



INSTITUTIONAL STRATEGIC PLAN OF "DIMITRIE CANTEMIR" CHRISTIAN UNIVERSITY FOR 2010 – 2013

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1. MISSION

The **mission** of UCDC is to train, specialise and improve higher education professionals, by means of a learning process designed to foster thinking and creativity and to provide graduates real opportunities in the competition in the free labour market.

The mission of the university is to provide high quality education and research in order to train higher education professionals capable to work in national and international companies and bodies according to the occupational standards required by domestic and EU employers. Moreover, such professionals shall be trained to train the future generations in the spirit of innovation, creativity and novelty requested by the knowledge economy, according to the requirements of Romanian university education and to the social responsibility assumed. Therefore, the graduates of the university will benefit from greater mobility given the functional market economy and the EU integration, due to adequate guidance during their training, based on education plans adapted to this purpose. The **teaching and research mission** is aligned both to the training and improvement requirements imposed for the professionals needed by the Romanian economy and society, to Romania's economic potential and to the employment opportunities provided by the labour market and it consists of training professionals who are capable of building skills and abilities compatible with what is representative, new and dynamic in the current society and with what can be profiled as future trends. **Performance** will have to be the fundamental characteristic of own activities. Future graduates will be capable of performing scientific research activities, of substantiating and developing in-depth studies, including Doctorate-specific studies, of undertaking sector-based thematic research applicable in various fields of activity, of providing specialised consultancy and advice. The professionals trained in this spirit will be able to analyse and forecast economic and social phenomena, current and potential trends and requirements, to demonstrate willingness to improve their training and to advance, due to their outcomes and competence, from execution to analysis and management positions, contributing to the progress of their organisations.

The **vision** of U.C.D.C. focuses on **excellence**, **competitiveness** and **social responsibility**, as an important university centred on education and research, holding the role of a leader in promoting sustainable development, fully integrated in the European area of higher education and research, for the benefit of the national and international community.

The **values** associated are: transparency, performance, team spirit, equity, recognition of merits, ethics, and openness to community.

2. MOTIVATION

The importance of higher education becomes more and more obvious in the Romanian society. The management of the complex processes involved in shaping the economy according to the principles of a society open to competition, to solving economic, legal and social problems and to protecting and preserving the environment requires highly trained specialists, which reflects the importance of the higher education in the Romanian society.

Therefore, both the performance of current activities within our institution and the mapping of "Dimitrie Cantemir" Christian University within the overall strategy of Romanian



higher education and society ask for an overall strategy for the future development of "Dimitrie Cantemir" Christian University.

The overall strategy of "Dimitrie Cantemir" Christian University is substantiated by the following general **assumptions**:

1. "Dimitrie Cantemir" Christian University has proven experience of more than 22 years. Thus, the main elements of the strategy aim at strengthening and developing education, with a focus on **quality**, without neglecting the quantitative aspects;

2. Moreover, endeavours at such level need to permanently take into account the influences of the environment variables (economic, social, scientific etc.), as well as the need to adapt the national and international higher education systems;

3. The overall strategy of "Dimitrie Cantemir" Christian University aims at the **organic integration within the architecture of the European education area**, as provided by the Bologna Process, as well as the internationalisation of education activities. "Dimitrie Cantemir" Christian University is already operating in an international environment and has cooperation relationships with various higher education and research institutions in different countries and, in turn, has a considerable influence on the effectiveness of such cooperation. This favours international exchange of teaching and scientific expertise yielding valuable results for the education process;

4. "Dimitrie Cantemir" Christian University diversified its activities to comprise, beside training of future economists, legal and public administration professionals, political analysts, journalists and foreign languages experts, specialised training for economics and management professionals and delivery of services in the field of economics research;

5. "Dimitrie Cantemir" Christian University has dimensional and functional characteristics which set it aside from other higher education institutions. "Dimitrie Cantemir" Christian University is among the biggest private higher education institutions in Romania, comprising 9 faculties in Bucharest, two in Braşov, one in Constanţa, two in Sibiu, one in Timişoara, and two in Cluj, which provide 29 Master's programmes delivered by more than 300 teachers, for more than 15,000 Bachelor students and 3,000 Master's students. "Dimitrie Cantemir" Christian University performs in a growing competitive environment represented by private and public higher education institutions;

6. "Dimitrie Cantemir" Christian University is a private higher education institution;

7. The overall strategy aims at promoting "Dimitrie Cantemir" Christian University among the most prestigious national and international higher education institutions, a position supported by the quality of the teaching processes, by the development of manuals and scientific works, by the content of higher training means and methods.

3. HISTORICAL EVOLUTION OF "DIMITRIE CANTEMIR" CHRISTIAN UNIVERSITY

"Dimitrie Cantemir" Christian University is a higher education institution set up in 1990 as a **private initiative**, which gained its prestige due to the quality of education provided. This was confirmed by the authorisation of provisional functioning granted in compliance with GD no H.G. nr. 568/1995, the first legal provision passed after the Revolution in 1989, which substantiates the recognition of the quality of private education in Romania.

Subsequently, upon building its institutional capacity and confirmation of its educational efficiency, the University was gradually granted authorisation of provisional functioning for all Bachelor study programmes provided. In 2002, "Dimitrie Cantemir" Christian University was accredited by Law no 238/30 April 2002 on setting-up "Dimitrie Cantemir" Christian University as higher education institution, legal entity of private law with public utility status.



In 2010, "Dimitrie Cantemir" Christian University was subject to institutional review and was granted the appraisal of "**High Level of Trust**". This is the highest appraisal granted to universities in Romania and it is the result of the institutional review performed by the Romanian Agency for Quality Assurance in Higher Education – ARACIS. As part of the Romanian university education tradition, the University contributes to the scientific, professional and civic training of young people, to their social and economic integration and to higher education graduates lifelong learning (www.ucdc.ro). Through its activities, the University has brought significant contribution to the **harmonization of the educational process in Romania with those of prestigious European and international universities**. "Dimitrie Cantemir" Christian University operates in compliance with the Romanian Constitution and legislation in force, and with the principles laid down in the international treaties and pacts on human rights, in the Magna Charta of European Universities and in the Bologna Declaration. The education and scientific research processes are organised and undertaken in compliance with the principles of university autonomy, of the University Charter and with the requirements of the higher education system. Currently, most study programmes provided by the university are accredited.

