

Appendix 6 – Strategic plan of BUASVMT

INSTITUTIONAL DEVELOPMENT STRATEGIC PLAN 2012-2016

I. HISTORY

A component of the educational system of Romania, BANAT'S UNIVERSITY OF AGRICULTURAL SCIENCES AND VETERINARY MEDICINE OF TIMISOARA (BUASVM Timisoara) is a public institution with attributions in higher education and scientific research.

The traditions of the BUASVM Timisoara go back to the establishment of the Faculty of Agronomy on July 30, 1945, through Royal Decree no. 2394 by King Mihai I (Michael I) of Romania and Law no. 617 published in the Official Gazette of Romania on August 1, 1945, as an annex of the Polytechnic Institute.

In 1948, the Faculty of Agronomy was turned into an Agronomic Institute. The same year, they established in Arad the Institute of Animal Husbandry and Veterinary Medicine, with two faculties: Veterinary Medicine and Animal Husbandry. In 1955, the Faculty of Animal Husbandry was transferred to the Agronomic Institute of Timisoara, and in 1957, the Faculty of Veterinary Medicine was absorbed by the similar faculty of Bucharest.

In 1957, the Faculty of Animal Husbandry became a division of the Faculty of Agronomy, and it operated until 1962 under the name Faculty of Agriculture and Animal Husbandry.

In 1962, they established, within the Agronomic Institute of Timisoara, the Faculty of Veterinary Medicine.

In 1968, through Order of the Minister of Education no. 0646, they reestablished the Faculty of Animal Husbandry; until 1987, the Agronomic Institute operated with three faculties: Faculty of Agriculture, Faculty of Animal Husbandry, and Faculty of Veterinary Medicine.

Degradation of economic and social life, crisis of Romanian society, restructuring of academic life turned, in 1987, the Agronomic Institute of Timisoara into a single faculty with three departments: Agriculture, Animal Husbandry, and Veterinary Medicine.

After 1989, the BUASVM Timisoara has known an ascending evolution: it has, nowadays, 6 faculties – Agriculture, Horticulture, Farm Management, Veterinary Medicine, Animal Husbandry and Biotechnologies, and Food Processing Technologies, 22 majors, over 7,000 students, and 500 teaching jobs.

The University has continuously broadened its cooperation with other teaching and research institutions from Romania and abroad – 25 universities from 15 countries.

The present organisation of the university is but a step in the transition process from the previous educational system to a more modern, dynamic educational system in accordance with the exigencies of the Bologna process.

Due to its activity – both past and future – our University has a national status with a high impact in Western Romania, contributing to the complex development of rural Banat and Western Romania; this agro-alimentary region of Romania is to become effective at Euro-regional level, comparable and consistent with prime agricultural areas of Europe. In this context, our University aims at becoming a leader in higher education and agricultural research in the Euro-region.

II. EVOLUTION OF THE STRUCTURE OF THE BUASVM TIMISOARA

BUASVM Timisoara had a gradual growth after 1990, when the Agronomic Institute of Timisoara, with a single faculty with three departments (Agriculture, Animal Husbandry, and

Veterinary Medicine) turned, by 2011-2012, into an University with six faculties with 22 graduation degrees, 26 MSc degrees, and two doctoral schools – Veterinary Medicine and Engineering of Plant and Animal Resources.

a) THE FACULTY OF AGRICULTURE trains in Agriculture, Plant Protection, Agricultural Environmental Engineering and Protection, Biology, Machines and Equipment for Agriculture and Food Industry, and Land Measurements and Cadastre;

b) THE FACULTY OF HORTICULTURE AND FORESTRY trains in Horticulture, Landscaping, Genetic Engineering in Agriculture and Forestry;

c) THE FACULTY OF FARM MANAGEMENT trains in Economic Engineering in Agriculture, Engineering and Management in Food Services and Agritourism, Engineering and Management in the Tourism Industry;

d) THE FACULTY OF VETERINARY MEDICINE trains in Veterinary Medicine taught in both Romanian and English;

e) THE FACULTY OF FOOD PROCESSING TECHNOLOGIES trains in: Natural Agroalimentary Extracts and Additives, Food Chemistry and Biochemical technologies, Agroalimentary Produce Control and Analysis, Agricultural Produce Processing Technology;

f) THE FACULTY OF ANIMAL HUSBANDRY AND BIOTECHNOLOGIES trains in Animal Husbandry, Fisheries and Aquaculture, Agricultural Biotechnologies.

The duration of graduation courses in agricultural education is 4 years, in Veterinary Medicine is 6 years, and in Biology is 3 years.

Starting with the academic year 2005-2006, BUASVM Timișoara adopted the “Bologna Process” agreements.

BUASVM Timișoara trains in 26 MSc degrees.

In the PhD degree programme, BUASVM Timișoara trains in 5 fields: agronomy, horticulture, veterinary medicine, engineering of alimentary products and animal husbandry.

