are met by few teachers from the country. Yes, a rise in value is required, but we expected the application of these be gradual. And the list may continue.

**3.3. Issues of the medical-pharmaceutical education.** Medical-pharmaceutical education is highly complex and it is not by chance that is ranked first in terms of the coefficient used to calculate basic funding. Although they are among the most stable institutions, universities are subjected to social and economic pressure, and should respond by adapting to the environment. Therefore, the Executives and the Senate of UMFT face currently a real challenge, because global and national economic recession might be an obstacle for those trying to build and need funding to succeed. It is possible that only universities that will withstand these pressures and will demonstrate to be dynamic, flexible and focused on excellence, might surpass this period without major losses. According to the data provided by the Romanian College of Doctors in the past five years nearly 10,000 doctors have left the country. Are we able to limit this exodus through the University's strategy? Prediction on this issue is difficult at present. In addition, a difficult career path, the declining incomes in the public sector, an altered social position and defamation campaigns of doctors - all draw our attention on the need for major changes. Maybe we cannot change substantially Romania through our actions, but we are able to establish a zone of normality in terms of human relationships and professional performance.

#### **4. Local context in the UMFT**

**4.1. Salary payment:** the UMFT staff receives currently the minimum basic salary and there are significant discrepancies compared to other similar universities in the country, e. g. the basic salary of a university assistant = RON 1,263, basic salary of a full professor = RON 2,518.

**4.2. Number of students:** constantly growing in the past five years, reaching 6,200 in October 2011. Attractiveness for medical-pharmaceutical studies is encouraging, regardless of motivation; however, in the same time we have to provide quality professional training.

**4.3. Number of teaching staff:** steadily decreasing, even significant in the past two years (from 823 in 2009, to 727 in December 2012), due to retirement and leaving the system and the impossibility to employ new teaching staff. The situation is serious in this regard at the Faculty of Pharmacy (41 teachers) and is becoming a serious problem in the Faculty of Dental Medicine.

**4.4. Administrative and support staff:** steadily decreasing, due to the measures taken by the Government in the past 16 months.

**4.5. Classification and ranking (2011):** UMFT was ranked in category B of the three possible. Programmes of study: Dental Medicine in category A, Medicine and Pharmacy in category B. Consequence: cut of institutional funding, of the grants for doctoral programmes and of the enrolments for master programmes.

**4.6. Communication** between the Executive and UMFT departments leave much to be desired, being characterised by lack of transparency due to the absence from the website of some information concerning the entire academic community.

**4.7. Which might be the *negative elements* that may influence the evolution of the University**

- Lack of transparency, collaboration and communication.
- Discretionary decisions, which are not based on the realities of the University.

- Erroneous assessment or disregarding the value of the employees.
- Heterogeneous management team, chosen on criteria other than personal skills and knowledge.
- Unfair competition and individualism, forgetting about the interests of the University.
- Excessive bureaucracy, administrative disorganization.
- Misunderstood autonomy at dean's offices, by individual actions which do not find part in the strategy.

## **5. UMFVBT: objectives and mission**

### **5.1. Objectives**

- Through our entire activity, we aim at UMFT be included in the category of universities with focus on advanced education and research (A).
- We want to maintain and even improve our position as a university of excellence in international rankings (e. g. Scopus 2011).
- Ensure the conditions for professional development of the teaching and administrative staff.
- Through our teaching activity, we aim to prepare our graduates to be competitive in the labour market, regardless of the country where they will work.
- UMFT has to remain attractive to Romanian and foreign students for all current study programmes, through the quality of training.
- We must create strong interdisciplinary teams that successfully support the medical-pharmaceutical activity and performance research as well.
- Changing the attitude of teachers, through active involvement of the entire teaching staff in university activities.
- Meeting the three European priorities: the completion of the three cycles of training, quality assurance and recognition of qualifications.
- Promoting mobility of students, teachers and administrative staff.
- The economic development of the University will provide the appropriate framework for the teaching and research activity, and will give stability to the employees.
- The University should encourage the establishment of structures of excellence, in order to effectively engage in educational and health policies at local, national and international level.
- UMFT has to develop a competitive research infrastructure, to prepare professionals in the field, to attract foreign collaborations through research projects, as well as through scientific publications.
- UMFT is open to any opportunities for collaboration and development, preserving its autonomy in relation to political structures and local government.

**5.2. Mission:** formation of human resources for medical-pharmaceutical areas, stimulation of innovative, creative and critical research, technology transfer of discoveries and knowledge to improve the health of the population. The University has to

create, preserve, transfer and apply knowledge, stimulating teaching and scientific performance.

*Deadline: permanent*

## **6. General principles of the strategy**

**6.1. Quality:** all actions of the academic community and of the Executive will be analysed taking into account the internationally-accepted quality parameters, through the Quality Commission of the University Senate and the Quality Assurance Department.

**6.2. Correctness:** in all educational, scientific and extra-professional activities developed in the academic environment.

**6.3. Morality and professional dignity.**

**6.4. Transparency:** all activities and decisions of the management staff will be made public, known throughout the entire academic community (in print, electronic format and posting on the new UMFT website).

**6.5. Excellence:** through all the strategies of the teaching, scientific and administrative sector, the University will target performances accepted and acknowledged at national and international level.