The physical resources developed permanently, so that the University Campus of Bucharest was inaugurated in 1999; it comprises an area of more than 22,000 m², including:

- + 16 lecture halls;
- + 40 seminar rooms;
- + 6 IT laboratories;
- + 1 modern lecture hall of 500 seats;
- + 1 court room;
- + foreign languages department;
- + conference centre;
- + Excellence Research Centre;
- + 1 library;
- + 1 reading room of more than 400 m²;
- + 1 chapel;
- + 1 medical office;
- + 1 Student Radio;
- + 1 sports hall etc;
- + 2 bookstores:
 - ✓ CLB;
 - ✓ Prouniversitaria.
- + 1 teacher's club;
- + 1 café;
- + 1 ECDL centre.

The university centres in the other cities carry out their activities in own buildings, endowed with physical resources according to European standards.

Remarkable outcomes were obtained during this period and they were reflected in the high quality training of our graduates (more than 30000); most of the found employment as professionals in their fields of study in the Romanian labour market.

"Dimitrie Cantemir" Christian University of Bucharest already has a rich history and proven experience of more than 22 years. Therefore, the main components of the strategy aim at strengthening and developing education, with a focus on the **implementation of principles and procedures related to quality assurance and degree standards**.

The University Research Centre was set up in 1999 and due to its outstanding results it became Excellence Research Centre in 2005, "Dimitrie Cantemir" Christian University being the only private university in Romania with such national level recognition of its scientific research activity.



"Dimitrie Cantemir" Christian University diversified its activities to comprise, beside training of future professionals, the delivery of educational services and scientific research in the fields of economics, law, political sciences, history and geography.

4. ASSUMPTIONS

4.1. Performance level in "Dimitrie Cantemir" Christian University

According to its mission, in the past years "Dimitrie Cantemir" Christian University has modernised the contents of education provided. The level of quality has been enhanced so that the university became competitive at national level. Having regard to the national strategy for higher education, starting with the academic year of 2005-2006 UCDC initiated complex efforts to ensure harmonisation and **compatibility of educational provision**, hence of degrees and diplomas granted to graduates with those granted by European universities.

The education and research processes were dynamic, innovative, and open to students' expectations and to the demands of the future.

New structures were created to cater for the activities: Excellence Research Centre enjoying institutional and national recognition, summer school in cooperation with the European Institute of High International Studies within the European Training Centre of Sophia Antipolis University of Nice, ECDL centre, specific components for the emerging "new economy": multimedia technologies, Internet, computer networks, campus. Significant investments were made in the development of physical resources, which were brought up to national standards, which ensure adequate conditions for the university activities. The endowments accumulated represent the main **prerequisite** of improving the study and working conditions for students, teaching staff and all other university employees.

Concisely, **the reputation and fame of U.C.D.C.** in the educational environment have been permanently enhanced.

4.2. National and international context of education development

Currently, the European Union is undergoing a transition from the industrial society to the knowledge and information society, promoting sustainable development.

Innovation has become the core of this process, and the logo launched by the European Union is "*innovate or die*". In other words, it won't be necessarily the survival of the *fittest*, but of the *fastest* in terms of anticipative innovative efficiency.

The main goal of the Lisbon 2000 Strategy was for Europe to become "*the most competitive and dynamic knowledge-based economy in the world capable of sustainable economic growth with more and better jobs and greater social cohesion*". The *eEurope 2002* action plan proposed Member States, among others, investment in people and skills. The idea was continued in the updated versions *eEurope 2002+* and *eEurope 2005*. These versions launched the aspiration that Europe should become a *common home* of living and prosperity built upon sustainable development, viable scientific knowledge and respect for people and the humankind.

The conference of the European ministers of education from Berlin (September 2003) reaffirmed the decision to achieve the objectives of the *European Higher Education Area*. The joint declaration adopted for 2003-2010 set several strategic objectives: quality assurance, by development of new national and European institutional mechanisms; to adopt a new structure of the study programmes according to the Bologna cycles: *Bachelor, Master's and doctoral school*; to promote mobility of students and academic and administrative staff.



The National Conference of Higher Education from Bucharest (November 2003) adopted several objectives among which: to achieve better correlation of the Romanian education system with the European education systems; to organise study programmes according to the three cycles (Bachelor studies with 180-240 ECTS, Master's studies with 60-120 ECTS, three-year doctoral programmes); to integrate ICT and education; to strengthen universities and develop regional consortia; to enhance quality of education and educational services; full-scale use of mobility programmes; to introduce a funding model based on academic quality; to promote excellence in scientific research.

In order for education and research to become dynamic triggers of economy and society, in general, there is a need for an institutional system which should bring together education-research-enterprise-market in a coherent and functional whole. The solution is to initiate various consortia and networks which are already operating in Europe. The globalisation is expected to encompass education as well, which will become borderless. There will be both cooperation and competition between universities, and "Dimitrie Cantemir" Christian University has carefully prepared to face these **challenges**.

