

Revised Schedule for the First Visit to University “Constantin Brancusi” of Targu Jiu

Day 0: 14.05.2013	Event	Attendance
Evening	Arrival of the Evaluation team in Sibiu	
Evening	Informal team discussion / dinner	Evaluation team alone
Day 1: 15.05.2013		
08.00	Departure of Evaluation team from Sibiu to Targu Jiu	Evaluation team
11.30 - 12.45	Private meeting of the Evaluation team	Evaluation team alone
13.00 - 14.15	Lunch with the Rector	Evaluation team, Rector, Vice-Rector
14.30 - 15.45	Meeting with the University Self-Assessment Group (SEG)	Evaluation team, SEG
16.00 - 17.00	Tour of the campus	Evaluation team
17.15 - 18.15	Meeting with representatives of the economic environment, society, local government	Evaluation team, business people, local government officials, alumni
18.30 - 19.30	De-briefing meeting	Evaluation team alone
Evening	Dinner	Evaluation team alone
Day 2: 16.05.2013		
9.00 - 10.00	Meeting with the Rector	Evaluation team, Rector
10.15 - 12.30	Visit to Faculty of Engineering	Meetings of the Evaluation team with: (1) Dean and Vice-Dean (2) Representatives of academic staff (3) Students
12.45 -13.45	Lunch	
14.00 - 16.15	Visit to Faculty of Economic Sciences and Business Management	Meetings of the Evaluation team with: (1) Dean and Vice-Dean (2) Representatives of academic staff (3) Students
16.30 - 18.30	Visit to Faculty of International Relationships, Law and Administrative Sciences	Meetings of the Evaluation team with (1) Dean and Vice-Dean (2) Representatives of academic staff (3) students

18.45 - 19.30	De-briefing meeting	Evaluation team alone
Evening	Dinner	Evaluation team alone
Day 3: 17.05.2013		
8.30 - 9.30	Meeting the top management team of the University	Evaluation team, President of the Senate, Board of Directors (Rector, Vice-Rectors, Deans, Administrative General Executive, Students' Representative)
9.40 - 10.10	De-briefing meeting	Evaluation team alone
10.15 - 10.45	Planning the second visit	Evaluation team, liaison person
10.45	Departure	Evaluation team



“Constantin Brâncuși” University of Târgu Jiu

SELF EVALUATION REPORT

TÂRGU JIU
april 2013



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1. INTRODUCTION

In the present legislative context, “Constantin Brâncuși” University of Târgu Jiu (UCB) undergoes an exercise of international evaluation developed by the international agency, European University Association (EUA), by means of its institutional evaluation program (IEP). Between 15-16.11.2012, the university representatives took part into a training workshop organized in Bucharest by UEFISCDI, within the project: “**Prepared for innovation, prepared for a greater satisfaction of the local needs, Quality and diversity in the universities of Romania**”. The Board of Trustees was informed about the international evaluation that is to be undergone by the university, about the evaluation calendar, the elaboration guide of the self-evaluation. For providing the success of the self-evaluation process and the publishing of the materials according to the Guide for Institutions (Institutional Evaluation Program), the Board of Trustees appointed by means of Decision no. 63/November 21st 2012, the commission drawing the self-evaluation report, consisting of:

1. Cruceru Mihai, PhD, Professor Engineer
2. Cîrțînă Liviu Marius, PhD, Professor Engineer
3. Ghimiși Ștefan Sorinel, PhD, Professor Engineer
4. Ciofu Florin, PhD, Engineer, Lecturer
5. Vintilescu Marian, Engineer
6. Popescu Luminița Georgeta, PhD, Professor Engineer
7. Babucea Ana Gabriela, PhD, Professor
8. Bică Delia Monica, PhD, Professor
9. Tomescu Dumitrescu Cornelia, PhD, Associate Professor
10. Flavius Marcău, Student

The entire elaboration process of the Self-Evaluation Report was monitored and supported by the university management team. During the elaboration of the Self-Evaluation Report, a significant number of members of the university community, within the academic and administrative staff, students, members of the University Senate, of the Councils of the Faculties and Departments, were involved. The accomplishment of the Self-Evaluation Report supposed: planning and assigning the tasks by the members of the team for accomplishing the Self-Evaluation Report; collecting the data necessary for accomplishing the report; the SWOT analysis; activity meetings of the team for accomplishing the report; accomplishing the Self-Evaluation Report and presenting it in the Board of Trustees; informing the members of the university community regarding the institutional evaluation made by EUA.

The data were analysed through a transparent self-evaluation process, including consulting meetings (December 2012 – March 2013), on different themes and at various levels: management structures of the faculties/departments (for analysing the academic management and the processes for providing the quality/for quality assessment), students and representatives of the academic staff (considering the educational and research departments).

2. INSTITUTIONAL CONTEXT

2.1. Short presentation of the institution

2.1.1. History

“Constantin Brâncuși” University of Târgu Jiu was founded in 1992, according to the Romanian Governmental Decision no. 288/June, 1st 1992 published in the Official Gazette no. 135/1992 Part I, by re-organizing the Sub-engineers sections of University of Craiova, the specializations of “Power Plants” and “Building Materials Industry” operating in Târgu Jiu since the university year 1972-1973 and of the two engineer sections, specializations of “Steam Power Plants” and “Machine Building Technology”, which belonged to the University of Craiova and operated in



Târgu Jiu since the university year 1991-1992. When it was founded, “Constantin Brâncuși” University of Târgu Jiu included two faculties: the Engineering Faculty and the Faculty of Sciences.

Through G.D. no. 741/1997 published in the Official Gazette no. 318/November 19th, 1997 the Faculty of Sciences of “Constantin Brâncuși” University of Târgu-Jiu was re-organized and thus, two new faculties were added: the Faculty of Economics and the Faculty of Juridical and Administrative Sciences.

Through G.D. no. 535 published in the Official Gazette no. 324/July 7th, 1999, the Engineering Faculty received the accreditation for the specializations of Power Plants of the Energetic profile and of Machine Building Technology of the Industrial Engineering profile.

Through G.D. no. 696/August 17th, 2000 published in the Official Gazette no. 397/August 24th, 2000, the Faculty of Juridical and Administrative Sciences received the accreditation of the Law specialization, Juridical Sciences profile, full-time studies, 4 years, the Faculty of Economics received the accreditation for the specializations of Finances and Insurances, Tourism and Services, Economic profile, and “Constantin Brâncuși” University of Târgu-Jiu becomes institutionally accredited, having five accredited specializations.

Starting with the academic year 2005/2006, by G.D. 916/August 11th, 2005 published in the Official Gazette no. 766/August 23rd, 2005, the following faculties were added: the Faculty of Letters and Social Sciences and the Faculty of Physical Education and Sports.