**6.6. Defining the priority objectives:** each year in office will allow flexibility to the Executive to achieve the desiderata and the fulfilment of the University's mission.

**6.7. Efficient resource management:** will allow the transformation of the efficient teams in centres of excellence and, in the same time, will provide the opportunity to develop the newly formed teams.

**6.8. Dynamics and adaptation to the needs:** it will be encouraged individual and collective development, by identifying employees attaining performances; the strategy will be adapted to the legislative and economic changes and to the requirements of the employment market.

**6.9. Collaboration:** address interdisciplinary projects, improve communication between administration, pre-clinicians and clinicians, openness to inter-university cooperation at institutional level, at national and international level (following the scheme already with the Szeged University and the University of Medicine in Vienna).

**6.10. Creativity:** due to the economic crisis and underfunding of education and research, we have to find alternatives that will allow university development, by involving the entire academic community.

*Deadline: permanent*

## **7. Students: facts and perspectives**

**7.1. Current situation.** UMFT has over 6,000 students in all programmes of study. The involvement of students in the educational reform process is reduced, although some actions have been taken in this regard. Education, through its current form of organization is focused more on teachers than students. The reshaping of the curriculum and the medical education reform that we see across Europe has to meet the expectations of students, the requirements of medical-pharmaceutical education and the possibilities of application to UMFT.

**7.2. Students are partners in the academic community** and often their opinion is decisive for change (e. g. plenary lectures for students of all study years, started one year ago and enjoying success).

**7.3. Participation of students in the evaluation of the teaching staff**, mandatory element required to meet the quality criteria: ARACIS. AMEE, EUA.

**7.4. The promotion of a constructive dialogue with student organizations** represents an important condition to achieve the reforms required in the near future.

**7.5.** Mentoring and counselling students through the introduction of **tutoring and mentoring** programmes (item 9.8).

**7.6.** Annual drafting of the "Freshman's Guide" and "Guide of the student of medicine and pharmacy" encompassing useful information for students and not advertising materials on already known issues.

**7.7.** Ensuring best conditions for **accommodation and meals**.

**7.8.** Creating the conditions for the application and monitoring of the **Code** of student rights and obligations.

**7.9.** Identification of financial support opportunities for students with social issues, including cooperation with the private sector.

**7.10.** Special annual session of the Senate, dedicated exclusively to students' issues.

**7.11.** Support for all educational, research, cultural, sports and social activities organized by the students (funding set through separate budget allocation).

**7.12.** Facilitating student access to jobs at the University.

*Deadline: permanent*

## **8. Personnel Strategy**

**8.1. Current status:** 727 teaching staff, 214 employed as support-administrative personnel. The current status is not encouraging, because we are experiencing numerous withdrawals through retirement and system departure (in the private sector or abroad). It is still effective the ordinance according to which the University is entitled to employ personnel using the rule 1 employee to 7 vacancies. Analyzing the data, it appears that some teachers, who may be promoted, do not meet the qualification conditions (extremely severe, separated from the realities of the Romanian academic environment!). For these reasons, we expect a gap between the current generation of full professors and those who currently hold the position of associate professor and lecturer. Basically, promotion is blocked by unrealistic conditions, a consequence of decisions made above-university level. What could we do?

**8.2.** The University has to find solutions to fill teaching vacancies for all didactical qualifications. It is a difficult issue under current legislation; however, the value of the existing teaching staff represents a guarantee in this respect. Basically, the university is compelled to make all possible efforts not to fall below 70% occupancy rate and below 25% of the number of full professors and associate professors (situation in which we find ourselves currently for two major programmes of study).

**8.3.** The establishment of a *Counselling Office for habilitation theses*, mandatory for the promotion to the position of full professor and for receiving the right to supervise doctoral work (in the Department of Marketing of Scientific Research).

**8.4.** The University will develop specific strategies to develop and attract human resources, with support for all teachers. Vacancy contests to fill teaching and administrative positions will be conducted in a transparent manner at all stages of development, as provided for by the departments' requirements and with the approval of the UMFT Senate.

**8.5.** The University will advocate for openness in hiring associated teaching staff, particularly for institutional programmes, but also for undergraduate programmes, which currently face a major shortage, well below the national and international requirements (e. g. Faculty of Pharmacy).

**8.6.** In our current strategy we include also the achievement of an optimal ratio between teachers, number of students, and administrative staff (currently lacking in many areas of UMFT).

## **9. The teaching strategy and medical-pharmaceutical education**

**9.1. Premises.** Medical-pharmaceutical education represents a priority for UMFT. Only by providing educational offers competitive at national and European level, we will be able to provide training for health professionals, backed by international recognition of studies. This approach would significantly increase the attractiveness for medical-pharmaceutical studies through the programmes of study offered by our University.

**9.2. National and international trends.** The national trend in the medical-pharmaceutical education is to harmonize subjects and their contents within the faculties of medicine and pharmacy, and less within dental faculties. Education takes place predominantly in a linear system, while the European trend is predominantly oriented to medical education of the integrated type.

**9.3. Current condition of UMFT in the teaching field.** Currently, the educational offer of the UMFT includes 14 degree programs, all accredited. Curriculum is of linear model, with a slight tendency to a "Z" model. The number of students is increasing, and the attractiveness for the educational offer being partly relatable to the increasing demands of the labour market in the EU and North America.