5. STRATEGIC OBJECTIVES

The management team envisaged a number of **strategic objectives** at university level, while each faculty sets their **operational objectives**; the strategic objectives are as follows:

- To introduce professional and scientific **competence** – especially in the fields of educational sciences, political sciences, economics, law, history, international relationships and foreign languages – in the process of training specialists and in the development and management of public policies;
- To train all students according to **European and international standards** and to strengthen the U.C.D.C. position with regards to higher education provision and scientific research in the fields covered by the faculties within the university;
- To support **openness to European and Euro-Atlantic integration**, both in terms of educational standards and in terms of contacts and exchanges of students/teachers;
- **To enhance the quality of the education process** by introducing a quality evaluation system, revising the education-learning ratio, fostering continuing training of teaching staff by supporting domestic and international mobility for study and research, providing pedagogical training and other types of training;
- To foster student motivation and to meet their aspirations, **to ensure the satisfaction** of being European students, with international opportunities, to ensure better and better life and study conditions, to encourage participation in international programmes etc.
- To foster graduate employability in the European labour market, by continuing improvement of education and scientific research processes, in compliance with the European and international requirements and according to the social and economic reality;
- To develop and diversify **quality university services**, at affordable costs, to adapt to the specificity of the information society, to modernize education, continuing training courses, Master's programmes, to diversify the types of students so that they cover all categories of citizens;
- To constantly improve the education process and to develop scientific research in the fields of economics, law, public administration and social sciences, in permanent cooperation with similar institutions in Romania and abroad;
- **To strengthen relationships with the national and international external environment**, to strengthen cooperation with universities in Romania and abroad, with research institutions and high schools, to achieve real integration of U.C.D.C. in the *European Higher Education Area*, to promote open "borders" with bi-directional flows of contents, expertise and



people, to encourage active participation of teachers in the education processes of universities abroad;

- To advance towards a European system of higher education awards and certificates, a system that meets the compatibility requirements at European level;
- **To improve scientific research** undertaken within U.C.D.C. so that it matches the potential of the institution;
- To ensure the best conditions for undertaking education, research and social activities for all students and employees of U.C.D.C., the proper management of physical and financial resources, the integration of ICT in the education processes and the university management, to attract the necessary financial resources to implement this institutional strategic programme, with a view to creating an academic environment conducive to a professional approach in tackling real problems of the economic, social and political life of the European area Romania is part of.

In order to achieve these objectives the training process should be modernised, first and foremost by developing **modern education plans**, compatible with those of renowned universities in Romania and abroad, with stable structure and dynamic contents. Besides the specialised scientific knowledge in the fields of IT, mathematics, foreign languages, they will include general knowledge related to communication, philosophy, psychology, pedagogy, sociology, ethics, history, geography, ecology, arts, sports, etc. It is necessary to adopt a higher education structure that is compliant with the requirements of the European Union and of the Romanian tradition.

The outcomes so far speak for the adequacy of the strategic objectives set by UCDC. This conclusion is best supported by the quality of our alumni's training, by the appreciation they enjoy in the labour market and, of course, by the positions they currently hold in various public institutions, in the economy or in other fields.

1. Objectives for the modernisation of education and training processes according to national and international standards

The improvement of teaching and learning processes is one of the main components of the university mission, of its endeavours to maintain and develop activities according to the overall education development objectives promoted by Romania in the context of our accession to the European Union and of the increased competitiveness in the labour market, for all specialisations provided.

This may be achieved by fulfilling the following objectives:

- ✓ To harmonize and render compatible the specialisations and education plans with those of other public and private universities in Romania and other Member States of the European Union;
- ✓ To integrate practical training activities in the learning process and to develop the vocational dimension in the training of specialists;
- ✓ To continue development of traditional disciplines which reached excellence levels in the field, together with disciplines required by the new information and knowledge society;
- ✓ To provide complex modern training to include, besides specialised scientific knowledge in the fields of IT, mathematics or foreign languages, general knowledge related to communication, philosophy, psychology, pedagogy, sociology, ethics, history, geography, ecology, arts, sports, etc.;
- ✓ To adopt a cycle-based structure of education, according to the requirements of participation in the European Higher Education Area, but also to the tradition;
- ✓ To foster continuing improvement of the quality of teaching and learning by introducing new teaching methods and techniques, by increasing student participation in the education process, by transferring the results of the research activities performed by the teaching staff in the teaching and learning processes;

2. Objectives for scientific research



The university management proposed the following **objectives** in this field:

- ✓ To encourage and recognize fundamental scientific research finalised by articles, books, treaties, monographs, reports, participation in scientific events etc., so that the university publications gain national and international recognition;
- ✓ To increase the weight of scientific research in the academic evaluation;
- ✓ To foster participation in C.N.C.S. grants, national research and development programmes, international programmes, partnerships with enterprises, by counselling and motivating staff to participate in such activities;
- ✓ To strengthen the research centres recognised by C.N.C.S. and to create other research centres according to the fields of interest for the university;
- ✓ To conclude agreements with various universities for the development of reference works such as treaties, encyclopaedias, dictionaries etc;
- ✓ To foster publication of articles in Romanian and foreign journals;
- ✓ To initiate new cooperation activities within research consortia at regional and European levels;
- ✓ To continue research in the field of pedagogy and teaching methods in the disciplines specific to the university;
- ✓ To organise in U.C.D.C. scientific debates on fundamental problems of the Romanian economy;
- ✓ To involve students in the research activity by improving the organisation of student scientific sessions.

3. Objectives for the development of partnerships with other domestic and international institutions

The university management proposed the following **objectives** in this field:

- ✓ To develop international cooperation programmes between U.C.D.C. and renowned international universities. Such cooperation will have a strategic focus, so that each faculty should participate in international programmes, according to the compatible specialisations;
- ✓ To improve the credit transfer and accumulation system shared by the other universities in Romania, taking into account the experience within the European Credit Transfer and Accumulation System (E.C.T.S.), so that all faculties should ensure adequate recognition of credits obtained by our students in various European universities;
- ✓ To provide teaching in English or other international languages for certain disciplines within each faculty, in order to improve the level of international specialised communication of our students and graduates. To this purpose, each faculty shall propose the disciplines and teachers involved in this process.

Considering both the teaching potential of U.C.D.C. and the relationships with renowned universities abroad, as well as the experience gained in international cooperation, steps shall be taken, in compliance with the legal provisions in force, to open new branches of our institution abroad, in partnership with other universities or relevant bodies.