In its position of Institution Organising Doctoral Academic Studies, BUASVM Timișoara has 60 PhD supervisors and 273 PhD students, of which 143 in day courses.

III. ANALYSIS OF PRESENT STATE OF THE BUASVM TIMISOARA

Agroalimentary systems in the developed countries are seen today as an extremely noteworthy economic and business entity. All the European and the world economy countries and communities support the agroalimentary system through appropriate policies. Mutual integration of agriculture, food industry, and agricultural and agroalimentary trade is accepted and supported by both national governments and European Community structures.

As a result of the above-mentioned, European agricultural universities include, in their programme of development, the diversification of the programmes and the conversion of these programmes to the market demands. In a European context, preserving old structures would be condemning to stagnation and, in the near future, dissolving existing agricultural academic communities.

European agricultural universities, in their position of higher education agronomic schools, have continually modified their structure and social offer. Besides traditional faculties, they have established new faculties, and majors demanded by rural and agroalimentary practice, and by rural development on the whole.

Thus, BUASVM Timisoara initiated and developed, for the first time in Romania, higher education in the fields of genetic engineering, environmental engineering, landscaping, and rural development management. We have also started training in the fields of plant and animal biotechnologies, forestry, engineering and management in food services and tourism, cadastre, etc.

In the context of climate and economic changes at world level, and of the need to conserve resources of energy, our University embraced a sustainable approach of agricultural production; in order to cover the entire range of activities in the field of agriculture and related

fields, our University approached food science, modern agroalimentary processes and technologies, agroalimentary biotechnologies, valorisation of natural biological resources (such as natural extracts and additives), as well as management of agroalimentary produce quality and evaluation of alimentary fakes.

In order to maintain and develop a strong intellectual and economic potential, agroalimentary enterprises need highly-trained engineers that can withstand the new challenges of today. Modernising the agroalimentary industry sector in Western Romania asks for restructuring the preparation stages of agroalimentary engineers educated in the field of agricultural products processing (technological basis) as well as of applying economic, management and marketing mechanisms (economic basis).

Unlike most Western countries, until 1990, Romanian agricultural universities did not generate higher education in genetic engineering, agricultural environment engineering, biotechnologies, or food science.

Creating and extending such majors within the BUASVM Timisoara allowed the valorisation of various competencies and results in agriculture, veterinary medicine, chemistry, and biology in the area.

Increasing the number of majors determined an increase of both number of students and number of teachers.

In our University, there are also post-academic activities as well: MSc courses and PhD courses.

The material basis for many majors has developed: we have organised different laboratories, with modern equipment, close to or even similar to that of Western universities, which are used to both train students and carry out scientific research.

The interdisciplinary research platform (I.R.P.) aims at:

1) Increasing the integration capacity of the BUASVM Timisoara into the European area of education and research.

2) Increasing scientific performance and making learning in the BUASVM Timisoara compatible with the demands of a knowledge-based society.

3) Ensuring highly trained human resources for education and research by improving conditions and structure of interdisciplinary MSc and PhD programmes.

4) Developing the capacity of teaching and researching through inter- and transdisciplinary programmes.

5) Supplying (contract-based) services to inspection and certification bodies in ecological agriculture for activities carried out in Romania according to the stipulations of the Order of the Minister of Agriculture no. 527/2003 and of the ISO/CEI 65: 1996 Guide of the European Standard EN 45011: 1998 after joining the EU.

6) Involving in the solution of economic problems in the field of food production, in food safety conditions.

Developing the material support was done especially through funding from contract-based scientific research, from international cooperation programmes financed by the World Bank and the European Community, and from funding from Romania and abroad.

Our University has broadened its partnership with research and training institutions from Romania and abroad.

IV. MISSION OF THE UNIVERSITY

The mission of the BUASVM Timisoara is multiple – education, scientific research, academic extension, and consultancy. Both Romanian rural area and agroalimentary system stand, at the beginning of the 21st century, a deep process of restructuring and development.

Our University needs to contribute to the construction of new directions of development in agriculture and to predict their evolution. Our University cannot operate “independently” from the system in which and for which it operates: it needs to adapt to market economy, i.e. do its

best to make specialists and sciences demanded and valorised on the market.

The main concern in our University is to train specialists at a very high scientific and technological level to help them integrate as fast as possible in the agroalimentary system and systems related to it, and stay competitive in a competitive environment due to a great capacity of adapting to competition, change, and innovation.

Our University, through its current and future educational offer continues to expand its academic learning programmes to cover as wide a range of agricultural activities as possible. Aware of its place and role in the national higher education system, assessing properly its proficiency level and the responsibilities towards the community, continuing to evaluate social demand, BUASVM Timisoara plays a pivotal role in the educational process. Thus, our University aims at training at a high level in the fields of agricultural and horticultural sciences, in landscaping, forestry, animal husbandry, veterinary medicine, biology, biotechnology, agroalimentary produce technology, fishery, genetic engineering, environmental engineering, plant protection, machines and equipment for agriculture and food industry, economic engineering, management, marketing, rural development and management, and other related specialisations.