The university structure has undergone an emphasized diversification, responding to the youth instruction needs and also to the demands identified on the labour market, therefore it currently comprises five faculties and a department, according to table no. 1:

Table 1 University structure

No.	Faculty	Year of foundation/ re-organization
1.	Engineering Faculty	1992 (foundation)
2.	Faculty of Economics and Business Administration	1992 (foundation) 1997 (re-organization)
3.	Faculty of International Relations, Law and Administrative Sciences	2005 (foundation) 2010 (re-organization) 2012 (re-organization)
4.	Faculty of Physical Education, Letters and Kinetic-therapy	2005 (foundation) 2010 (re-organization) 2012 (re-organization)
5.	Faculty of Medical Sciences, Arts and Educational Sciences	2005 (foundation) 2010 (re-organization) 2012 (re-organization)
6.	Department for Distance Learning and Continuous Training	2009 (foundation)

2.1.2. Legal status

“Constantin Brâncuși” University of Târgu Jiu is a legal judicial entity and it has university autonomy according to the Law of National Education no. 1/2011 and to the new University Charter (2012). The University identity is defined by:

- *its name*: “Constantin Brâncuși” University of Târgu-Jiu;
- *its headquarters*: 30, Calea Eroilor, 210135, Târgu-Jiu, Gorj, Romania;
- *the emblem, the seal, the flag, the hymn* – adopted by the University Senate;
- *the University days*, which are celebrated every year, in the first decade of June



- it presents its *image* publicly on the website www.utgjiu.ro.

According to the educational goal defined by Law no. 1/2011, as further amended and completed, "Constantin Brâncuși" University of Târgu-Jiu circumscribes its activity on first rank directions: free, integral and harmonious development of the human individuality, developing an autonomous personality, assuming a value system strictly necessary for personal fulfilment and development, for developing the entrepreneurial spirit, for the active civic development in the society, for the social inclusion and for employing the graduates on the labour market.

2.1.3. Geographical location and status of the labour market

"Constantin Brâncuși" University is located in the municipality of Târgu Jiu, Gorj county capital town, having a population of about 100,000 inhabitants, one of the most important towns of Romania's south-west area and of the historic region of Oltenia.

The south-western region of Oltenia had a population of 2,330,800 inhabitants in 2010, the work resources of the region were 1,436,900 persons and the civil working population represented 58% of these resources.

The civil working population in agriculture, forestry and fishing 39,2%, services 34,4%, industry 26,4%. The industry share in the regional GDP is 38,1%. The industrial sector is featured by the presence of numerous big enterprises in the energetic, mechanic, vehicle, chemical, machinery, wood processing, building materials sectors etc. The services share in the regional GDP is 41,8%.

The region benefits from a diversified touristic potential: mountains, speleological potential, summer resorts, natural parks, religious potential.

2.1.4. Institutional accreditation and the place of "Constantin Brâncuși" University of Târgu Jiu in the national classification and in the hierarchy of study programs

In 2007, "Constantin Brâncuși" University, together with other universities in the country, was evaluated by ARACIS, getting the mark of *High level of trust*, a visit per year (**Annex no.1a ARACIS Report from July 29th 2007**). In 2009, during the visit of ARACIS commission, the mark is reviewed at the level of *Trust*. (**Annex no. 1b - ARACIS Report from 2009**)

It is well known that 2011 represented the first year of applying the new Law of National Education, bringing important news in higher education. The first action achieved by the Ministry of Education, Research, Youth and Sports supported by UEFISCU was the university classification and the hierarchy of the study programs according to the Evaluation Methodology approved by GD no.789 from August 3rd, 2011. After this evaluation, "Constantin Brâncuși" University of Târgu Jiu was included in **the category of education centred universities (MECTS Order-Annex no.5262/2011)**. The hierarchy results of the study programs are: a study program in A class, 8 study programs in C class, 5 study programs in D class and 6 study programs in E class. These results are valid for the academic year 2011-2012 and according to GD no. 789/2011, the hierarchy of the study programs is made every year.

2.1.5. Institutional affiliation

The University is affiliated to the National Council of Rectors of Romania (NCR) and to the University Alliance for Democracy (UAD).

2.1.6. Structure of "Constantin Brâncuși" University of Târgu Jiu

The organizational structure of the higher education institutions in Romania is regulated by the Law of National Education no. 1/2011, according to which any higher education institution comprises faculties, departments, institutes, research centres or research laboratories etc. The organizational



structure of CBU contains academic and administrative entities. (**Annex no. 2 – Organizational Structure of CBU**)

The study programs provided by the five faculties of the university are structured on cycles, according to the Bologna system (bachelor degree – master degree – PhD degree). Thus, starting with the university year 2005-2006, there are programs of university bachelor studies, cycle I, starting with the university year 2008-2009, programs of university master studies cycle II – and starting with the university year 2010-2011, university PhD studies, cycle III.

As we may see in Annex no.1, the University has the following organizational components: faculties, departments and departmental structures, research institutes and research centres, PhD schools, centres for continuous training, general administrative direction and other structures stipulated by the law.

At present, there are 5 faculties within CBU (table no.1) coordinating 26 study bachelor programs, respectively 21 programs of university master studies, CBU also offers six programs of distance learning studies.

The number of students registered in the University (**Annex no. 3**), on faculties, are presented as follows: 992 students at the Engineering Faculty, 1407 students at the Faculty of Economics and Business Administration, 1171 students at the Faculty of International Relations, Law and Administrative Sciences, 278 students at the Faculty of Physical Education, Letters and Kinetic-therapy, 561 students at the Faculty of Medical Sciences, Arts and Educational Sciences, with a total number of 3904 students in the university in the academic year 2012- 2013.

Research Institutes and Centres: “Constantin Brâncuși” University of Târgu Jiu considers the scientific research as a prior mission offering university distinction and personality. The research activity develops based on the stipulation of the Regulation regarding the organization, development and the financing of the scientific research in “Constantin Brâncuși” University of Târgu Jiu. The strategic coordination of the scientific research is provided by the Vice rector responsible for the scientific research. The coordination of the research activity is accomplished by means of the **Research-Development Department**, re-organized in 2011.

The scientific research at the level of “Constantin Brâncuși” University of Târgu Jiu develops based on the Strategy regarding the scientific research approved by the CBU Senate, the Scientific Research Plans approved every year at the level of every structure. The scientific research activity develops in 12 research centres and within the Institute for Research, Development and Innovation.

The library of “Constantin Brâncuși” University of Târgu Jiu was founded in 1992, at the same time with the University. The library collections have increases every year by purchases, publication exchange but also by donations made of higher education institutions in the country and by certain professors, ranging about 121,400 volumes nowadays. **“Tudor Arghezi” Central Library** of the University works as a library with no juridical personality, as it is subordinated to the Senate of “Constantin Brâncuși” University of Târgu Jiu. It comprises four branches: the Library of the Engineering Faculty, the Library of the Faculty of Economics and Business Administration, the Library of the Faculty of International Relations, Law and Administrative Sciences, the Library of the Faculty of Physical Education, Letters and Kinetic-therapy. “Tudor Arghezi” Central University Library and also the libraries of the faculties of “Constantin Brâncuși” University were equipped with LIBERTY 3 informational program, so that the site www.utgjiu.ro/biblioteca presents all the existing titles, authors, the press, the volume number and also the location where these volumes can be found.