### **9.4. UMFT's ability to be in line with the international requirements: how?**

- *Improving the educational process at the departmental level.* Departments will play a crucial role in building the curriculum, in the management of the entire process of teaching and in the introduction of new methods of teaching and learning. In addition, there will be introduced vocational education methods, through which, in cooperation with the Counselling Department, will be identified the skills of the graduates.

- *The educational offer and the curriculum* represent two core elements for the development of the University. In the medium and long term, it is necessary to build a new curriculum, adapted to the European requirements. This curriculum has to be modular and integrated to support the development of practical skills of our students.

- *Reconfiguration of syllabuses for students*, adapted to the latest requirements of the medical-pharmaceutical education and adaptation of teaching and assessment to the requirements of the residency examination.

- *Establishment of the centre for practical skills for students* is at present a requirement for medical education and it will address 1<sup>st</sup> and 2<sup>nd</sup> year students and young graduates. Purpose: provide students a wide range of practical skills. Possible

location: a floor of the current building of the Faculty of Pharmacy. Funding source: from the POSDRU project on medical curriculum (Project Manager M. Raica). Specialized personnel: existing.

- *Introduction of the catalogue for clinical skills.* A first step in this direction was the drafting of the Catalogue of knowledge and practical skills in the Faculty of Medicine.

- *Modernization of the assessment system* including the transfer of responsibility from the dean's offices to the departments.

- *Improvement of the infrastructure* by providing equipment and materials *for teaching purposes*. The equipment existing in the lecture rooms where teaching activities take place will be updated, whether or not they belong to UMFT assets. It will be conducted an assessment of all laboratories and it will be upgraded the equipment necessary to conduct practical work and clinical internships for both undergraduate education and for residents.

- *The laboratory of virtual medicine* will be organized at the institutional level and it will serve students in all years of study, and, at the same time, it will create conditions for the development of practical applications by medical residents.

- *Assessment of the quality of education* for students from all levels to contribute to the characterization of quality standards.

**9.5. Establishment of the Curriculum Development Office at institutional level.** This office will make proposals for syllabi for all programmes of study, based on data available at European level and on UMFT capabilities. Proposals will be validated at departmental level and then submitted for approval to the Board of Teachers and to the Senate.

**9.6. Introduction of the mentoring programme.** In the context of the current number of students and teachers, the mentoring programme should be initiated on a pilot batch, supported by an institutional-type programme. Entry into this program will be voluntary (according to the principle one teacher for 5-6 students) and it would be very useful for professional and social orientation, and for personality training.

**9.7. Supporting the educational training of young teachers** (including the improvement of communication skills in English and French).

**9.8. Students may act as teachers for their younger colleagues!** I will advocate for the formal initiation of the tutoring programme in which students with best results from senior years may act as teachers for their colleagues of the 1<sup>st</sup> and 2<sup>nd</sup> years (the small-scale experiment proved to render excellent results). In this way, student-teacher cooperation would be enhanced, and, on the other hand, it would solve a difficult issue related to the staff we currently face for some subjects.

**9.9. Fixed-term employment as associate professors of foreign experts in medical education.** This action will create conditions for training in UMFT of experts in medical education, which today is a well-defined profession. It would be a premiere in Romania, and I think that it would contribute significantly in adding value to the educational component.

**9.10. Establishment of modern laboratories** adapted to the educational system for small groups, useful for teaching and examination as well. First projects of this type are envisaged for the subjects of Health Informatics and Physiology, departments which stated their availability to change the structure of their curriculum.



**9.11. *Encourage the organization of Summer Schools*** (or winter), to take place in the University, or under the auspices of the University, or in other locations from the country and abroad. For this purpose, we rely primarily on the professionalism of the UMFT teachers, that can be supplemented by foreign personalities.

**9.12. *Ensure quality of the residency training***, residents being, on one hand students, and, on the other hand, partners in the operation of healthcare services and of education for students enrolled in undergraduate courses. Many of the UMFT teachers will originate, hopefully, from the category of residents. In this respect, we have to take all actions to become UMFT attractive not only to students, but to teachers as well.

**9.13. *Support mobility of the teaching staff*** through short-term internships in prestigious universities in Europe in order to modernize the teaching-learning systems.

**9.14. *Masters programmes*** will be supported and encouraged, based on the realities and needs of the University. We encourage the offering of masters programmes especially in public healthcare and pharmacy.

**9.15. *Relation with clinical hospitals***. A large part of the medical education is conducted in clinical hospitals. UMFT will promote cooperation with hospitals' management and will identify the areas of educational performance from both public hospitals and the private environment.

**9.16. *Specialization of young teachers as "medical educator."*** In our country this specialization does not exist, and it has a major contribution to the curriculum organization. Training will be fully supported by the University.

**9.17. *UMFT awards for teaching***. The awards will be granted annually during the University Days to teachers who have earned the highest scores from the students in the previous assessment.

**9.18. *Valuing the educational activities for promotion***. Our students need courses, monographs, clinical/preclinical practical guides. Writing such materials requires hard work and, actually, it addresses a major goal we have: the education. Through the association of medical-pharmaceutical universities, I will advocate for the inclusion of this criterion for promotion.

**9.19. *Organization of the admission tests, thesis defences and residency examinations*** will be conducted annually, under the national regulations in force.