Training specialists highly-trained in economics, industry, education, sciences, and social activities, as well as continuously educating graduates in the spirit of the progress of knowledge and continuing education, in a state of right, free and democratic, is another goal of the BUASVM Timisoara.

Our University lays emphasis on MSc and PhD studies. We will extend the current system of professional education by developing the continuing education and distance learning systems.

BUASVM Timisoara aims at integrating in the European Higher education system from a structural, quality, and economic benefit point of view, at modernising the process of education and employment of the staff involved in education and research processes, disseminating scientific performances of its members through participation in international expert communities and interuniversity cooperation, assessing periodically and continuously improving its staff, promoting scientific research, technological development, educational innovation, scientific and technological development programmes – relying on its own funds or international funding. All this can be done only through ensuring the proper material basis for the development of all activities from budget and extra-budget sources, from national and international projects and grants.

Scientific research is the main concern of the academic and research staff of our University. They are carrying out a laborious scientific research activity in our University, appreciated at national level, and that we expect to develop, in the years to come. We are well-known both nationally and internationally in some agricultural and veterinary medicine research fields, such as developing varieties and hybrids of agricultural and horticultural species through traditional and genetic engineering methods; sustainable technologies in agriculture and horticulture; improvement of the integrated protection system of crops; sustainable use of agricultural lands; improving, conserving and restoring degraded soils fertility; preventing and controlling pollution in agriculture; developing genetically-modified plants; assessing environmental impact and ecological restoration; alternative energy resources; restructuring agriculture and sustainable rural development; financing systems in agriculture; studying chemical compounds applicable in the agroalimentary industry; alimentary produce quality; food safety and security; research in the field of food science; protection and welfare of domestic animals; prophylactics and control of animal disease; improving and breeding techniques and technologies in animals through embryotransfer and genetic engineering; improving animal breeding technologies; improving fodder production, harvesting, conservation, and valorisation technologies; optimising animal feeding to improve animal alimentary produce quality.

Developing a solid scientific school in the field of rural development at the level of

current performances, participating in high-interest scientific projects, and promoting creative, efficient contribution at international level is a priority mission.

Through its extension Unit, BUASVM Timisoara also aims at developing model-concepts of rural development, of private-family agricultural exploitations, and of effective model-farms. Our University will involve directly and at a higher level in rural consultancy through constant dialogue with agriculturists and economic agents in the agroalimentary system, training specialists in rural consultancy through MSc programmes in the field.

Young people from all over Romania and mostly from Western Romania, study in our University due to the wide range of education programmes and to the national-interest research themes it carries out.

Our University also trains undergraduate students and PhD students from countries such as Bulgaria, Cyprus, Greece, Austria, Germany, France, Italy, Hungary, U.S.A., Iran, Israel, Syria, Morocco, Serbia, and the Republic of Moldova, and we want to increase their number by modernising our curricula and by applying the transferable credit system.

A large number of graduates of our University work in different countries of the world. We also have more and more cooperation in teaching and research. All this entitles us to believe that our University is little by little acquiring a global status that we intend to establish in the years to come.

BUASVM Timisoara gives graduation diplomas, MSc diplomas, PhD diplomas, certificates and graduation diplomas of post-academic courses, graduation diplomas of courses for professionals with different training in the field of agriculture and related fields, teaching degrees (assistant, lecturer – by an acknowledgement of the University's Senate; associate professor and professor – by an acknowledgement of the National Council for Acknowledgement of Academic Titles, Diplomas and Certificates). Our University confers honorary titles of Doctor Honoris Causa, Professor Emeritus, Honorary Member of the Senate, Honorary Member of the Faculty's Council, Honorary Professor, Associate Professor, and Honorary Graduate.

V. ACADEMIC GOALS AND OBJECTIVES OF THE BUASVM TIMISOARA

Motivated by our professional experience, by our national and international visibility, by our determination to act in the direction of educational management reform, by the necessity of making our education system compatible at European level and by the necessity of improving organisation and increase of efficiency, BUASVM Timisoara has established, for the period 2012-2016, the following key objectives:

a. Directing our University towards competitiveness and performance for integration in the international scientific values track and reaching the role of leader of higher education and agricultural scientific research in Romania and the Euro-region DKMT.

b. Increasing research capacity through the development of the research-development infrastructure and attracting highly-trained young people and specialists.

c. Strengthening the offer of knowledge, services and educational growth. Stimulating technological transfer based on cooperation with local agribusiness in accordance with the needs emphasised by the Regional Innovation Strategy of the Region West Romania. At the same time, given the presence of the BUASVM Timisoara in the DKMT Euro-region, we want to become, together with the agricultural universities of Novi Sad (Serbia) and Szeged (Hungary), a Euro-regional pillar of education – research – consultancy in the field of agroalimentary production and of local rural development.

d. Developing agroalimentary and veterinary medicine education in international languages.