"Academica Brâncuși" Press is a distinct department within the Service of Press, Libraries, Multiplication and it operates as a specific professional structure, with no juridical personality within "Constantin Brâncuși" University of Târgu-Jiu. The press was settled in 2002 and, by a significant editorial activity, it was accredited by CNCSIS in February 2007, the year when it got the code 255, **as it is registered in** the List of Publishing Companies recognized by CNCSIS. “Academica Brâncuși”



Press publishes scientific books, magazines, didactic materials, specialty books, seminary and laboratory guides, PhD theses and periodic publications (*University Scientific Report*). In the last five years, "Academica Brâncuși" Press published 457 titles.

Other important structures in CBU are the following: the Department for Distance Learning, the Office for International Relations and Community Programs, the Centre for Students' Career Information, Counselling and Orientation (CSCICO) and the Department for Quality Provision (DQP).

2.1.7. Infrastructure

The university patrimony has been continuously developed, following the modernization of equipments for education and research, the accomplishment of new investments, for providing good conditions for students' learning and living.

"Constantin Brâncuși" University of Târgu Jiu currently owns spaces in property or administration (**Annex no. 4 – CBU Târgu Jiu Infrastructure**).

"Constantin Brâncuși" University of Târgu Jiu currently has its own spaces consisting of:

- 16 buildings having a net area of 15,135 m²;
- A sports base consisting of 6 tennis fields with a cinder surface (5005 m²), a multifunctional field (1 handball, 1 basketball 2 volleyball) with a synthetic surface and partially covered by a pressure-static system with the surface of 1188m², a football field with a lawn surface (6600m²) and an athletics track of 6 lanes with a cinder surface (870 m²), a swimming pool with a surface of 4060 m² and a gymnasium with the surface of 416 m².
- A student residence centre with 64 accommodation places and 80 places for dining;
- Rânca student chalet;
- A typography (a multiplication workshop) with a surface of 240m²;

The spaces rented by "Constantin Brâncuși" University consist of 2 buildings in a surface of 588.42 m²

Its own spaces are in a percentage of 96,26% of the total spaces administrated by the university (15135 m²/15723,42 m²).

From the viewpoint of the educational spaces destination, "Constantin Brâncuși" University of Târgu Jiu owns 21 lecture halls with a surface of 1461 m², 14 seminar rooms with a surface of 387 m², 31 laboratories with a surface of 1463 m², 6 research laboratories with a surface of 302,85 m² ; 6 library halls with a surface of 351,31 m² and two reference libraries with a surface of 48,8 m².

2.1.8. Social facilities, accommodation, sport and health services

Social facilities: for the students having a precarious material status, the university provides a system of social scholarships, grants occasional social aid (for clothes, maternity or in case of death), the students with disabilities benefit from the reduction of the school fee by 25%; the decrease of the school fee for the students attending two specializations at the same time, the substantial decrease of the purchasing fee of the skills card, of the ECDL permit and of the ones for passing the exams.

Accommodation: For accommodating the students, "Constantin Brâncuși" University of Târgu Jiu has a student centre with 64 accommodation places and 80 dining places and a hostel – 40 accommodation places.

Sports facilities: the university sports base consists of 6 tennis fields with a cinder surface, a multifunctional field (1 of handball, 1 of basketball, 2 of volleyball) with a synthetic surface and partially covered by a pressure-static system, a football field with a lawn surface and an athletics lane with a cinder ashes and a gymnasium.

The students have *free access to the university sports base*, outside the sport training program in the educational plans. Also, the University supported financially the organization of several national sports competitions made by the students.



2.1.9. Academic and administrative staff, students

In the academic year 2012/2013, the development of the study programs in the university is supported by a total of **254** employees of which **141** are members of the teaching staff with a basic workload, **5** scientific researchers, **129** are members of the auxiliary staff and of the non-didactic staff and **50** are associate professors. The evolution of the academic staff number at the institution level and on the components for the last three years is presented in (**Annex no.4- Evolution of the didactic staff**).

At the level of "Constantin Brâncuși" University of Târgu-Jiu, the number of teaching positions decreased from 317 (January 2011) to 247 (October 2012), and the covering degree of the official didactic staff increased – during 2012 – from 48,9% to 58,7% enforcing the law, the institution could not organize contests.

Referring to the number of the university students, it has continuously increased since its incorporation until 2003, and during 2003-2008, it remained the same, with small fluctuations around the approximate number of 6200 students, with a significant dynamics of the master studies. Starting with 2009, the total number of students decreased, reaching 4275 students in the university year 2011-2012. The decrease has also continued in the university year 2012-2013, registering 3904 students, as follows: 80% (3124 students) registered in bachelor degree, 19,82 % (774 students) in master degree and 0,18% (6 in PhD degree).

The number of students for the entire institution divided per each faculty, for the last three years, the ratio between students/ teaching staff, the rates of school abandon, the distribution on gender, in every faculty, are presented in **Annex no.3**.

3. MISSION, OBJECTIVES, NORMS AND VALUES: What does the university try to do?

The mission of the university is, according to the University Charter (2012), chapter III, art. 23, education and research in order to generate and transfer knowledge to the society by:

- a) Creating and cherishing the values of culture and civilisations;
- b) Initial and continuous training at the university level, for personal development, of the professional insertion of satisfying the competence need of the social-economic, administrative, cultural and educational environment;
- c) Scientific research, development, innovation and technological transfer, by individual and collective creation, in the field of science, engineering and arts, by providing the performances, by capitalizing and disseminating the results.

The strategic objectives of "Constantin Brâncuși" University of Târgu-Jiu were comprised in the **Strategic Development Plan of the Institution for 2012-2016**, presented in **Annex no.6**.

Synthetically, these objectives refer to:

- The development of the institutional capacity and quality improvement of the educational processes, of the management and research processes, in order to reinforce the University position on the regional and national plan;
- The development of the research activity and the promotion of the scientific research and innovation, the orientation towards the society needs and compliance with the European trends;
- The approach of a strategic management, in order to reinforce the position of "Constantin Brâncuși" University of Târgu Jiu on the regional and national plan;
- The development of the university international relations, the improvement of the university image in order to increase the prestige of "Constantin Brâncuși" University of Târgu Jiu;
- The development of the relation between the university – economic and social environment, the emphasized involvement of the university in the community life;



- The development of an efficient management system based on the principles of quality management, of the university autonomy and by means of an active partnership with the students; the development of a university focused on the student.

3.1. Administration and Management

3.1.1. The institutional form

CBU autonomy is stipulated in CBU Charter (art.17): “The university autonomy represents a specific way of self-management by means of which the university community has the right to establish its own mission, institutional strategy, structure, activities, organization and operation, administration of material and human resources, other rights stipulated by normative documents, meant to support and accomplish the university governance. In the university space, the autonomy is expressed by specific competences and attributions exerted at the level of departments, faculties and universities. The university autonomy is exerted by assuming the responsibility of the collegial and individual organisms, of the institutional, joint or personal public responsibility. The university autonomy is exerted only on the condition of assuming the public responsibility”.

Its own Charter regulates the entire activity of “Constantin Brâncuși” University of Târgu-Jiu. The university Charter is elaborated according to the stipulations of the 1991 Romanian Constitution reviewed in 2003, of the Law of National Education no. 1/2011, as further amended and completed, with other normative documents incidental to the field, valid at its elaboration date, and also with the norms of the European Union.