**9.20. *Modernization of postgraduate education***. UMFT has to encourage the organization of as many postgraduate courses, but, at the same time, it has to provide the organizational frame with maximum efficiency. Research centers will be encouraged to organize regular scientific meetings (lectures, conferences, roundtables) to residents and specialists in our geographic area.

## **10. Scientific research strategy**

**10.1. *Where are we?*** Here are some data on the scientific activity conducted by UMFT in the past 5 years: 296 papers published in journals with impact factor, article influence score of 215, over 800 articles published in international databases, only three books published by internationally recognized publishers, 4 book chapters published by international publishing houses, 455 acknowledged doctorates. To these are added 144 projects won through national competition as coordinator, and 66 won as a partner. Projects won through European competition are far fewer (9 as coordinator, and 13 as a partner).

**10.2. Which are the national and international trends and requirements?** Both at national and international level, the excellence criteria include scientific research, reflected by original publications in full, publication of monographs and treaties, abstracts (according to [www.uefiscdi.ro](http://www.uefiscdi.ro)), and are used as important factors in the university ranking systems. UMFT, through its academic community will have to align with these standards in order to be classified in category A, as we proposed in our goals.

**10.3. The Department of Marketing of Scientific Research** is a body which currently does not exist in the UMFT structure. This department should be structured in pre-research sections (identification of opportunities, communication of opportunities to the academic community, support in writing projects, submission of projects), the research itself (providing logistics for project development at administrative and financial level, and the reporting schedule). There will be attracted additional human resources specialized, for ensuring the effectiveness of this structure. This department will aim at identifying and exploiting opportunities for collaboration with the private sector in research directions based on contracts.

**10.4. Establishment of interdisciplinary research teams.** Such teams exist at present. Relatively few, but they operate, and are mostly based on personal affinities rather than through institutional support. In the period ahead it is required to identify vertically the potential teams (preclinical/clinical). It is one of the important missions at departmental level, supported by the Scientific Vicerector's Office and by the Research Committee of the University Senate.

**10.5. The priority research topics** are currently not defined in UMFT. Not even on paper. This issue requires urgent consideration, because it is essential for building a coherent research strategy.

**10.6. Institutional and research projects.** The Senate and UMFT Board should encourage the submission and winning of institutional and research projects, both in national and international competitions. To this end, there will be in place technical support for identifying opportunities and support for project writing through a specialized team of the Department of Marketing of Scientific Research, which will manage and carry out projects won. We aim to simplify the procedures related to project implementation. This organization manner, on one hand facilitates project development, and, on the other, focuses the attention of the teams of specialists on research itself. We propose also to minimize overhead costs in projects to less than 10% (with Senate's approval), which would facilitate the submission of a greater number of projects. Thus, we believe that will grow the interest in this activity, the income of the employees directly involved will increase, as well as UMFT's extrabudgetary income. At the same time, it could become a source of income for young researchers and students enrolled in teams, contributing to the formation of human resources.

**10.7. How do we write a scientific paper?** To this end UMFT will organize biannual workshops held by personalities in the field, both from the country and abroad, and the attendance of teachers will be free. These actions will be supplemented by the modernization of the Doctoral School.

**10.8. How do we encourage the publication of several papers in international journals?** These articles do not count solely to supplement the resume, but also to increase the overall value of UMFT in the national ranking. In addition, the management of the University is compelled by the current situation to create the conditions for

significant growth in this area. Thus, particularly for clinical disciplines, it will be provided support in competitive writing of articles by the Department of Marketing of Scientific Research (item 9.3). UMFT will support financially all articles accepted for publication in journals with impact factor >0.5. Proposals will be made to the Senate to offer financial incentives to the authors in direct proportion to the amount of the impact factor.

**10.9. Providing UMFT research grants**, annually 5 each, through competition, for young researchers. We have launched such action three years ago and although the amount was not high, it has resulted in the publishing of 11 articles in journals with impact factor and several participations in conferences abroad (all included in the report on university ranking).

**10.10. Organization of the “University Days”**, each year in the second week in December. This event will include the presentation of the rector’s annual report on the status of the University, scientific meetings and cultural activities.

**10.11. Establishment of the University Office for Clinical Trials.** The inclusion of clinical trials in the UMFT management plan provides, on one hand, the University’s endorsement, and, on the other hand, the output value will increase by setting up a laboratory for bioavailability of drugs. The inclusion of clinical trials in a graduate program is optional, but the teachers who launch them will benefit from the entire research base of UMFT, and all team members will be remunerated according to the current regulations.

**10.12. Organization of monthly plenary conferences in Aula Magna**, delivered by teachers, for teachers and for students, as well. It would be a major opportunity to learn our own potential and it would make known to the academic community the achievements of each .

**10.13. UMFT awards for research** will be granted each year during the University Days. These awards will address all categories of participants in scientific events, from students to teachers. I suggest that the annual grand prize, to be awarded once to an individual, to be called the "Victor Babeş Award" (for the paper with the highest impact factor in the previous year). The budget of the University will include a separate budget allocation for this purpose.

**10.14. Doctorates and the Doctoral School.** Doctoral studies represent one of the most important components of the research conducted in the University. The manner in which they were organized so far, they have brought just minor benefits to the scientific heritage of the University. What could we do to improve such shortcomings?