BUASVM Timisoara organises courses in the following **academic cycles**: graduation cycle (day courses, distance learning and open learning), MSc courses, PhD courses over 3 or 4 years (the latter, in Veterinary Medicine), postdoctoral courses in advanced research and post-

academic programmes, in continuing education and professional training.

VI. MANAGERIAL STRATEGY

In our educational system, a management strategy relies on high-probability achievement. The product of an educational system – a highly-trained specialist – should meet at least two criteria:

- Have potential for social achievement, i.e. be able to integrate, due to his/her knowledge, immediately after graduation, in the agroalimentary system or parallel systems;
- Develop, through the basic operators acquired at University, his/her capacity of adapting to competition, change, novelty, and innovation.

The managerial team aims at continuing separating educational management from administrative one at both University and faculty levels. The positions of General Manager and Faculty Administrator facilitate educational management – Rector, deans – from routine administrative and management activities. Separating managerial activities into two main directions – academic and administrative – is an ongoing process. There are still overlaps, but the process is active and effective.

6.1. THE STRATEGY IN THE ADMINISTRATIVE FIELD aims at reaching the following objectives:

6.1.1. Improving importantly the quality of administration services for the good functioning of the University, of the teachers and students;

6.1.2. Increasing administration transparency;

6.1.3. Making administration activities effective;

6.1.4. Reducing bureaucracy in administration and establishing a single office to resolve the demands of the teachers and the auxiliary staff, relieving them from useless appeals to the different services of the University;

6.1.5. Ensuring transparency in public acquisitions;

6.1.6. Presenting a biannual report on the activity of the University administration.

6.2. THE EDUCATIONAL STRATEGY aims at approaching the following directions:

6.2.1. Ensuring a competitive educational offer:

a. Increasing the value of the teaching process by combining traditional and informational society methods;

b. Consolidating A class study programmes;

c. Developing strategies specific to the increase of the quality of B and C class education programmes for future classification;

d. Diversifying educational offer through new, attractive majors;

e. Accrediting MSc programmes in the Bologna system;

f. Accrediting new majors taught in English and French;

g. Diversifying MSc programmes and developing “Master of Business in Agriculture” programmes, in cooperation with EU universities;

h. Developing post-academic education, distance learning, and open learning;

i. Developing an e-learning system;

j. Inviting distinguished professors from Romania and everywhere to deliver courses at all levels;

k. Restructuring study programmes and flexibilising curricula;

l. Promoting educational offer in the academic environment through the Image Department;

m. Establishing excellence prizes of the BUASVM Timisoara for the teaching activity at the end of each academic year with a festive gala;

n. Organising courses for the learning or improving of communication competencies in international languages;

o. Identifying financial opportunities for the increase of wages incomes of assistants,

lecturers, and associate professors;

p. Revision of teaching and research areas of the Didactic Station;

r. Developing laboratories infrastructure;

s. Accrediting majors in the DL/OL system (with provisional authorisation).

6.2.2. Ensuring students' formal training for future professions:

a. Best students will become part of the departmental research programmes and, if possible, sent for training abroad;

b. Gradual passage from the informative system of student training to the formative one, which will increase student responsibility towards their own professional development;

c. Modernising practical activities both at the laboratory and practical work level. We will develop current practice centres that cover the widest choice of technologies possible;

d. Developing our own programme of admitting students;

e. Experimenting new teaching structures within TEMPUS, ERASMUS, MUNDUS, LLP ERASMUS programmes through flexible, diversified, pluriactive education programmes which offer diverse educational options that promote independent work in students;

f. Diversifying curriculum options through disciplines for related majors to allow the students reroute professionally depending on the labour market through continuing education programmes;

g. Using modern ways of transmitting knowledge to students through imagistic and audio-video representations (PowerPoint), etc.;

h. Modernising laboratories, auditoria, clinics, and teaching farms to make them internationally competitive;

i. Equipping laboratories and new departments for accreditation;

j. Organising complex departmental teaching and research structures as embryos for honour schools within the Romanian and international academic agroalimentary area;

k. Initiating programmes of bilateral and multilateral partnership with European and American universities, in order to unify match the academic curriculum with a view to mutual recognition of study diplomas.

6.2.3. Development of different learning forms

a. the **undergraduate** cycle consists of **distance learning and part-time learning** - following the dissemination of these forms of education and given the requests, several specializations have been organized.

b. the **master** cycle functions as **day-time learning** within the six faculties of the university; graduates can choose one of the 26 master specializations.

c. the **doctoral** cycle is organized in 5 doctoral areas and two doctoral schools, totalizing 143 PhD students in the **attendance form** and 130 PhD students in the **part-time** form.