The university community consists of students, teaching and research staff and also of auxiliary didactic and research staff. The university community also comprises persons who are members of the university community by means of a decision of the University Senate. The university space is formed of the total buildings, lands, experimental didactic stations, research institutes, farms, university houses, university campuses, clinics and also of the related endowments used by the University, irrespective of the juridical titles based on which they are owned.

According to the Charter, the University contains the following organizational components: faculties, departments and departmental structures, research institutes and research centres, PhD schools, centres for continuous training, the administrative general direction and other structures provided by the law.

Also, the University may found different research units on a definite term and on projects, from the point of view of the report of the incomes and expenditures budget, with its own status and autonomy, approved by the University Senate.

The University management positions are the following:

- the Senate president, the rector, the Senate vice-president, the vice rectors, the Senate general chancellor, the managing director, at the university level;
- the dean, the vice-deans, at the faculty level;
- the department manager, at the department level;

The leading positions at the Senate level are defined, according to the law, as positions exerted in the teaching field. The relations between the university entities are based on assigning clear tasks, diminishing the arbitrary and the redundancies regarding the responsibility of the educational and research act and strengthen by the administrative support.

The hierarchic reports at the University level result from the **university organization chart** presented in **annex no. 7**.

3.1.2. Human resources

The University develops a comprehensive policy of human resources. The university staffs represent the total number of individuals who, at a certain moment, have had a legal relation with the



university. The university staffs occupy the following positions: teaching positions, research positions, auxiliary didactic positions, non-didactic positions. In the teaching positions and the research positions may be assigned, under the law, by: tenured staff, associated staff, guest associated staff. Additionally, outside human resource, associated for the didactic activity is also used, along with the student human resource accepted in the research teams, represented by PhD and MA students.

The academic staff policy in the university framework may be appreciated as: completely autonomous and according to CBU Charter, it is subject to the national standards, it is open and transparent, it obeys the CBU development strategy and it is correlated to the evaluation activity of the academic staff.

The university staffs represent the most important resource of the university. Thus, CBU does its best to provide a favourable climate and corresponding working conditions based on mutual respect, consent and cooperation between the community environments, irrespective of their position and training. The CBU top management is permanently concerned both with a decent, motivating waging of the staff and with providing a balanced promotion policy in the academic hierarchy.

3.1.3. Quality Assurance

In "Constantin Brâncuși" University of Târgu-Jiu, the educational quality assurance is provided by a group of developing actions of the institutional capacity of *elaboration, planning and implementation of study programs*, by means of which it assures the beneficiaries' trust in the fact that the organisation supplying the education accomplishes the standards. The educational quality assurance is focused mainly on learning results. The university management firmly chooses the responsibility, the transparency and the efficiency; in this sense, services computerisation, academic management computerisation and the introduction of knowledge management have brought the university closer to the international standards in the developed countries.

The quality assurance for all the activities of the educational process has been a permanent concern of the university management. The concern for the quality of the educational activity and of the research ones has always featured CBU, as there has been a quality culture for many years.

The quality assurance problem is largely developed in section 3.3 of this self-evaluation report.

3.2. Academic profile

3.2.1. The balance between the activities of learning, research and services for the society

By means of its own Charter, the university has assumed its *education and research mission* in order to generate and transfer knowledge to the society by:

- Creating and making thesauruses from the values of culture and civilisation;
- The initial and continuous training at the university level, for personal development, in order to fulfil the competence need of the social-economic, administrative, cultural and educational environment;
- Scientific research, development, innovation and technological transfer, by individual and collective creation, in the field of science, engineering and arts, by providing the performances, by capitalizing and disseminating the results.

The continuous improvement of the teaching content of the study programs by harmonizing them to the European programs represents the first objective for increasing the national competitiveness and exchanges through academic mobility.

The students' practical training and the services provided to the economic partners, at the national level and especially in Oltenia region, is a second main objective for the future.



3.2.2. Academic priorities

For providing the mission on the didactic plan, it is considered that the prioritisation of study programs and of research fields should be regarded in a close correlation to the current stage of development worldwide and the demands of the labour market on the local, regional and European plan. The organization of study programs at “Constantin Brâncuși” University of Târgu-Jiu is based on the correspondence between the results in learning, scientific research and university training.

The Senate Commission for Curriculum yearly analyses the University educational offer, and also the educational plans of the study programs suggested by the faculties, recommending actual measures that could lead to a better correspondence between the graduates’ competences/skills/habits and the employees’ exigencies.

Based on the mission assumed by the Charter, the rector defines the strategic objectives and the operational objectives providing the instrumentalization of self-evaluations, insisting on the abandon of the exhaustive presentations in favour of certain values and principles such as: *academic truth, concreteness, reasonability, rarity, transparency, co-participation, self-awareness*. The motto for the scientific research activity in the university was: *we exist if we matter, we matter if we are emblematic by means of universal results and by means of an organizational culture axiologically built*.

As a consequence, the premise we start from is the following: A university cannot matter in the institutional space specific to higher education, *unless it is visible in research*. This is why “Constantin Brâncuși” University of Târgu-Jiu understands the research exclusively by means of the universally accepted parameters, the research product being expressed *in actu*. Namely, it is a *reference* product for the respective field, a product that could bring value to knowledge, technology, logistics, operating mechanisms, productivity, to the research emphasizing itself. A measurable product, a product that entered the public patrimony, having unlimited access for everyone and that could be an invariable and unavoidable reference point for others in the same reference field. A defining product, representing at least a stage, if not a *standard*.

3.2.3. Development of a student-centred university

According to the Strategic Plan 2012-2016 (**Annex no.6**), in the relation with students, CBU wants to promote a correct and transparent admission system, to offer international study programs, optimal conditions for professional training, access to technical endowments and book fund, scholarships, to provide the right to build a career, the respect for the person and the personality, a functional system of tutorship, receptivity to students’ opinions, communication and cooperation with the student organisations, decent living conditions.

In CBU, the students are full right members of the academic community, having representatives in all managing bodies. In this sense, the following are considered:

- the collaboration with the senator student representatives in decision making regarding: the granting of scholarships, the hostel organization and operation, the development of the IT infrastructure open for the students, attracting future students in actions meant to make the university popular locally and nationally.

- When evaluating the quality, the emphasis is on the quality of the learning and teaching processes, on the quality of the scientific research processes, on the quality of the internal and external services.

- For the students having a precarious financial situation, the university provides a *system of social scholarships*; Providing the students’ *free access* (in an organized framework) to the university *sports base* apart from the sport training program in the educational plans;

- The development of certain activities for *counselling, monitoring and facilitating* the learning process, for orienting the students in choosing their career;



- Attracting more *students in the research groups* of grants and directly involving them in the scientific research activity;
- Maintaining the activity called *Awards of "Constantin Brâncuși" University of Târgu Jiu*, within which the students with excellent results are awarded; organising, in collaboration with the student organisations, some *student professional contests* and supporting students' participation in professional contests organised by other universities or companies;
- Organising *annual student sessions* of scientific papers, in collaboration with student organisations.

3.3. Financing

"Constantin Brâncuși" University of Târgu- Jiu operates as an institution financed by:

a) *funds allocated from the state budget*, for: the basic financing, the complementary financing, the additional financing, the financing of investment objectives, the financing of institutional development; the financing of students' scholarships and social protection.

b) *extra-budgetary incomes*, incomes attracted from different sources, according to the law.