4. Objectives for promoting the university image

The university management proposed the following **objectives** in this field:

- ✓ To create the image of an elite institution for elite students;
- ✓ To find solutions for the challenges posed to university education: lifelong learning; dynamic change of the professional status of the specialist; redefining the demand of educational products and compliance with the European integration requirements;
- ✓ To clearly define the heraldic elements specific to U.C.D.C. (flag, logo, specific colours, symbols), to ensure their legal protection and to promote them strongly in society;
- ✓ To develop a complex plan of actions to promote this image. To boost the publicity activities in U.C.D.C. by developing a strategy. Various presentation materials shall be



developed in several international languages, at high graphic and contents standards comparable to promotional publications of renowned universities and they shall be distributed to the Romanian embassies in various countries, to prestigious international higher education institutions, as well as to the relevant international bodies in the field.

- ✓ To develop cooperation relationships with high schools based on functional partnerships building on well structured win-win strategies;

- ✓ To define and strengthen modern relationships with graduates by involving them in the practical training integrated in the training process and by using them as role models, success stories in the qualifications provided by our institutions;

- ✓ To pursue compliance of all actors involved in the educational process (teachers, auxiliary and non-teaching staff, students) with the core values that define U.C.D.C.;

- ✓ To strengthen connections with all similar universities in Romania and abroad to reshape the role and influence of higher education in society;

- ✓ To improve the system of issuing study documents or other documents requested by various persons, by reducing existing bureaucracy in all departments;

- ✓ To monitor U.C.D.C. presence in the media;

- ✓ To take steps so that all U.C.D.C. personnel should contribute to maintaining adequate perception of the institution at national and international levels.

5. Objectives for ensuring and improving processes within the university

- ✓ To create a favourable environment to a professional approach on the real problems of the academic life, as well as to develop scientific research in the fields of economics, political sciences, law, history, philology, international relationships and European integration;

- ✓ To improve the implementation of the Quality Management System according to SR EN ISO series 9000:2001, based on the Senate proposals and in compliance with the legal provisions in force;

- ✓ To finalise the documentation of the Quality Management System (Quality Manual, regulations, procedures, improvement checklists for teaching and research activities);

- ✓ To create a quality culture among university students and employees, by motivation actions;

- ✓ To improve the physical resources (equipments in the laboratories, library, lecture and seminar rooms) to foster optimum conditions for the academic processes within the university;

- ✓ To improve the quality of teaching and learning by generalising new teaching techniques according to the EU standards;

- ✓ To improve the quality of the research activities within the *research centres and institutes* of the university;

- ✓ To improve the IT system within UCDC by providing students with up-to-date information in the field of teaching and assessment;

- ✓ To develop an IT system – that should facilitate gathering, processing and analysis of relevant data and information for quality assurance and review;

- ✓ To develop partnership agreements between UCDC and similar institutions and universities in Romania and abroad;

- ✓ To increase graduates employability in the labour market;

- ✓ To improve communication between the academia and the students;

- ✓ To increase teaching staff motivation by improving the organisation of activities, providing updated information sources, continuing development opportunities and incentives;

- ✓ To engage students in educational, cultural, social and sports activities organised by UCDC;

- ✓ To organise study trips in Romania and abroad for terminal students, at faculty level;

- ✓ To improve teacher-student communication by the tutor system;



- ✓ To create partnerships between UCDC and employers to ensure student internships;
- ✓ To create partnerships between UCDC and pre-university education in Bucharest and other cities;
- ✓ To create partnerships between UCDC and other relevant bodies at national and international levels.

6. PROGRAMMES PROPOSED

The following **programmes** shall be implemented with a view to achieving the strategic objectives:

1. Programme for modernising the training process according to national, international and character-shaping standards;
2. Staff motivation and satisfaction enhancement programme;
3. Student motivation programme;
4. Special programme for building trust and improving the academic environment;
5. Programme for strengthening national excellence and building international excellence in scientific research;
6. Programme for development and diversification of university services;
7. Programme for development of partnerships between "Dimitrie Cantemir" Christian University and the economic and social environment;
8. Programme for development of international and European partnerships with other institutions;
9. Programme for promoting the image of "Dimitrie Cantemir" Christian University;
10. Programme for development and modernisation of physical resources;
11. Programme for promoting modern management;
12. Programme for ensuring adequate funding.

6.1. PROGRAMME FOR MODERNISING THE TRAINING PROCESS ACCORDING TO NATIONAL, INTERNATIONAL AND CHARACTER-SHAPING STANDARDS

Rationale:

Teaching activity is the core component of the university mission.

The chances of maintaining and developing the activities of "Dimitrie Cantemir" Christian University of Bucharest in the context of Romania's accession to the European Union and increased competitiveness in the labour market depend mainly on the capacity of the education process to perform according to international excellence standards.

Specific objectives:

- ✚ To develop a modern academic culture among students, to include the concepts of sustainable economy, ecosystems and environmental protection.
- ✚ To harmonize and render compatible the specialisations and education plans with those of other universities from other Member States of the European Union.
- ✚ To stabilize the structure of education, to enable qualitative accumulation.
- ✚ To develop and optimize practical training activities integrated in the learning process and to develop of the vocational dimension in the training of specialists.
- ✚ To encourage validation of competence acquired by students by involving them in research or study projects implemented with the faculties or research institutes; to undertake thematic activities involving students, to train their public speaking skills, to develop their ability to defend ideas and opinions etc.



- ✚ To continue development of traditional disciplines which reached excellence levels in the field, together with disciplines required by the new information and knowledge society.
- ✚ To focus the training process on the modern core personality building elements – general culture, professional culture, entrepreneurial culture and the culture of legality – to increase opportunities for integration in society.
- ✚ To provide modern training that includes, besides specialised scientific knowledge in the fields of law, administrative sciences, IT, mathematics or foreign languages, general knowledge related to philosophy, psychology, pedagogy, sociology, ethics, IT, history, geography, ecology, arts, sports, etc..