Further action is being taken in order to improve the curriculum in all majors and the credit transfer system is applied. The new curricula stipulate the reduction of the number of teaching hours per week to a maximum of 26, except for the Faculty of Veterinary Medicine, where the number of hours per week is to be increased to 33, according to LEN no. 1/2011.

The effort of enriching the curricula will be continued through collaborations with universities from Western European countries, such as The Agricultural University of Uppsala - Sweden, the University of Vienna, the University of Budapest, Wageningen Agricultural University - Netherlands, the universities of Rennes - France, Hohenheim - Germany, etc.

The number of students will be maintained or, possibly, even enhanced by accruing the number of specializations, as well as by the growing interest shown by candidates for some of the current programmes offered.

6.3. THE STRATEGY FOR STUDENT RELATIONS aims to:

6.3.1. encourage a participatory learning process, involving more students in making

decisions regarding teaching, research, social, cultural, and sporting activities within the university;

6.3.2. analyze and optimize managing costs for the halls of residence with a view to reducing accommodation fees;

6.3.3. support activities organized by students;

6.3.4. support students in volunteering actions;

6.3.5. organize a job fair;

6.3.6. improve accommodation conditions and meals;

6.3.7. identify students with a difficult social situation and support them by offering part-time jobs within the campus;

6.3.8. support sports teams and cultural - artistic bands of the university;

6.3.9. promote moral values in the training of students.

6.4. QUALITY MANAGEMENT STRATEGY

The concern for academic quality at the BUASVM is an aspect of utter importance. Providing quality management services to beneficiaries of our institution is one of the basic strategies of increasing credibility and visibility on a national and international level.

Only quality education and research, as well as the concern for continuous improvement will ensure the success of the university and perpetuate its existence on a market in continuous expansion.

There are two bodies in place and functioning within the BUASVM, the Commission for Quality Evaluation and Assurance (CEAC) and Quality Assurance Department (DAC). They are specialized in developing specific documentation and applying the requirements of the Quality Manual, the application of ARACIS methodology and guidelines, procedures, criteria, standards and performance indicators for quality assessment, in agreement with the quality strategy adopted by the Senate and the implemented and certified quality management system.

The quality management strategy targets the following main objectives :

6.4.1. aligning the university strategies with the current trend promoted nationally regarding quality assurance in higher education in the European context, related to undergraduate studies, Masters and PhD, by promoting more efficient systems and methodologies for internal and external assessment,

6.4.2. maintaining SRAC and IQNet certification according to SR ISO 9001:2008 and ensuring continuous communication and collaboration with national and international bodies which assess quality management systems (EUA, ARACIS, SRAC, RENAR)

6.4.3. developing management skills, including strategic planning skills, prospective skills, as well as skills related to educational marketing and science communication, institutional self-assessment and international benchmarking;

6.4.4. developing operational plans for continuous quality improvement within the institution, in agreement with pre-university education (as deliverer) as well as the economic environment (as beneficiary);

6.4.5. developing operational plans for research quality improvement and aligning it with the current European trend, by efficiently using the infrastructure of the university's research laboratories;

6.4.6. developing support infrastructure in order to optimize quality assurance activities, both by accessing European funding and by providing a budget from the revenue of the university;

6.4.7. creating a culture of quality on an institutional level, so as to avoid automatic and discontinuous implementation, by initiating a process of continuous staff training, according to the annual training plans, as well as involving all employees in quality assurance activities;

6.4.8. creating an efficient feedback system for the employees and students, as well as for the final beneficiary that is the economic environment, with a view to ensuring a continuous

process of improving public access to assessment results and to other data related to quality management which are of interest to beneficiaries of the institution;

6.4.9. developing an annual plan of continuous teaching staff training, in terms of quality management documentation and implementation;

6.4.10. developing an efficient system of teaching quality assessment and curricula in practical work to ensure consistency between staff quality assessment criteria teaching and the current legislative framework and with minimum standards of performance and clear measures of incentives and penalties,

6.4.11. ensuring, in accordance with the law, the transparency on the results of internal and external assessment;

6.4.12. ensuring the active participation of all staff in proficiently operating the quality management system, by producing clear job descriptions which define responsibilities in accordance with existing procedures and regulations;

6.4.13. developing procedures for internal and external communication, including the exact definition of responsibilities of all organizational subdivisions;

6.4.14 maintaining periodic internal activities regarding education and administration assessment, as well as its extension in research laboratories;

6.4.15. documenting and implementing the quality management system throughout the research process, starting with project proposal (experiment design, task achievement, auditing and result reports);

6.4.16. ensuring the uniformity of the existing documentation for laboratories which have already been RENAR accredited and licensed according to SR ISO CEN 17025:2005;

6.4.17. assessing the organization of research laboratories within the university, drawing attention to those which can support the unfolding of activities in accordance with SR ISO CEN 17025:2005, which will lead to their recognition on a national and international level;

6.4.18. providing a database of standardized analysis methods through the acquisition of standards collections, including their controlled distribution from DAC and establishing a single common set of documents across the university regarding specific procedures in accordance with current analysis standards;

6.4.19. ensuring quality control in research laboratories on three levels: primary (staff in charge with analysis – internal control), secondary (staff in charge with quality assurance in the laboratory – conducting interlaboratory proficiency testing) and tertiary (technical manager – implementing corrective / preventive measures and suggesting improvement proposals);

6.4.20. ensuring the visibility of laboratories by developing a centralized analysis list on a university level, specifying the laboratory where the analysis was performed, the matrix, and the validated method of analysis;

6.4.21. identifying all processes related to administrative activity and developing procedures based on uniform document formats and an efficient communication system with organizational subdivisions, establishing clear responsibilities regarding proper research and teaching services.