- Conducting PhD programmes under Act 1/2011 and the Code of Doctoral Studies. A major role in this respect will be held by the Doctoral School Council, the University Council for Doctoral Studies University and by the doctoral supervisors.
- Reorganization of doctoral schools themselves, by creating a curriculum suitable to PhD students as to the research topic.
- Unrestricted access of PhD students to electronic medical databases, to the UMFT Equipment, as well as to the UMFT Research Center (which could be completed relatively quickly, item 10.17).
- Improve quality of doctoral theses through access to the Department of Marketing of Scientific Research and affiliation to multidisciplinary research teams.

- Will benefit from special support the theses with topics included in the University's priority research topics.
- Development of a strategy for establishing a Doctoral School of the Faculty of Pharmacy.
- Development of international doctoral programmes.
- Make a budget allocation from the fees charged to PhD students and budget funding to PhD students to cover the costs of logistics (advisor travels, entertainment costs), which are now fully supported by PhD students.
- Financial support the PhD students and post-doctoral students.
- Through university autonomy, the Doctoral School Board may propose standards in terms of form, which may be adopted by the Senate - something already done in other universities of medicine and pharmacy).
- Establishing a thesis format in which the UMFT brand should be recognized.

**10.15.** Purchase of a building that may host a *conference center*, which will facilitate the organization of scientific meetings of small and medium scale, and which may be rented to third parties, helping to increase our revenues.

**10.16. *Library refurbishment and giving access to scientific information.*** This objective has become mandatory, given the fact that currently work in the field is conducted in the same manner as in the last decade. Currently, UMFT has annual subscriptions to a limited number of medical electronic databases (except pharmaceuticals). It is required the design and organization of a modern library, to facilitate rapid acquisition of scientific data and to be really useful for students. In this respect, refurbishing includes computerization, establishment of an advisory office and access to key medical-pharmaceutical databases.

**10.17. *Organization of a Research Centre of UMFT*** in the current building of the Faculty of Pharmacy. The Research Center will be organized on the principle of multidisciplinary laboratories and will be devoted entirely to the applied clinical research. Source of funding for organizational activities and staffing: identified.

## **11. Academic and infrastructure development**

**11.1.** The completion of the investment in the new building of the Faculty of Pharmacy and providing it with equipment at international standards.

**11.2.** The Publishing and Printing Department will be modernized and provided with high tech devices allowing the printing of works representative for the academic community.

**11.3.** Modernization of the centre of experimental medicine.

**11.4.** Establishing of a centre for translational medicine within the research centre of UMFT.

**11.5.** Rehabilitation and modernization at international standards of the UMFT campuses with the assistance of a European programme.

**11.6.** Real-estate-type investments in land and buildings to serve the goals set by this management plan, according to the financial possibilities and needs, by analyzing the cost-benefit relationship.

**11.7.** Completion and reorganization of the organizational chart with the administrative and support personnel (currently with major shortage), under the current legislation.

**11.8.** Implementation of computerized management in the entire administrative activity.

**11.9.** The establishment of an audit office with own specialized personnel (non-existing at present).

**11.10.** Modernization, reorganization and computerization of the International Relations Department, which currently serves only as a management office of foreign students and the entire international projects are carried out through other departments.

## **12. Financial strategy**

**12.1.** In addition to the University strategy, we intend to design a short and medium-term financial strategic planning of the faculties and departments.

**12.2.** It will be created the UMFT budget, whose allocations will include the precise use of the financial resource (e. g. budget allocation for the Doctoral School, to support the staff training activities, to develop the institutional infrastructure). Budgeting has to be realistic and compatible with sustainable development.

**12.3.** The plan for the implementation of the budget will be prepared in consultation with the Executive, the Deans, and Department Managers and will be submitted quarterly to the Senate.

**12.4.** It will be taken into account that the basic funding provides only minimum subsistence; thus, we have to make every effort to identify other funding sources, this representing one of the missions of all involved in the management.

**12.5.** Funding will be made under Act 1/2011 and it will be decentralized in terms of the funding of the educational and research components at faculty and department level. My opinion is that the entire departments receive equal opportunities for academic development.

**12.6.** Establishment of financial reserves of UMFT from its own revenues, to provide stability, especially in terms of salary fund and of utility payment.

**12.7.** Due to the chronic underfunding of education, the Executive has to identify additional funding sources.

**12.8.** The spending of UMFT financial resources must aim at institutional development at all levels, but primarily at salary increase of the teaching and administrative staff within the limits which may be withstood by UMFT (according to the currently available data, it is possible).

**12.9.** The entire financial strategy will be prudent, permanently adapted to the national economical-social evolution.

**12.10.** Periodic auditing of the financial sector.

## **13. Information and technological resources: perspectives**

**13.1.** Real computerization of dean's offices, with further inclusion of the departments, as to student management (currently non-existing, reason why we encounter difficulties in the preparation of the Single Enrolment Register).

**13.2.** Computerization of the Personnel and Accounting Departments, including the cashier's office. In this way it will be avoided major loss of time we may find currently in the endless paper chain between UMFT departments.

**13.3.** Structuring of a computer centre of UMFT (currently including only network administrators and the voluntary support provided by the colleagues from the Department of Health Informatics).

**13.4.** Financial sources to complete items 13.1-13.3: European project at institutional level.

**13.5.** Communication will be improved by the introduction in the computer system of the e-mail address of the teaching staff and of the entire students. Information of interest will be specifically targeted and, thus, the registrar's office will have longer working hours.