Means:

- ✓ To adopt a cycle-based structure of education, according to the requirements of participation in the European Higher Education Area, and to the Romanian tradition. We anticipate that, according to the new education structure, approx. 60% of the Bachelor graduates should continue with Master's studies. In the current structure we shall attract 40% of the Bachelor graduates to follow Master's programmes.
- ✓ To develop modern education plans with stable structure and dynamic contents, adequate to the requirements of the national economy and in line with the international experience and with compliance with the faculty autonomy in the development of education plans and with the use of an overall training framework accepted by consensus by all faculties.
- ✓ To combine traditional education methods with those specific to the information and knowledge society.
- ✓ To improve the education standards and the credit transfer system, with a clear indication of the conditions to pass in the next study year.
- ✓ To substantiate a new student assessment system for all cycles that should foster the responsibility of the teacher-learner cooperation and ensure adequate ranking according to proven performance.
- ✓ To re-design the practical training system, according to the cycle-based education system adopted; the share of practical training will increase in the Master's programmes.
- ✓ Adequate use of teaching and learning time, with a focus to create a critical mass for active training – extensive and intensive – which involves a re-organisation of the weekly number of contact and individual study hours and an extension of the university services (bookstores, library, laboratories, individual study), including Saturdays and Sundays.
- ✓ To extend the learning areas to the student accommodation facilities, by proving online learning options. The second stage of extending the computer network (internal networks in the student accommodation areas) shall be finalised by the end of the academic year 2012-2013. Thus, individual study resources in the education facilities will be more readily available.
- ✓ To extend online and TV university services.
- ✓ To develop editorial activities and to multiply hard copies and electronic materials and to maintain their high quality standard.
- ✓ To develop the traditional and virtual libraries, by enhancing the hard copies and online libraries.

6.2. STAFF MOTIVATION PROGRAMME

Motivation:

Functional market economy may substantiate the future only insofar as the present provides satisfaction to people. We must become rich – as an institution and as its members – and this will trigger strengthening, especially in content, of the future of education and research in "Dimitrie Cantemir" Christian University.



Specific objectives:

- ✚ To ensure salaries which are compatible to those in other higher education institutions in Romania and to use financial means to recognise the performance and efforts of each employee.
- ✚ To ensure adequate conditions for research, transfer of knowledge, learning and improvement for lifelong learners. The possibility to develop adequate facilities for research teams shall be analysed.
- ✚ To create normal conditions for young teachers: access to scholarships, internships, support in solving housing problems etc.
- ✚ To support mobility in Romania and abroad, training and research internships, prizes for excellence activities.
- ✚ No teacher will lose their position following the adoption of the new education system – the 3-cycle system. Solutions will be identified so that each person holds the position they deserve.

Means:

- ✓ To adopt, in compliance with the legal provisions, the maximum remuneration possible, for best performance; the remuneration system will be completed by incentives for special results.
- ✓ To have at least 40-50 mobilities abroad every year for documentation, participation in scientific events, research internships, in parallel with extending the information opportunities by means of Internet, Reuters and procurement of publications.
- ✓ To promote the initiative of granting research prizes and diplomas, as well as of honouring our personalities by awarding recognition diplomas such as: *Diploma of Excellence* for the entire career (awarded to those with an outstanding career, upon retirement); *Diploma of Achievement* (according to academic ranks); *Diploma of Professor Emeritus*, for employers who performed the most interesting activities to promote the image of "Dimitrie Cantemir" Christian University. The diplomas will be joined by financial or other rewards.
- ✓ To organise regular qualification and improvement activities for the technical, administrative and secretarial staff.
- ✓ To grant a number of annual post-graduate scholarships for the staff of "Dimitrie Cantemir" Christian University, with a view to improving their professional performance.

6.3. STUDENT MOTIVATION PROGRAMME

Rationale:

The highest satisfaction for our entire work should be reflected in the students' pride to be learners in our institution.

Specific objectives:

- ✚ To improve the education process, the teaching and assessment of knowledge from the viewpoint of student expectations.
- ✚ To provide quality university services, compatible with the most modern services available at international level, at affordable prices.
- ✚ To ensure the best social services for students.
- ✚ To provide unlimited access to learning and research resources.
- ✚ To ensure the satisfaction of being European students with international opportunities, which may fulfil the aspiration for a better life.



- ✚ To simplify the issuance of diplomas.

Means:

- ✓ To ensure permanent dialogue with students; to attract students in the decision-making process, to encourage and foster student initiative; to ensure freedom of opinion and participation in the assessment of academic performance.
- ✓ To ensure a higher financial ceiling for investments and maintenance of educational, research and social facilities.
- ✓ To provide free access to libraries, sports halls, student club etc., ensuring direct student involvement in various activities.
- ✓ To encourage student initiative in professional projects and to provide the necessary conditions to successfully finalise these projects; to support editing of student journals and publications.
- ✓ To encourage cultural, sports and tourist activities; to continue the sports tradition of "Dimitrie Cantemir" Christian University, in line with the most successful models.
- ✓ To develop projects which would ensure student mobilities abroad; to create a transparent and fair system of awarding mobility grants.
- ✓ To provide recognition by means of diplomas and prizes for professional excellence; a number of 20 excellence scholarships will be granted yearly for research, organisation, cultural and sports activities on competition basis.
- ✓ To organise annual scientific research sessions and professional competitions for students.
- ✓ To provide the opportunity of pedagogical training, to ensure the right to a teaching career.
- ✓ To extend employment of students for various services provided by "Dimitrie Cantemir" Christian University: library, printing house, computer network, laboratories, social services etc.
- ✓ To provide the necessary conditions for student activities involving participation of cultural and scientific personalities.
- ✓ To organise summer schools according to various thematic areas. To this purpose, we will continue the summer school of Bucharest and will open new schools in other UCDC centres as well.
- ✓ To provide the necessary conditions to organise job fairs, student fairs and student book fairs etc.
- ✓ To extend the local network connecting the accommodation areas to the modern ICT tools and to improve the services.
- ✓ To promote, together with other specialised health institutions, health programmes among students, by fighting against alcohol abuse, smoking and drug use.
- ✓ To create and develop a communication system for the students "Dimitrie Cantemir" Christian University.