6.5. STRATEGY FOR SCIENTIFIC RESEARCH

Scientific research, like teaching, requires that teachers and researchers possess a vocation and calling, which can be verified and confirmed only in an academic environment within the university, which allows for adequate study, research, and achievement. *Great universities have essentially been and will always be foremost institutions of scientific research.* Otherwise, institutions would not be universities, but institutes of (higher) education.

Universities live in time and across time, through the great teacher-researchers who are creators of scientific schools. Great national elites have been formed in these schools, by means of complex scientific and educational activities.

If this view is accepted, the managerial team sets it as an aim to stimulate departments

interested in self-development through material and financial allowances.

The following aspects of scientific research are targeted in particular:

6.5.1. the consolidation of managerial and financial autonomy of scientific research centers accredited by M.E.C. - C.N.C.S.I.S. and the development of thematic curricula in the perspective of 2012-2016.

6.5.2. the reorganization of the “*Institute for sustainable agriculture and food security*” into an entity which will operate independently, following regulations approved by the University Senate, and will present a biannual financial and technical report to the Senate Administrative Board; research contracts will be operated through the Research Institute, which will have its own staff, with responsibilities such as supporting project managers in developing and implementing contracts from an administrative point of view. In addition to administrative staff, the institute will have specialist staff employed (laboratory technicians and researchers).

6.5.3. the establishment of new centers for scientific research in fields which are not currently covered by accredited research centers and the accreditation of existing research centers.

6.5.4. the training in scientific research of all teachers, with an emphasis on attracting young teachers in research teams and establishing specific activities for each of its members; in this respect, the university will provide a research fund intended for research projects proposed by junior and senior assistants. The maximum value of such a project will be € 4,000 annually and the project should be completed by publishing at least one ISI paper.

6.5.5. the orientation of research within the university towards European research programs, in partnership with EU universities and countries associated to the EU.

6.5.6. the development of regional scientific collaboration with universities from similar fields in Serbia (Belgrade and Novi Sad), Austria, Italy, Hungary, Godollo, Szeged and others, with a view to bringing together research methodologies and techniques, so as to take advantage of the scientific database accumulated so far and to solve common environmental issues.

6.5.7. the application of previous research results by offering them to companies, associations and private producers in agriculture, and supporting their implementation through technical agricultural assistance.

6.5.8. the development of research laboratories and experimental fields by purchasing new equipment, organizing new laboratories, modernizing existing laboratories and extending the experimental field network within the Didactic Station Timisoara (SDT) of BUASVM to other areas in the western region.

6.5.9. the focus upon research topics related to cutting-edge areas of global scientific research, such as the production of genetically modified organisms, animal embryo transfer, applications of biotechnologies to vegetables and animals, conservation of resources.

6.5.10. the organization of scientific events of prominent international interest, proposing topics of great scientific and practical importance.

6.5.11. the improvement of the content and presentation of scientific publications of the faculties, by editing works in an international language (English, French, German) and promoting the exchange of journals with similar universities around the world.

6.5.12. the participation of teaching staff members, especially young researchers, at national and international events with scientific papers.

6.5.13. funding ISI paper publication by the university, in cases where authors do not have research contracts or their contract budget does not provide for publication costs.

6.5.14. ranking the best rated publications at the end of each calendar year and awarding them at the BUASVM Awards Gala.

6.5.15. developing partnership protocols in scientific research and research programmes with universities in neighboring countries and EU states.

5.6.16. supporting young (PhD) researchers in training and documentation at recognized European universities and participating in joint supervision of doctoral studies.

6.5.17. maintaining contact with the private sector and launching proposal for cooperation to solve actual problems in production, implementing our research results.

6.5.18. developing a strategy for research, in line with current trends, by the Scientific Council coordinated by the pro-rector responsible for research, focusing upon areas where we have human resources and tradition, as well as upon priority international domains.

6.5.19. participation of university research teams with new projects in grant competitions organized by ANCS (National Authority for Scientific Research), RELANSIS, etc.

The current situation requires the organization of scientific research within the research institutes, centers of excellence, and laboratories of the university.

The new research programs, such PNCDI 2 or FP 7, can be addressed by large researcher teams, organized in research centers or institutes which are recognized for the domain they approach and able to take over the coordination and apply to a thematic priority with a national and international group of partners.