**13.6.** Introduction and use of the new technologies of medical-pharmaceutical education and the preparation of implementation strategies in the University.

#### **14. Social amenities for students and employees**

**14.1. Cafeteria:** at present non-existent, apparently due to the low number of demands. UMFVBT will reorganize the cafeteria for students and teaching staff in the already existing place and which is used only occasionally, during the defence of doctoral theses. Beside the current activity, it could be used to organize small-scale events with a facilitating payment scheme and could bring financial benefits. In addition, it may be useful for organizing a catering service, at present being used specialized firms.

**14.2. Maintenance and refurbishment of campuses,** which includes also the reorganization of the accommodation premises due to the loss through retrocession of a part of campus 1. Campus repair and cleaning works will be carried out annually during the summer holiday.

**14.3. Organization of cultural events.** The University has not only a medical-pharmaceutical training role, but also the mission to design the framework for cultural activities, which are now very rare and almost exclusively organized for students. We propose the introduction of regular programmes which include the watching of motions pictures and documentaries, the organization of exhibitions and book launches, literary evenings, presentations made by cultural personalities of Timisoara, travel presentations. All these events may be organized with the UMFT support in the Hyperion student club and in Aula Magna, which are currently unused most of the time.

**14.4. Sports facility.** At present, the UMFT sports facility is modest and in a not quite enviable condition as to organization and equipment. It is required immediate reorganization and refurbishment of the existing premises, as well as the conclusion of contracts with other universities (e. g. UPT) to create facilities for students and teaching staff.

**14.5. Supporting sports activities** is not just a goal. Through these activities, on one hand, we provide conditions for sports by a part of the students and employees, and, on the other hand, it brings benefits (maybe small, but benefits) to the classification of the university. In this regard, the Executive with the approval of the Senate, supports the Medicina chess club and will encourage the creation of UMFT teams in different sports.

**14.6. Purchase of minibuses** for the travel of employees and students to scientific events.

**14.7. Establishment of a music therapy room** for students and employees with the assistance of the colleagues from the Faculty of Music.

**14.8. Organization of a small botanical park and leisure place** in the interior courtyard of the headquarters. The premises may be used to organize open-air events during certain periods of the year.

## **15. UMFT has to become an entrepreneurial University**

**15.1.** At present, UMFT has not entered into partnerships with the social-economic environment and has no spin-off structures.

**15.2.** The Education Act encourages the entrepreneurial development of universities. In this context, it will be organized an entrepreneurial committee, led by a Vicerector, who will be responsible for the identification of market opportunities.

**15.3.** Wit Senate's approval, such opportunities will be used to establish companies of UMFT, which could substantially contribute to the increase of own income and to the creation of new jobs.

**15.4.** Through its academic community, UMFT has to learn to "sell" what it is able to do best: education, innovation, invention, medical-pharmaceutical scientific and professional performance.

**15.5.** Identification of solutions to preserve and render efficient the current buildings included in the University assets.

**15.6.** Appointment of the team of the Vicerector responsible with the academic development in order to determine the entrepreneurial strategy.

## **16. Relation with the society**

**16.1. University openness in society**, through:

### **16.2. Department for Image, Public Relations and Counselling**

- *Press Office of the University*, responsible for the communication with the media, the preparation of University press releases and the organization of press conferences.

- *Public Relations Office*, responsible to maintain contact between the University and local authorities, to develop University's social programmes and to identify partnerships with the private sector.

- *Professional Counselling Office* (for students and residents), which will employ specialized staff to provide information on the peculiarities of medical-pharmaceutical education and on employment opportunities of graduates, skill testing being included.

**16.3. Conferences** for popularization of medical-pharmaceutical data.

**16.4. Popularization of medical-pharmaceutical professions** among high school students.

**16.5.** Organization of public *cultural events*.

**16.6.** Organization and management of a *medical-pharmaceutical museum* (for tourists).

**16.7. Open Door Day.** It will be organized annually in the first Friday of May for the public and especially for the senior high school grade students, who may represent prospective candidates for medical-pharmaceutical studies.

**16.8.** Organization of medical-pharmaceutical *specific actions* in cooperation with the County Council and the Timișoara City Hall.

**16.9.** Together with hospital managers and the public healthcare authority, UMFT will be actively involved in the *regional healthcare policies* and will contribute to the completion of the strategic plans in healthcare.

**16.10.** Continue the cooperation with the other three Universities of Timișoara, cooperation which has to be transferred from personal level to the institutional level. In this regard, we will advocate for the activation of the Consortium established almost one year ago and which had no concrete action so far.

**16.11.** Openness to any administrative or political initiative (regardless of orientation), if developed in the interest of the academic community.

## **17. Promotion of the image and interests of the University**

**17.1.** National and international visibility of UMFT.

**17.2.** Promotion of University interests in relation with the Ministry of Education and Research and with the Ministry of Health, through the Association of the Universities of medicine and Pharmacy of Romania (active since 2008).

**17.3.** Continue and enhance cooperation with the Academy of Medical Sciences and with the Romanian Academy.

**17.4.** Give again credibility to the honorary titles awarded by UMFT and involvement of the winners in University's development.

**17.5.** Activation of the Alumni association, which since its establishment in UMFT a year ago has not delivered the expected results.