6.4. SPECIAL PROGRAMME FOR BUILDING TRUST AND IMPROVING THE ACADEMIC ENVIRONMENT

Rationale:

In "Dimitrie Cantemir" Christian all people are important and have equal rights to respect.

Specific objectives:

- ✚ We shall discover the qualities of people and use them for the benefit of their personal fulfilment and for building the prestige of our university.



Means:

- ✓ Permanent dialogue with people and respect of everybody's opinion.
- ✓ To encourage personal and team initiative.
- ✓ To increase accountability for own activities and opinions.
- ✓ Respect for the decisions made by departments, faculties and other teams.
- ✓ Respect for colleagues and trust in their acting in good faith.
- ✓ To create a friendly atmosphere within the institution by supporting activities such as: celebration of "Dimitrie Cantemir" Christian University Day (10th of February), Graduate Day (29th of September), main religious and social events (Easter, Christmas, New Year's Eve, 8th of March etc.), celebration of the award of doctoral degrees or teaching ranks; honouring the retiring colleagues; supporting the organisation of sports, artistic, tourist competitions etc. The sports halls, university vehicles, facilities, the Student Club and other means shall be made available for the community outside the teaching or social timetable.
- ✓ A chapel was inaugurated within "Dimitrie Cantemir" Christian University.

There will be adequate rewards and motivation for: those who are honest; those who are loyal to the institution (for whom "Dimitrie Cantemir" Christian University is *home*); those who encourage and support young people; those who show initiative; those promoting transparency; *we declare the teaching position incompatible with:* professional incompetence; plagiarism; corruption; arrogance, lack of communication with students and colleagues; missing contact hours to inefficient use of such time; manipulation of students, teachers and other; lack of loyalty to the institution and own team.

6.5. PROGRAMME FOR STRENGTHENING NATIONAL EXCELLENCE AND BUILDING INTERNATIONAL EXCELLENCE IN SCIENTIFIC RESEARCH

Rationale:

In the future, scientific research will make the difference between universities and teachers; moreover, scientific research may bring significant revenues to individuals and to the institution.

Scientific research enhances the quality of education, motivates work and fulfils recognition aspirations.

Specific objectives:

- ✚ To promote excellence in the scientific research process, high potential areas in processing, conveying and using knowledge.
- ✚ To stimulate competition to attract financial resources.
- ✚ To encourage diversity and access to multiple resources and opportunities.
- ✚ To create strategic programmes for research development and efficient transfer of research results.
- ✚ To foster international excellence in scientific research.

Means:

- ✓ To encourage and recognize fundamental scientific research finalised by articles, books, treaties, monographs, reports, participation in scientific events.
- ✓ To increase the weight of scientific research in the academic evaluation.
- ✓ To foster participation in C.N.C.S. grants, national research and development programmes, international programmes, partnerships with enterprises, by granting financial bonuses to the applicants.
- ✓ To provide support (including financial) for the organisation of scientific events, publication of their volumes and of journals edited by the various faculties. We shall



initiate procedures to obtain CNCS recognition for the new journals and international ISI recognition for some of these journals.

- ✓ To obtain recognition of agreements between various departments within "Dimitrie Cantemir" Christian University and other universities for the development of reference works such as treaties, encyclopaedias, dictionaries etc.
- ✓ To foster publication of articles in Romanian and foreign journals.
- ✓ To initiate new cooperation activities within research consortia at regional and European levels.
- ✓ To support research and study internships, participation in national and international scientific events.
- ✓ To increase revenues from scientific research activities, by identifying funding opportunities with the support of consultancy provided by the Research Centre.
- ✓ To organise in "Dimitrie Cantemir" Christian University scientific debates on fundamental problems of the Romanian economy.
- ✓ To improve the organisation of student scientific sessions.
- ✓ To create interdisciplinary and multidisciplinary doctoral schools. The efforts shall focus especially on the development of doctoral research and a better use of doctoral thesis.

6.6. PROGRAMME FOR DEVELOPMENT AND DIVERSIFICATION OF UNIVERSITY SERVICES

Rationale:

Modern universities should become entrepreneurial, should obtain more and more funding from own resources.

Specific objectives:

- ✚ To open university services to various categories of Romanian and foreign citizens.
- ✚ To provide quality services at affordable costs for students and learners.
- ✚ To develop short post-graduate courses in the fields where there is a demand for at least 500 - 1.000 trainees yearly.
- ✚ To develop retraining or updating post-graduate courses for 500-1.000 trainees yearly.
- ✚ To include in improvement programmes 200-300 teachers from pre-university education.
- ✚ To develop and diversify continuing training programmes.

Means:

- ✓ Distance education for initial and continuing training shall be initiated.
- ✓ Qualification courses shall be diversified, to include ECDL training and others; assessment centres shall be developed to award international certificates for professional competence such as foreign languages, ECDL, Microsoft, etc.
- ✓ Study groups with teaching in foreign languages shall be encouraged within the faculties which have adequate human resources in the respective fields.
- ✓ Training and counselling services for potential UCDC students shall be developed.
- ✓ Continuing training programmes shall be diversified both by bringing learners to the campus and by delivery of programmes at the company headquarters.
- ✓ Didactic and pedagogical training shall be developed both for students and own teaching staff and for pre-university teachers.
- ✓ The obligation of studying pedagogical sciences for holding assistant professor and lecturer positions shall be maintained.
- ✓ University services shall be diversified by using the teleconference system within the consortium with other universities in Bucharest and in the country.
- ✓ A career guidance and counselling system shall be developed for higher education and pre-university students as well as for other beneficiaries.