All the financing resources are considered as own incomes. The financing from the state budget is made on the basis of an *Institutional Contract* yearly concluded between M.E.N and the University management. All the University funds are considered as its incomes and they are efficiently used for accomplishing the assumed mission, based on the necessities and opportunities coming from the diagnoses and prognoses which ground the educational and research process. The own incomes are distributed on percentages, based on the University Senate decision, for financing the scientific research, the institutional development, investments in the infrastructure necessary for education and research, equipping the lecture halls, the seminar rooms and laboratories, the research centres and units, etc. The own incomes cover the material expenditures and the remuneration of the teaching and research staff. The University uses its own incomes for constituting special funds for financing the research and for development and it co-finances national or international projects, according to the stipulations specific to project competitions.

3.4. Position of the institution. Its vision regarding its current and future positioning

"Constantin Brâncuși" University of Târgu Jiu is aware of the fact that, as it is not the only academic institution in Oltenia region, it should provide not only theoretical knowledge and practical know-how, but it should also be a supplier and a beneficiary of the society inputs/outputs by means of adequate services. For this purpose, the short-term strategy wants to train all students as professionals, in order to satisfy the local/regional/national/international needs, and to find jobs specific to their training in companies. On a long term, CBU of Târgu Jiu has three important objectives:

- Reinforcing the leading position in the educational and scientific research field in the south-west of Romania;
- A better positioning nationally and internationally;
- Involvement in the local community

4. GOVERNANCE AND ACTIVITIES – How "Constantin Brâncuși" University of Târgu Jiu operates

4.1. Analysis of the management practice

The main document regulating the entire activity developed within CBU of Târgu Jiu is the **University Charter**, a basic document defining both the vision and the mission of the university, its principles of organization and operation, and also the tasks of every structure and leading function. (**Annex no. 8 – The Charter of CBU of Târgu Jiu**).



The current Charter of CBU of Târgu Jiu was elaborated in 2011, after the issue of the Law of National Education no.1/2011, approved by the Ministry of Education, Youth and Sports in 2012 and modified in accordance with new completions of the Law of National Education. The university Charter can be found on the University web page. This document makes possible the academic governance, by representing all the interested parties, including the students.

Based on the university autonomy offered by the Law of National Education no.1/2011, starting from the assumed mission and the objectives suggested by the University Charter, considering at the same time the specific opportunities and the constraints faced by the university as an integrant part of the higher educational system in Romania, CBU of Târgu Jiu has established its own structure, organization and operation, has defined its institutional strategy for 2012-2016 and according to it, the administration of activities (teaching, research activities and other services for the society), the financial, material and human resources administration, and also other rights stipulated in the valid normative documents, in order to support the accomplishment of the university governance. The structures of CBU of Târgu Jiu and the interrelations between them established by the University Charter are presented in the organization chart (Annex no.6 – Organization Chart of CBU of Târgu Jiu).

4.1.1. Organizational structure, decisional and controlling system in CBU of Târgu Jiu

The organizational structures and the processes of decision making within CBU of Târgu Jiu comply with the valid legislation and the attributes of university autonomy and academic freedom. The hierarchical relationships at the University level are established by the University Charter, Chapter IV, and the subordination positions and responsibilities at the level of the academic and administrative structures are stated by the *Regulation of organization and functioning of "Constantin Brâncuși" University of Târgu Jiu*.

At the university level, according to the Law of National Education no.1/2011, the management structures are: *the University Senate and the Board of Directors*.

The University Senate is the largest forum of regulation, decision and debate in the university. The University Senate is constituted of 75 % didactic and research staff and 25% students' representatives elected based on the principle of representing all the components, by means of the universal, direct and secret vote of every member of the didactic and research staff, respectively of every student. The Senate is led by a president who represents it in relation with the university rector.

The Senate approves, at the rector's suggestion, the strategic plan of institutional development and the annual operational plans, the university structure and organization, the budget project and the budgetary execution, the creation/liquidation of certain study programs, regulations, methodologies and procedures regarding the entire activity scale developed at the university level. Its tasks are stipulated in art. 58 in CBU Charter and in the *Regulation on organization and functioning of the Senate of CBU of Târgu Jiu*.

In order to monitor and control the entire ensemble of activities developed in the university, to improve the Senate works and to make flexible the decision making, *Permanent Specialty Commissions* have been formed, at the Senate level, developing their activity based on their *own Regulations on organization and functioning*. The commission activity is coordinated by a president. The commissions also comprise students. The permanent commissions at the level of CBU Senate are: *Commission for Strategic Development, Institutional Development, Prognoses and Financial Control; Commission for Monitoring and Controlling the Managerial Activity; Commission for Jurisdictions, Incompatibilities, Validations and Interest Conflicts; Commission regarding the Educational and Research Activities*. The specialty commissions monitor the activity of the Board of Directors and of its subordinated structures, carry out studies, analyses, audits and other controlling actions of the activities in the university and of the component structures, granting a consultative notice to the



rector's suggestions regarding the methodologies, the regulations, the procedures etc. Still at the Senate level, there is also the Commission of Ethics and University Deontology. Also, as full right partners in the CBU governing process, the students' involvement by means of the *Student Consultative Council* at the level of the Senate Office is significant.

The Senate and its operative structure, the Senate Office, make decisions binding for the entire academic community and for all the CBU organizational structures and coordinate the university activity based on the *Strategic Plan of Institutional Development* and on the *Yearly Operational Plans* approved at the Rector's suggestion. The Senate decisions are made by the vote of the majority of the present members, if the number of the present ones represents at least 2/3 of the total number of members.

The Senate decisions, the university regulations, the methodologies, the procedures, the fees and the tariffs for the current university year, shortly the internal legislation of CBU of Târgu Jiu, are published as *Informative Reports* available in writing for the component structures, or at the "Tudor Arghezi" University Central Library. All the Senate decisions referring to their activity are transmitted to the component structures as rector's decisions. On the university site, at the section of *Useful Information*, there is the entire collection of documents regulating the organization and the operation of the academic, research, managerial or administrative-financial activity approved by the University Senate.

The Board of Directors provides, under the university executive leadership, the implementation of the Strategic Plan of Institutional Development by means of the Yearly Operational Plans and by respecting the regulations, the methodologies and any other regulations instituted by the Senate, and also the Senate strategic decision; the University Board of Directors is composed of the rector, prorectors, deans, the administrative general executive and a students' representative and it is led by the University Rector. The University Senate President is considered as the permanent guest at the meetings of the Board of Directors.

As an executive structure, the Board of Directors is responsible for the elaboration of the university structure and organization, it provides the development of the admission contests, of the job occupation contests, it elaborates the yearly and multi-yearly budget project of the institution, it provides the budgetary execution and it accomplishes the yearly balance sheet, the yearly purchase plan, it follows the budgetary executions of the components, it funds and suggests the methodologies, regulations, procedures to the Senate for approval, regarding all the activities developed in the university.

At the faculty level, the leading structure is the *Faculty Council* having debating and decisional tasks, according to art. 86 paragraph (4) of the CBU Charter.