6.6. STRATEGY FOR THE DEVELOPMENT OF MATERIAL RESOURCES

It is essential, though difficult, to develop material resources to support the attainment of our goals in the academic, research, and social areas. Therefore, we put forward the following objectives:

6.6.1. using the resources we possess to produce performance in research, education and also to generate revenue;

6.6.2. investing only in facilities which bring benefits to the university;

6.6.3. completing the Veterinary Medicine Research Institute and accrediting the laboratories;

6.6.4. modernizing the library and bringing it to the current standards;

6.6.5. developing a project for financing the European Institute for sustainable agriculture and food security based on European or ANCS funding;

6.6.6. supporting the project of building an indoor swimming pool and a gym in addition to the sporting facilities of the university;

6.6.7. completing the investment from the “Km 6” area and introducing it in the agritourism network, so that it generates revenue and becomes financially justified;

6.6.8. completing the investment from the “Young Naturalists Station” (STN) and its introducing it in ecological agritourism network, taking into account the suitability of the area for this type of activity;

6.6.9. modernizing the cafeteria and promoting quality in order to make it cost-effective;

6.6.10. purchasing agricultural products for the cafeteria from the Young Naturalists Station;

6.6.11. taking advantage of the available exhibition space by making it available for organizing fairs, exhibitions, etc.;

6.6.12. engaging all competences in project development, with internal or external funding, for developing a project of rehabilitation in the zootechnical sector of the SDT;

6.6.13. annually increasing the surfaces cultivated by SDT besides collaboration agreements;

6.6.14. completing the investment at the Brebu Nou Practice Center;

6.6.15. establishing, through sponsorship, of a kindergarten for the children of teachers and the administrative staff;

6.6.16. investing in the STN zoological garden;

6.6.17. reviving the activity from the school in Voiteg, by increasing service offers to farmers and by using it as a practice center for students;

6.6.18. setting up a solar hot water heating installation, by applying for governmental funding intended for this purpose, thereby reducing utility costs;

6.6.19. rehabilitating the farm headquarters from Lugo, creating a practice center for

students;

6.6.20. setting up a weekly market (on Friday, Saturday) offering BUASVM products in the university, in a stand in front of the TPA building, selling products obtained at the SDT (vegetables, fruit, eggs, milk, meat, wine, brandy, etc.);

6.6.21. rehabilitating educational facilities.

6.7. UNIVERSITY EXTENSION STRATEGY

The Banat University of Agricultural Sciences and Veterinary Medicine of Timișoara, as an entity, as well as the faculties, departments and disciplines, should be dynamic systems in terms of university extension, as regards technological, managerial, and financial activity, as well as regarding the concept of efficient and sustainable development.

In this regard, we put forward the following university extension activities:

6.7.1. participation of the Banat University of Agricultural Sciences and Veterinary Medicine of Timișoara in the conceptual and practical shaping of new agricultural structures;

6.7.2. developing versions of private-family farms and commercial farms for cereal crops and technical plants, horticulture, animal husbandry, etc.;

6.7.3. designing pilot commercial farms for different agricultural areas in Banat, including agri-tourism mountain farms;

6.7.4. planning and implementing cultivation and exploitation technologies typical of commercial and family farm on experimental fields;

6.7.5. diversifying and improving the structure, content and presentation of the journal *Agricultura Banatului* ("Banat's Agriculture");

6.7.6. participation of the Banat University of Agricultural Sciences and Veterinary Medicine of Timișoara in the organization of local, regional, national and international exhibitions and fairs, offering food products, livestock, machinery, tractors and agricultural machines, exploitation technologies and systems;

6.7.7. establishing the Romanian Rural Foundation within our university, as well as other foundations in collaboration with the European Union, the venture "Villages roumaines" "Romanian villages" and financial assistance from PHARE, with the purpose of implementing rural development programmes and structures in Romania.

6.8. HUMAN RESOURCES STRATEGY

All the objectives we have set can only be achieved with the help of people who are well-trained in their field of competence and committed to the university. In its turn, the university asserts its obligation of recognizing their value and rewarding their performance. The quality of human resources is essential for the future of our university.

Therefore, the personnel policy is aimed at fulfilling short and medium term objectives, as follows:

6.8.1. recruiting well trained specialists from research and other areas functioning within the university, in order to cover teaching vacancies which exist or might occur;

6.8.2. attracting associated staff from among great personalities having professional experience in research, production, administration, etc., for didactic activities;

6.8.3. promoting the best graduates of the university in teaching and scientific research activities;

6.8.4. involving doctoral students in didactic activities;

6.8.5. continuing the concern for professional and pedagogical improvement of the teaching and research staff (especially for young teachers) by training programmes abroad;

6.8.6. promoting social dialogue in the relationship with unions;

6.8.7. developing means to support teaching staff in achieving the performance criteria required for promotion;

6.8.8. rewarding those who achieve proficiency;

6.8.9. establishing a serious policy regarding the recruitment of young assistants based on performance;

6.8.10. stimulating employees in the administrative service who accomplish their professional duties properly.