6.7. PROGRAMME FOR DEVELOPMENT OF PARTNERSHIPS BETWEEN "DIMITRIE CANTEMIR" CHRISTIAN UNIVERSITY AND THE ECONOMIC AND SOCIAL ENVIRONMENT

Rationale:

The university becomes an indispensable institutional resource for the Romanian economy and society in building the knowledge-based society and achieving the objectives of re-defining the fundamentals of competitiveness.

"Dimitrie Cantemir" Christian University should accept and learn how to manage change and build new and dynamic partnerships capable to face the new competition. The development of own "schools" for their employees by the public institutions and big companies is likely to foster competitiveness.

*The university has an important advantage against other competitors in turning opportunities into reality: the human resources, allowing the university both to **produce and communicate** knowledge.*

Specific objectives:

- ✚ To replace the still existing traditional approach with approaches specific to the entrepreneurial university.
- ✚ To diversify funding sources to increase the share of revenues from continuing training activities and relevant research for the economic and social community.
- ✚ To increase the openness towards the economic and social environment and gradually enhance the role of the labour culture.
- ✚ To change the competitiveness balance in favour of our institution and to adopt quality standards and evaluation procedures for the quality of education and research.
- ✚ To enhance the capacity of applying the knowledge we produce at the level of the economic system.
- ✚ To develop a real public-private partnership that should lead to: a better risk allocation, an increase in the quality of services and performance and a decrease of costs.
- ✚ To obtain messages from the economic and social environment on the quality and sustainability of UCDC initial and post-graduate training provision.
- ✚ To increase the relevance of activities undertaken in our institution for the requirements of economy and society.
- ✚ Considering the need to increase the competitiveness of our economy, both "transfer" and "use" in the economy of the knowledge produced by our institution become necessary.

Means:

- ✓ To create a strategic partnership between "Dimitrie Cantemir" Christian University and governmental structures, local administration, the banking system and professional associations.
- ✓ To move components of the education provision, especially the tertiary education, closer to demand.
- ✓ To develop and strengthen consistent and new cooperation activities with high schools – which are the main suppliers of customers for our educational product.
- ✓ To develop marketing studies on the success rate of "Dimitrie Cantemir" Christian University graduates, in general, and on their success rate in the specialisation they studied.
- ✓ To develop – together with banks, manufacturers or distribution companies, central and local public authorities – excellence centres or practical training facilities aiming at supporting integration of theory with practical training.
- ✓ To develop the system of company scholarships for more students.



- ✓ To attract professionals from the economic and social environment in the development of education plans, syllabi and topics for the graduation papers.
- ✓ To develop a higher number of diploma papers based on cooperation agreements with users from the economic and social environment.
- ✓ To develop – together with companies – business incubators, technological parks and modern centres for transfer of technology.
- ✓ To increase consultancy provided as integrated packages of specialist services of planning, management and development of infrastructure and infostructure projects.
- ✓ To develop partnership consortia with other university, research institutes, banks or professional associations.

6.8. PROGRAMME FOR DEVELOPMENT OF INTERNATIONAL AND EUROPEAN PARTNERSHIPS WITH OTHER INSTITUTIONS

Rationale:

Relationships with the international environment should become active, as interaction should be rather knowledge generator than knowledge recipient.

Specific objectives:

- ✚ To participate actively to the development of joint education and research programmes with Romanian and foreign universities.
- ✚ To strengthen the integration of "Dimitrie Cantemir" Christian University within the *European Higher Education Area*.
- ✚ To strengthen professional and scientific connections with national and international personalities and institutions.

Means:

- ✓ To develop international cooperation programmes between "Dimitrie Cantemir" Christian University of Bucharest and renowned universities all over the world. Such cooperation will have a strategic focus, so that each faculty within "Dimitrie Cantemir" Christian University should participate in international programmes, according to the compatible specialisations.
- ✓ To improve the organisation framework at the level of "Dimitrie Cantemir" Christian University with a view to guiding international cooperation programmes, supporting the implementation of planned activities, providing logistic support and competent personnel.
- ✓ To improve the credit transfer system in "Dimitrie Cantemir" Christian University, taking into account the experience within the European Credit Transfer and Accumulation System (E.C.T.S.), so that all faculties should ensure adequate recognition of credits obtained by our students in various European universities.
- ✓ To initiate and develop international mobilities for the students of "Dimitrie Cantemir" Christian University, both under the programmes supported by the European Union and the bi-lateral programmes between countries (AUF, scholarships provided by the Romanian Government).
- ✓ The candidate selection system shall be re-designed to become open and transparent.
- ✓ To provide teaching in English or other international languages for certain disciplines within each faculty, in order to improve the level of international specialised communication of our students and graduates. To this purpose, each faculty shall propose the disciplines and teachers involved in this process, indicating the improvement programmes in Romania or abroad for the respective personnel.
- ✓ To initiate mobilities abroad for teaching staff, in line with the human resources strategy adopted for each department, faculty and the entire university. Scholarship opportunities



provided by international programmes – francophonie, DAAD, other bi-lateral programmes provided by some countries – shall be explored.

- ✓ Considering both the teaching potential within “Dimitrie Cantemir” Christian University and the experience gained in international cooperation, steps shall be taken, in compliance with the legal provisions in force, to open new branches of our institution abroad, in partnership with other universities or relevant bodies.
- ✓ To create excellence centres in cooperation with foreign partners, with priority funding in key fields of scientific research.
- ✓ To increase the number of foreign students, Master’s students and learners following the summer university within “Dimitrie Cantemir” Christian University. Wide dissemination and promotion of our education provision abroad shall be performed, combined with stronger efforts to increase the credibility of the studies and diplomas we provide.