The faculty council is formed of 9-17 members, depending on the number of didactic staff members and on the number of the students in the faculty, among which 75 % didactic and research staff elected through a direct and secret vote of all the didactic and research staff members of the faculty and 25 % students elected through a direct and secret vote of all the students of the faculty. The Faculty Council is chaired by its dean. The dean, the vice-dean and the department executives are legal members of the Faculty Council. The quorum necessary for the meetings of the Faculty Council is 2/3 of the total number of members, and the decisions of the Faculty Council are adopted by the vote of 50%+1 of the number of the present ones.

At the department level, the leading structure is the Department Council having debating and decisional tasks according to art. 88 paragraph (3) of the CBU Charter. The Department Council is formed of 5-7 members elected through a direct and secret vote of all the didactic and research staff members of the department. The Department Council is chaired by its executive. The quorum necessary for the meetings of the Department Council is 2/3 of the total number of members, and its decisions are adopted by the vote of 50%+1 of the number of the present ones.



At the level of the departmental structures, (Department for teaching staff training, Department for distance learning and continuous training, Department of Research-Development, Department of quality providing and Department of linguistic competence - Eurolingua) the leadership is provided by an executive assigned by a contest organized by the university rector and validated by the University Senate.

At the level of the General-Administrative Directorate, there are directorates, services, offices and compartments, as the directorate is structured according to the specific tasks of the activity fields and based on the indicators of regulating the jobs (Service of publishing house, libraries, multiplication, Administrative Service, purchases and investments, Financial-accounting Service, Social Service, Computerisation Department).

The General Administrative Directorate is led by the general-administrative manager who is the legal member of the University Board of Directors, as he is the one who coordinates the entire financial-accounting and administrative activity of the University, based on the decisions of the Senate, of the Board of Directors and on the Rector's decisions. He is subordinated to the University academic leadership, to the Senate president and he leads the leading-accountable and the specialty services organized at the level of the general administrative directorate. His competences are specified in the University Charter, art. 105.

In conclusion, as it results from the previously presented description, in CBU of Târgu Jiu the responsibility of the educational process belongs to the specialty departments in the faculties framework, respectively the department council, but they are monitored and controlled by the higher decisional structures, respectively the Faculty Council, the Board of Directors and the University Senate for guaranteeing the respecting of the strategy, of the mission and of the institutional objectives.

The decisions regarding the research directions are made at the department level by the department executive, according to the research plans, the performance standards and criteria of the study programs and of the *Department Council*. The research directions and themes are established at the department level, as they consider both the strategic research directions of the faculty/university, but also the concerns and the qualification of the didactic staff. Based on these, the faculty research plan is elaborated and, beside the research directions and themes, it also contains the capitalization way of the research results. The faculty research plans are a part of the University Research Plan approved by the University Senate.

Regarding the decisions related to the financing activities, the Rector is the credit authorising officer of the university, regarding all its funds, whether budgetary ones or its own incomes, including the funds coming from projects, together with the project manager.

The university incomes, mainly represented by school fees, are distributed in percentages, according to *The Financing Methodology of "Constantin Brâncuși" University of Târgu Jiu* yearly approved by the University Senate, for financing the scientific research, for the institutional development, for investments in the infrastructure necessary for education and research, the equipment of the lecture halls, of the seminar rooms and of the laboratories, of the research centres and units, etc. The incomes cover a part of the material expenditures and the remuneration of the didactic and research staff.

The result of **SWOT** analysis regarding the decisional and control process:

Strong points:

- Exerting the leading prerogatives, by means of collective and individual leadership bodies established according to the law, exclusively and free from any interferences both in the educational and research process and in the patrimony administration process.
- Decentralizing the responsibilities, increasing the responsibility for making decisions at each component level, by extending the participative approach in the conditions of the implementation of the current national and EU legislation.



- Providing the decision reliability and transparency at the level of structures and of the academic community members, by participating as guests to the meetings of any body of collegial leadership, of the didactic and research staff in the university, having leading or execution positions, syndicate representatives or persons outside the institution directly involved in the institution support.
- Encouraging the students' involvement in the institution governance, in the decision making processes, as they are treated as a part having equal rights and responsibilities in accomplishing the university mission.

Weak points:

- The existence of syncope between components which sometimes delay the process of efficient implementation of the operational plans.
- The weak activity of the University Ethics Commission
- If there are dysfunctions, the guilty persons are not usually made responsible.

4.1.2. Selecting and promoting the academic and administrative staff in CBU of Târgu Jiu

CBU of Târgu Jiu emphasizes the process of attracting the young and valuable graduates towards an academic career, and defining certain standards for promoting the staff in the academic hierarchy mainly based on professional and research performance criteria – accessing the university career and making progresses in career are the main advantages in reinforcing the institution prestige. The promotion policy of the didactic staff in the didactic hierarchy considered, of course, the immediate necessities of the university, respectively the accomplishment of certain indicators referring to the authorizations or accreditations of study programs, thus creating the promotion opportunity for an important number of didactic staff.

The new jobs are suggested by the departments approved by the Faculty Councils, and then by the Senate.

The employment as tenured teacher is made only by contest, according to the new national legislation and to the *Methodology for occupying the didactic and research positions*, approved by the University Senate. The demands for occupying the didactic and research positions are public and contain, beside the nationally valid criteria (for the jobs of associate professor and professor), the conditions specific to each faculty. These criteria reinforce CBU strategy of attracting a professional human resource in education and research, correlating the need of the didactic staff to the quality criteria imposed for obtaining an academic job. The contests take place at the department level, and the filling of vacant positions by selected candidates is authorised by the Faculty Council and approved by the University Senate. For the teaching positions of associate professor and professor, the selection criteria are nationally established.

It is important that, during the last years, the legislative restrictions regarding the staff employment/promotion, restrictions which applied to all the public institutions including the universities and which stipulated a limit of the employments, have represented an obstacle for the development of the didactic career, on the one hand, and the impossibility to accomplish an efficient management of the human resources, on the other hand. (**Annex no. 5 – Staff Evolution**)

Regarding the administrative staff, the university human resources aim to correlate the jobs to the activity fields and to the number of students of the university. The employment of the administrative staff is accomplished by contest. The restriction of filling the vacant positions, has caused the diminution of the number of administrative staff members and has determined the need for spontaneous solutions which have required staff redistributions and the addition of tasks, in the job description, for the non-didactic and auxiliary didactic staff.

Another directing line of the staff policy of CBU of Târgu Jiu is the investment in the personal development of the existing human resource by continuously improving the competences of the didactic, didactic-auxiliary and administrative staff. The CBU leadership of Târgu Jiu is aware that the reaching



of the objectives and assumed mission of the university can only be accomplished by the professionalism of the human resources. In this sense, CBU of Targu Jiu has developed practices for providing the necessary competent human resource not necessarily by attracting new staff, but especially by improving the existing one. Here, it is about an active, financial support of the staff for improvement by crossing specific classes by means of the Department of distance learning and continuous training or in other competent institutions/organisations. By the Department for training the didactic staff, CBU of Târgu Jiu provided the psycho-pedagogic training of all the young didactic staff.