**17.6.** Revitalization of the Timisoara Medical Journal.

**17.7.** UMFT contribution in the development of the local community has to be advertised using a clear strategy, based on actions and outputs.

## **18. Administration**

**18.1.** Finding methods to employ administrative staff which will cover the current major shortage.

**18.2.** Reorganization and optimization of the paper and procedure chain.

**18.3.** Optimization of cooperation between the administrative staff, students and departments.

**18.4.** Direct involvement of the administrative staff in the procurement procedures for research projects.

**18.5.** Supporting the training of the administrative staff through periodic courses organized at local and national level.

**19. Quality assurance** is essential for UMFT development and requires excellence activities in all areas of activity, in accordance with the ARACIS quality standards (as per the "visit file", [www.aracis.ro](http://www.aracis.ro)), of the standards of the European University Association (EUA) and of the European Association for Medical Education (AMEE). Meeting these standards is essential to receive the qualification of "high level of confidence" at the institutional level and for all programmes of study. I state that UMFT will be assessed soon at the institutional level; the previous action of this kind took place in 2007. In this regard, we propose the following actions:



- 19.1.** Activation of the Quality Assurance Department of the University.
- 19.2.** Activation of the Quality Assurance Commissions at the Faculty level.
- 19.3.** Close co-operation with the university Senate and its relevant commission.
- 19.4.** Commencement, through the Counselling Office of actions to highlight the satisfaction level of students and employees on the educational and scientific activity.
- 19.5.** Attendance in national and international actions for quality assurance in medical-pharmaceutical education and in programmes implementing specific standards (POSDRU project already launched, UMFT being a partner).
- 19.6.** The reports of the Quality Assurance Commissions will be publicized by posting them on UMFT's website.
- 19.7.** The Executive will submit to the Senate twice a year the reply and solutions to the recommendations of the Quality Assurance Commissions.
- 19.8.** All reports will be published annually in a book including as well the Rector's report on the University's status.

## OPERATIONAL SCHEDULE

<b>Strategic element</b>	<b>Objective</b>	<b>In charge</b>	<b>Deadline</b>
Institutional	Achievement of A ranking	Rector, Executive, Senate	2014
	Rank improvement in international ranking	Rector, Executive, Senate	2015
	Development of institutional development projects	Rector, Executive	Permanent
Students	Simulation centre for practical skills	Didactical Deputy Dean, Dean	09.2014
	Preparation of the catalogue for knowledge and skills	Deans	09.2012
	Preparation of the catalogue for clinical skills	Dean of the Faculty of Medicine	01.2013
	Assessment of the teaching staff by students	Vicerector, Deans	Annual
	Meetings with students' organizations	Executive	Permanent
	Meeting with students in Aula Magna	Rector, Executive	Biannual
	Preparation of guides for students	Deans	Annual
	Starting the mentoring program	Vicerector, Deans	01.03.2013
	Starting the tutoring program	Senate, Vicerector, Deans	01.10.2013
	Rehabilitation of student campuses	Vicerector, Administrative	Annual
	Application of Code of student's rights and obligations	Vicerector, Students	Permanent
	Supporting students with social issues	Vicerector	Permanent
	Senate session dedicated only to students' issues	President of the Senate	Annual
	Support of cultural, sports and social actions	Vicerector	Permanent
	Plenary lectures for students	Vicerector, Deans	Monthly
Teaching staff	Counselling Office for habilitation theses	Rector, Vicerector	01.10.2012
	Transparent development of competitions	Senate, Executive	Permanent
	Employment of associated teaching staff	Executive	Permanent
	Specific actions to reconsider the promotion criteria	Senate, Rector, Executive	From April 2012
	Specific actions to eliminate the requirement of the doctoral degree at the employment of assistant lecturers	Senate, Rector, Executive	From April 2012
	Application of value-related criteria for promotion	Senate, Rector, Executive	Permanent
	Supporting teaching training	Vicerector, Deans	Annual
Communication	E-mail addresses for the entire teaching staff	IT Department	01.06.2012

	Designing a new website <a href="http://www.umft.ro">www.umft.ro</a>	Vicerector, IT	01.09.2012
	Meetings with the teaching staff	Rector, Executive	Biannual
	Meetings with assistant lecturers	Rector, Executive	Biannual
	Decisions made by the Executive and the Senate: public	Rector, Executive, Senate	Permanent
	Procurement procedures will be published on the UMFT website	Financial Department	Permanent
Educational strategy	Implementation of a new medical curriculum	Rector, Vicerector, Dean	01.10.2015
	Curriculum Development Office	Vicerector, Deans	01.10.2012
	Improving the teaching process in departments	Vicerector, Deans	01.10.2012
	Prizes for the teaching activity	Executive	Annual
	Syllabus reconfiguration	Vicerector, Deans	01.08.2012
	Student Evaluation Office	Vicerector, Deans	01.06.2013
	Providing equipment for the teaching staff	Executive, Department Managers	Permanent
	Laboratory of virtual medicine	Executive, Deans	01.10.2013
	Organization of summer/winter schools	Vicerector, CUSD	Permanent
	Quality assurance in the education of residents	Vicerector	Permanent
	Organization of admission tests, of thesis defences	Vicerector, Deans	Annual
	Organization of the residency admission examinations	Rector, Executive	Annual
	Conference Centre of UMFT	Senate, Executive	2015
	Organization of postgraduate courses	Vicerector	Permanent
	Plenary conferences for the teaching staff	Vicerector, Deans	Monthly
Financing	Decentralization of the development fund of departments	Vicerector, Financial	01.01.2013
	Defining the budget and presentation of the budget execution	Executive, Financial	Annual
	Identification of new financial sources	Vicerector, Financial Manager	Permanent
	Salary increase	Executive, Economic	01.01.2013
Research	Establishing of interdisciplinary teams	Vicerector, CUSD	15.12.2012
	Establishing the Department of Marketing and Scientific Research	Executive, Senate	01.10.2013
	Supporting the submission of research projects	Vicerector	01.05.2012
	How to write a winning project proposal - workshop	Vicerector	Biannual
	How to write ISI publishable papers	Vicerector, Deans	Biannual
	Prizes for published papers (FI>0.5)	Executive	Permanent
	Employment of “medical writers”	Executive	15.12.2012
	Defining the priority research topics	Vicerector, CUSD	01.07.2012