6.9. PROGRAMME FOR PROMOTING THE IMAGE OF “DIMITRIE CANTEMIR” CHRISTIAN UNIVERSITY

Rationale:

“Dimitrie Cantemir” Christian University is influenced by and it influences the external environment, which should have a realistic perception of our university.

Specific objectives:

- ✚ To strengthen the leader image of our institutions, according to its achievements.
- ✚ To develop adequate solutions for the challenges posed to university education: lifelong learning; dynamic change of the professional status of the specialist; more and more limited adequate human capital resources for the requirements of a modern economy; redefining the demand for educational products and compliance with the European integration requirements.

Means:

- ✓ To clearly define the heraldic elements specific to “Dimitrie Cantemir” Christian University (flag, logo, specific colours, symbols), to ensure their legal protection and to promote them strongly in society.
- ✓ To develop a complex plan of actions to promote the image of “Dimitrie Cantemir” Christian University of Bucharest at international level. Various presentation materials shall be developed in several international languages, at high graphic and contents standards comparable to promotional publications of renowned universities and they shall be distributed to the Romanian embassies in various countries, to prestigious international higher education institutions, as well as to the relevant international bodies in the field.
- ✓ To set up a department to ensure the consistent and professional promotion of the core values of the organisational culture of “Dimitrie Cantemir” Christian University.
- ✓ To develop market surveys on the demand for university education products.
- ✓ To develop cooperation relationships with high schools based on functional partnerships building on well structured win-win strategies.
- ✓ To define and strengthen modern relationships with UCDC graduates by involving them in the practical training integrated in the training process and by using them as role models, success stories in the qualifications provided by our institutions.
- ✓ To protect the core values and symbols of “Dimitrie Cantemir” Christian University against any alteration or usurpation.
- ✓ To pursue compliance of all actors involved in the educational process (teachers, auxiliary and non-teaching staff, students) with the core values that define “Dimitrie Cantemir” Christian University.



- ✓ To strengthen connections with all similar universities in Romania and abroad to reshape the role and influence of higher education in society.
- ✓ To improve the system of issuing study documents or other documents requested by various persons, by reducing existing bureaucracy in all departments.
- ✓ To monitor UCDC presence in the media and provide prompt viewpoints in all fields of competence.
- ✓ To take steps so that all UCDC personnel should contribute to maintaining adequate perception of the institution at national and international levels.

6.10. PROGRAMME FOR DEVELOPMENT AND MODERNISATION OF PHYSICAL RESOURCES

Rationale:

The education and scientific research activities performed according to standards of excellence require adequate facilities and physical resources.

Specific objectives:

- ✚ To provide the best conditions for performing education, research and social activities.

Means:

- ✓ To extend free access to computers by developing new centres.
- ✓ To continue endowment with teaching equipment, information technology and communication equipment, copy machines; the local computer network and Internet connectivity shall be modernised.
- ✓ To continue library endowment with specialised publications, both as hard copy and electronic format; a new system of registration, information and reader services shall be implemented.
- ✓ To initiate card-based access to services (library, bookstore, copy centres, access to accommodation facilities).
- ✓ To promote neatness and cleanliness in all university areas; steps shall be taken to enforce the law on health protection by forbidding indoor smoking in "Dimitrie Cantemir" Christian University.
- ✓ To modernise the lecture halls of the institution.

6.11. PROGRAMME FOR PROMOTING MODERN MANAGEMENT

Rationale:

The university management issues are more and more complex and should build upon an entrepreneurial policy oriented to internal and external customers. The management system of "Dimitrie Cantemir" Christian University should ensure consistency and efficiency of decision-making processes, according to the changes the future holds for our common present.

Specific objectives:

- ✚ To develop management based on rules and discipline.
- ✚ To develop a quality management system in education and research.
- ✚ To develop and implement a detailed marketing plan for 2012-2013.

Means:

- ✓ To ensure a rigorous and coherent legal framework so that all actors involved in the education process should know their rights and obligations; to this purpose, all internal rules and regulations shall be revised, correlated and published both as hard copies and electronic versions, to ensure awareness of and compliance with their provisions; the set of rules on the performance of activities within the university shall be simplified by limitation to what is of the essence.



- ✓ To develop quality management at all levels and structures of "Dimitrie Cantemir" Christian University and to finalise the procedures for the qualitative evaluation of individual and team work within departments, faculties and the university. The individual work evaluation system shall be revised against more objective criteria, so that the personal satisfaction should be proportional to the efforts made for the benefit of the institution.
- ✓ To act to enhance the role of the Senate and Teachers' Councils in debating and adopting the most efficient solutions to improve education and research performance within UCDC.
- ✓ To foster openness to individual and group initiatives and to encourage open dialogue between students and teachers or between generations on scientific, organisational or life matters.
- ✓ To increase the role of departments in the overall management system.
- ✓ To encourage development and modernisation projects.
- ✓ To maintain "doors open" and a friendly system of appointments with all management levels.
- ✓ To improve conditions within secretariats and technical and administrative departments.
- ✓ To outsource some costly and difficult to monitor activities.

6.12. PROGRAMME FOR ENSURING ADEQUATE FUNDING

Rationale:

Any activity needs financial resources.

Specific objectives:

- ✚ To ensure an annual budget capable to support the Institutional Strategic Plan.

Means:

- ✓ To provide a budget with an annual growth of at least 10% obtained from tuition fees, scientific research and other university services.
- ✓ To adapt salary policy to professional performance, with a focus on the research activity, in compliance with the legislation in force.
- ✓ To ensure continuing improvement of physical and technical resources, especially by extending university campuses and using ITC for all activities within the education and administrative processes.
- ✓ To improve the fees and taxes system so that, on the one hand, some departments should be self-sustainable though the services they provide and, on the other hand, to provide each student with a well defined pack of services included in the annual fee, indicating the number of examinations, issuance of certificates, access to the traditional and virtual library, Internet access etc.
- ✓ To initiate fundraising activities targeting both private and public sources.

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