CBU of Târgu Jiu supported its employees' attendance of certain study programs of license/master complementary to the job tasks within the faculties of CBU of Târgu Jiu, PhD or post-PhD studies, but also to certain training modules organized within POSDRU projects. (**Annex no.9- Programs of staff training**). Also, in the last years, it is worth noticing the support teaching staff mobility, but also of the experience exchanges such as trainings for the administrative staff by ERASMUS program, or as *visiting professor* having recognized benefits on the educational quality, the harmonization of the curricula of the study programs and of the analytic programs, at the European level, and also the implementation of new methods of teaching and evaluation, etc. (**Annex no.10- Erasmus Mobilities**).

The SWOT analysis emphasized the following aspects:

Strong points:

- Decentralizing, at the faculty and department level of the recruiting and promoting policy of the didactic and research staff and assuming of the prognosis, monitoring and achieving balanced structures of staff by providing the career development for every member of the academic community.
- The faculty strategy of attracting a professional human resource in education and research by imposing specific standards.
- The University owns a group of didactic staff having a very good professional training corresponding to the quality demand which are both educational and research related
- Young members of the official didactic staff who do not endanger the institutional imbalance by massive retirement as it happened for other institutions of higher education under the incidence of the Law of National Education
- The interest for the professional improvement of the administrative staff.

Weak points:

- The small number of didactic staff members who accessed post-PhD programs.
- The small number of didactic and personal administrative staff members who accessed the Erasmus mobility program, even if CBU of Târgu Jiu supports this improvement type based on the lack of knowledge of a foreign language at the competence level required by mobilities.
- There are didactic staff members who did not understand the necessity to increase the individual didactic and research performances, especially the high didactic degrees who do not want promotion anymore
- The weak financing of education makes this field unattractive to the valuable young people in order to develop a career

4.1.3. Student selection in CBU of Târgu Jiu

The student selection in a cycle of university studies at CBU of Târgu Jiu is made based on the *Methodology of admission in the university*, of the *Faculties methodologies* yearly approved by the University Senate and of the normative documents regarding the admission in the higher education institutions of the Ministry of Education. The admission is based exclusively on the candidate's competences, applying no discriminating criterion, based on the diploma obtained at the graduation of



the previous study cycle. The stipulations of these methodologies are announced to the candidates at least six months before the admission contest through flyers of the university components and on the web page of the university, respectively of the faculties. The faculties have autonomy in choosing the type of the admission exam. The admission criteria and methods are a part of the university autonomy, but CBU of Târgu Jiu also considered the options of the other universities in the country.

The University Senate approves, at the suggestion of the Board of Directors, the number of places for each study program depending on the schooling capacity established by ARACIS and the schooling number allocated by the government. The suggestions consider the educational offer of the faculties, the human, material and financial resources, the university development strategy, the degree of accomplishing the performance indicators in the national hierarchy of the programs, the demand registered in the admission in the previous university year, and finally the dynamics of inserting the graduates of those programs on the work market.

The competitive framework of the geographical area makes most of the successful candidates to be from Gorj county and from the south-west of Oltenia. This is why the management of the faculties and of the university is concerned o selecting candidates as professional as possible at least for the Bachelor's Degree study programs. Regarding the Master's Degree study programs, it was found an increasing tendency of the candidates who graduated Bachelor's Degree studies in other universities.

Regarding the student selection, the SWOT analysis revealed the following:

Strong points:

- Promoting the study programs among the pupils by organizing actions such as the *CBU Caravan*, *Information points* during the admission period placed in different areas of the town, *The university open gates*, also involving the students
- Collaborating with all the relevant high school institutions in the county, based on protocols which also include joint actions in order to promote the CBU study programs
- The diversity of the educational offer.

Weak points:

- The lack of important promoting actions that could cross the traditional geographical area of selecting the candidates
- The lack of certain programs in foreign languages that could attract foreign students
- The lack of certain promoting materials that could spotlight both the quantitative feature of the programs (institutional capacity, accreditations, classifications in the national hierarchy, schooling numbers, material basis, didactic staff, facilities) and the identity descriptive elements, competences and abilities gained in the professional development
- A hesitation in closing certain unattractive study programs which, on the one hand, prove to be inefficient by the reduced number of admitted candidates, but also by their weak quality after the admission.

4.1.4. Involving the students and external bodies in the institutional management

For accomplishing the mission, CBU of Târgu Jiu encourages the constructive involvement in the institutional administration process of the entire academic community, including students, and also representatives of the local social-economic environment, beneficiaries of the human resource trained and specialized in the university.

The students are present through the representatives elected in all the decisional bodies in the university, respectively in the Faculty Councils (25 %), in the University Senate (25 %), in the Board of Directors (1 student). Also, the students are represented in the quality provision commissions, ethics commissions, the commissions for granting scholarships, for distribution in hostels, in the



commissions for applying the questionnaires regarding the evaluation of the didactic staff made by the students, are part of the Senate commissions etc. Moreover, at the university level, there is the *Student Consultative Council* which operates on its own regulation and it is subordinate to the Senate Office.

Regarding the students' involvement in the institutional administration, the SWOT analysis revealed the following:

Strong points:

- The students have an active role in the activity of the academic community, a role based on regulations and procedures suggested by the students and approved by the University Senate
- At the institutional level, the activity of all student associations is recognized, appreciated and supported
- The students are involved in the promoting actions of the study programs

Weak points:

- Even if students are informed, by means of different methods, regarding the contents of the regulations referring to their rights and obligations in the academic community, there are students who do not know their right to be represented, who do not know their representatives in the decisional bodies or who are simply not interested in this.
- The best students, having the best professional performances, are not always the most involved ones in the activities circumscribed to the university administration ones

4.1.5. Collaboration with the social-economic environment

The social-economic environment is actively present in the Consultative Council, which is a representative structure of the economic, cultural, professional and administrative environment, formed of specialists, operating in the conditions of a partnership with the CBU Senate.

The main mission of the Consultative Council is to participate to the improvement of the graduates' quality, by suggestions to adapt the study programs to the requirements imposed by the labour markets, as the Council provides the necessary feed-back from the main beneficiaries of the qualified human resource.

The CBU Consultative Council identifies the material resources and the resources of ideas that could lead to the quality increase of the educational and scientific research process, and also to the CBU active participation to the community life, in the benefit of all the community members and of the society members in general.

The University is interested in the reinforcement of the connections with the local and regional community. In 2012 there were 74 protocols with economic agents, agencies, local public authorities etc. in order to develop the practical skills of the students. CBU also participates in various contracts and research projects, together with companies or public authorities.

Considering a know-how transfer from practice to education as efficient as possible, especially for the subjects where there are not enough didactic staff members, the university developed collaboration relations with associated didactic staff, specialists in the field.

The SWOT analysis on the involvement of the external environment and on the development of collaboration relations revealed the following:



Strong points:

- A continuous exchange of ideas and actions with the social-economic environment regarding the improving process of the university curricula, corresponding to the requirements of the labour market, the insertion of the graduates on the labour market and of the partnerships for the students' practical stage (ex: School Inspectorate of Gorj County, Environmental Protection Agency of Gorj, Târgu Jiu Town Hall)
- The existence of very tight collaborations with the most important economic agents in Gorj, Oltenia Energetic Centre, which has led both to the attraction of specialists from the industrial environment as associate professors, but also to collaborations in other fields: courses of continuous training, approaching research themes, involvement in national-international grants.
- The participation of a very large number of specialists from the industrial environment to the scientific conferences organized by the faculty.
 - The participation in common projects of scientific research, cultural and social ones with the social-economic environment, disseminating and applying the research results to the partners.