6.9. STRATEGY REGARDING LIBRARY DEVELOPMENT, INFORMATIZATION, AND DOCUMENTATION

IT and computer services are key to the development of both didactic and research activities. In this area, we set the following objectives:

6.9.1. completing the informatization of the university library and widening access to the Internet;

6.9.2. increasing the acquisition of specialty books and journals;

6.9.3. equipping a larger number of departments with computers;

6.9.4. publishing annually scientific papers presented in sessions organized on a university-level;

6.9.5. increasing the visibility of the university, especially abroad, by improving the appearance of the publicity leaflet, also edited in English, in addition to the active Web page;

6.9.6. promoting and advertising educational offers, C-D services, technological transfer, and the extension of research results.

6.10. FINANCIAL STRATEGY

In addition to core funding provided by MECS, the university will come up with substantial extra-budget revenues by increasing academic performance, diversifying activities and efficiently exploiting the facilities and resources we possess, as follows:

6.10.1. revenues from research contracts;

6.10.2. increasing supplementary funding as a result of increased academic performance;

6.10.3. attracting a larger number of students paying tuition fees in both full time and distance learning;

6.10.4. income from consulting, service rendering agreements;

6.10.5. revenue from rental of sports areas, cafeteria, educational facilities;

6.10.6. revenue from agritourism activities;

6.10.7. revenue from continuing education courses;

6.10.8. reducing maintenance and administrative expenses of the campus;

6.10.9. reducing expenses by ensuring transparency in acquisitions;

6.10.10. increasing SD revenues by enhancing production performance;

6.10.11. decentralizing the financial management of financial resources attracted on the level of faculties and departments;

6.10.12. fundraising through sponsorship from the economic environment in order to achieve social goals for students, teaching and support staff.

In crisis conditions, financial resources will be directed primarily for increasing wages to the extent permitted by law and for offering financial incentives for performance. Secondly, funds will be allocated for ongoing investments which will become profitable when finalized.

6.11. STRATEGY FOR COOPERATION WITH THE ECONOMIC ENVIRONMENT

It is essential to be open towards the economic environment in order to enhance the prestige of the university. To this end, we will establish a CONSULTING COUNCIL made up of personalities from the economic environment, entrepreneurs, managers, who will participate in biennial joint meetings with the Senate and Administrative Board in order to help develop a common strategy of enhancing students' training level and preparing them for production. Also, the Consulting Council will be invited to the opening ceremony of the academic year, the

BUASVM Timisoara awards gala, and other events.

Through this collaboration, we will also solve the problem of students' practical training in optimal conditions.

Through the Consulting Council, the university will seek collaboration with relevant producers from the county and the western region, many of whom are graduates of our university, in order to organize social, scientific, and university extension activities.

6.12. EXTERNAL COLLABORATION STRATEGY

In addition to developing collaborations with national universities of agricultural sciences, great emphasis is placed on international collaboration with respect to teaching activities, as well as scientific activities.

The external relations department will be financially supported to establish contacts and collaboration protocols, to which other colleagues will contribute in their respective common interests. It will target the following objectives:

6.12.1. establishing collaboration protocols with the University of Bologna and the University of Foggia, with which we have ongoing negotiations;

6.12.2. establishing collaboration protocols with the Universities from the EU and from the western Balkan countries, with a view to accessing European funding programmes jointly;

6.12.3. extending the collaboration protocol with the Purdue University from the U.S.A., establishing a collaboration protocol with the University of Louisiana;

6.12.4. putting to use current protocols existing between the BUASVM and other universities from abroad. We have established collaboration protocols with 25 agricultural and veterinary medicine universities from Hungary, Serbia, Republic of Moldova, Germany, Austria, Great Britain, Italy, Slovenia, Poland, Slovenia, Turkey, U.S.A., Japan, etc.;

6.12.5. accessing the programmes of the European Commission: Erasmus, FP 7 People, Marie Curie, Horizon 2020, with a view to forming researchers and teaching staff;

6.12.6. increasing rapidly the number of students, PhD researchers, young teaching staff who undergo training programmes in prestigious universities and research institutes from around the world;

6.12.7. attracting foreign students from the Middle East, India, Africa, as well as European countries; to this end, the University will support participation in education fairs held in these areas;

6.12.8. organizing thematic workshops, conferences, symposia and congresses with international participation, which will have full support from the university, as it represents a means of increasing our visibility;

6.12.9. initiating and supporting postgraduate and doctoral programmes within the Banat University of Agricultural Sciences and Veterinary Medicine of Timișoara or other European universities for training international specialists for EU bodies, FAO, GATT, etc.;

6.12.10. establishing an efficient department of international relations.

Rector,
Professor Paul PÎRȘAN