	UMFT research centre	Rector, Executive	01.2014
	Financial support for oral presentations in events developed abroad	Vicerector	03.01.2013
	Financial support of ISI publications	Vicerector, CUSD	Permanent
	Prizes for research	Executive	Annual
	UMFT research grants (< 35 years)	Executive	Annual
Doctoral programmes	Reorganization of the Doctoral School	Vicerector, CUSD Manager	01.06.2012
	Own subscriptions to electronic databases	Vicerector, Administrative	15.10.2012
	Access passwords to BDI for PhD candidates	IT	Annual
	Access to research centres	CUSD Manager	Permanent
	Doctoral School in the Faculty of Pharmacy	Executive	15.12.2013
	Development of international doctoral programmes	CUSD Manager	Permanent
	Budget allocation for the Doctoral School	CUSD Manager, Financial	01.01.2013
	Unified form of thesis presentation	Senate, CUSD	01.10.2012
Academic development	Completion of the investment in the Faculty of Pharmacy	Executive, Administrative	01.10.2012
	Modernization/reorganization of the Publishing and Printing Department	Publishing Department Manager	15.01.2013
	Modernization of the centre of experimental medicine	Executive	01.09.2015
	Establishing a centre of translational medicine	Vicerector	01.10.2013
	Campus rehabilitation through an European project	Vicerector, Administrative	01.09.2015
	Introduction of full computerization in management	Vicerector, Administrative	01.03.2014
	Establishing an audit office	Executive	01.09.2012
	Entrepreneurship strategy	Vicerector	01.09.2012
	Identification of entrepreneurship opportunities	Vicerector	Permanent
	Conservation of the heritage premises	Vicerector, Administrative	Permanent
International relations	Department reorganization	International Relations Manager	01.07.2012
	Popularization abroad of UMFT offer	International Relations Manager	Permanent
	Development of projects with EU universities	International Relations Manager	Permanent
	Participation in international university fairs	Executive	Biannual
Administrative	Reorganization of the Administrative	Executive	01.10.2012

	Department		
	Reorganization of the paper chain	Financial Department	01.05.2012
	Work protocols for the administrative staff	Financial Department	01.06.2012
	Training courses for administrative staff	Financial Department	Biannual
	Employment of administrative staff	Executive	Permanent
Information technology	Computerization of student data management	Vicerector, Dean's Offices	15.05.2014
	Computerization of Personnel and Accounting Departments	Executive, Administrative	15.09.2013
	Computer centre of the University	Executive	15.09.2012
	Introduction of computer methods in education	Executive, Dean's Offices	30.09.2012
Social amenities	Landscaping of the interior courtyard - headquarters	Vicerector, Administrative	01.10.2013
	Cafeteria – located in campus 1	Financial Manager	10.2013
	Library refurbishment	Executive, Administrative	10.2014
	Refurbishment of the UMFT sports facility	Executive, Administrative	10.2013
	Consortium contract with UPT for the sports facility	Executive	01.10.2012
	Organization of cultural activities	Vicerector	Permanent
	Purchase of own minibuses	Administrative	15.01.2013
Relation with the society	Press Office	Department Manager	15.09.2012
	Public Relations Office	Department Manager	15.09.2012
	Professional Counselling Office	Department Manager	15.09.2012
	Medical-pharmaceutical popularization conferences	Vicerector	Biannual
	Open doors day	Executive	Annual
	Medical-pharmaceutical museum	Executive, Administrative	15.09.2015
Quality assurance	Reorganization/activation of the Quality Assurance Department (QAD)	Vicerector	01.06.2012
	Activation of quality assurance boards	Deans	01.06.2012
	QAD reports presented to the Senate	Vicerector	Biannual
	Measures talent in accordance with QAD reports	Rector, Executive	Biannual
Image and interests	Actions in high school to attract candidates	Vicerector, Deans	Annual
	UMFT Days	Rector, Executive	Annual
	Ensuring national/international visibility	Vicerector	Permanent
	Collaboration with the Romanian Academy	Vicerector	Permanent
	Activation of the Alumni organization	Vicerector	01.06.2012

	Reorganization of the Timisoara Medical Journal	Executive, Senate	01.10.2012
	Publication of past year achievements	Executive	Annual

**Rector,**

Approved in the Senate meeting of \_\_\_\_\_

**Prof. Marius Raica, MD, PhD**