Weak points:

- Decreasing of the research funds because of the economic crisis
- Partially applying the suggestions of the social-economic environment because of the ARACIS constraints

4.1.6. Inter-institutional cooperation and the position of CBU in Târgu Jiu

The strategy used by the cooperation of "Constantin Brâncuși" University in Târgu-Jiu (CBU) with the foreign partners is based on understanding, collaboration and mutual advantage and it is oriented in the first place to the benefit of the students and the institution. This strategy is determined by the new size of internationalization of higher education and by the wish to come out of the relative isolation from the outside world of the university.

The University aims at the development of cooperation - in the academic and the scientific research fields - with prestigious universities in the entire world, with research-development institutes, and also with international academic organizations/associations.

Thus, at present, the university has contracted inter-university collaboration agreements and Erasmus partnerships signed in the last years with more than 35 universities, among which 25 are within Erasmus community program (**Annex no.10 – International Agreements**).

Starting with 2012, most of the Erasmus partnerships have been extended for the university year 2013-2014; in some of the cases the extension of the collaboration for other study fields (where it was possible) was aimed. Four new Erasmus partnerships were contracted with universities from Slovakia, Cyprus, Hungary, and Poland. Furthermore, two other partnerships are to be contracted with universities from Turkey.

In case of certain inter-university collaboration agreements which are at the limit of the validity time, approaches will be made regarding their renewal. In 2012, as a consequence of the development of certain Erasmus teaching mobilities of the professors at the Faculty of Economics and Business Administration, the inter-university collaboration agreement was contracted with Şirnak University from Turkey. Also, a partnership was based between the Faculty of Physical Education, Letters and Kineto-therapy at "Constantin Brâncuși" University in Tg-Jiu and the Faculty of Sports and Physical Education, Niš University of Serbia, and the agreement is to be completed.

The collaboration with an important European university in organizing an *International Summer School* was an important step for the development of the international cooperation: „*Public and*



Private Partnership for Change and Cooperation” (June 24th – July 8th, 2012 – the first edition). Between June 23rd – July 7th 2013 the second edition will be organized, and in 2014 the third one.

Facilitating the international students’ access in CBU of Târgu-Jiu, by accomplishing the *Free Mover Student’s Status in CBU of Târgu-Jiu* in order to allow the access of the international students who want to study for a semester or for maximum a university year at CBU in Târgu-Jiu. Between October 2010 and July 2011 the university received a Free Mover student from the University of Porto, Portugal, at the Engineering Faculty of CBU;

Events were organized at the university level in order to attract as many students, professors or administrative staff members as possible, who could benefit from the facilities offered by the Erasmus community programme.

The reinforcement of the international relations was also accomplished by the professors’ participation in the European programmes: *Leonardo da Vinci*, *Tempus*, *Grundtvig*, but also other grants obtained, for example:

– the *Soros* study grant at the University of Edinburgh, Great Britain (*Advanced English Studies for Teachers*), the *Tempus* Project (JEP12083-97) – A collaboration contract of scientific research between Universität der Bundeswehr München and the car constructor Daimler Chrysler A.G; the *TRESOR* Project – *Tourisme Rural Evaluation du Specifique de l’Offre Roumain* – won within *Leonardo da Vinci* programme (ID: RO/2000/PL85045/S), a mobility project for the university students in order to acquire the skills necessary for the tourism operators and workers. The project offered the 10 selected students a training stage in rural tourism, ended by a 4-month displacement in Alsace; a training stage on continuous education, the Institute of Technological Education TEI of Piraeus, Greece, *Tempus* program JEP 12 083-97 CECEN; the *Socrates* study grant at the Folk University of Duisburg-Germany, Minodora Otilia Simion, PhD, Assistant Professor (May 2001); a study grant offered by the University of Trieste for taking part in the Summer School *The 2009 Trieste Joyce School* - Italy, the *Grundtvig* grant for participating in the workshop: *Emotional Development across Europe*, Birmingham, Great Britain; the *Grundtvig* workshop – a course of continuous training, Escola Oficial de Idiomas de Vigo, Spain, Promoting minoritized languages, Training *Grundtvig* – Centro Studio Europea, Florence, Italy.

At the same time, the participation of the CBU professors in different *training and development courses, documentary visits* abroad allowed the exchange of good practices and extension and the reinforcement of international relationships, for example.- Training – Quality of higher education, Ottawa, Canada, 2000 –Adrian Gorun, PhD, Professor ; documentary visits in China, June-July 2006 –Adrian Gorun, PhD, Professor; the study visit in Ireland, organized by the National Centre for Developing the Professional and Technical Education supported by the Technical Association WYG International within the PHARE-TVET RO project 2004, September 2007 –Moise Bojincă, PhD, Professor, documentary visits in Japan, 2010 –Adrian Gorun, PhD, Professor; the participation in the exchange of experience, the study and training visit on the procedure of recognizing the study times of the foreign students within the project called “Correct Information – The Key for Study Recognition” developed by the Ministry of Education, Research, Youth and Sports, the National Centre of Recognizing and Equating the Diplomas in Spain, June 2011 – Laura Magdalena Trocan, PhD, Associate Professor; The National Conference of all the Erasmus representatives of the universities of Greece and Cyprus who are part of the Erasmus programme, a conference organized by the University of Piraeus between 16-18.06.2011 – Andreea-Mihaela Văduva – the Office of International Relations and Community Programmes (the participation in the Erasmus community programme – training mobility), the visit to “Ivan Rilski” University of Mines and Geology of Sofia, Bulgaria – October 18th -19th, 2012 – Moise Bojincă, PhD, Professor, Cozma Vasile, PhD, Professor, Laura Magdalena Trocan, PhD, Associate Professor.



Partners in European programmes, the CBU participation in the program called *United in Integration*, a project coordinated by the General Directorate of Immigration, the Community of Madrid (February 2013).

“Constantin Brâncuși” University in Târgu-Jiu also aimed at the development of international cooperation by means of the organized scientific conferences: *Progress–Innovation–Democracy, Social Development, Administration and Justice, The role and place of law in a knowledge-based society, Knowledge and Communication in the Globalization Era,- ECO- 2nd International ASO Workshop, etc.*

The participation of the professors abroad as members of the organization committees of the international scientific activities organized by CBU emphasizes the international relations of the University.

The participation of the professors in prestigious *international conferences* is framed in the declared objective of CBU of increasing its visibility at the international level. In this respect the professors are encouraged to take part in prestigious conferences and in publishing articles in specialty magazines abroad.

Among the conferences which helped increase the visibility at the international level *by signing collaboration protocols*, there were the following:

- Applied Statistics 2005 – funding the collaboration with the University of Maribor, Slovenia, a collaboration materialized in the accomplishment of an international grant, 2 common workshops, an Erasmus bilateral agreement and 3 Common Summer Schools, Maribor 2012, 2013 and 2014; - the International Conference of the Association of Compared Economic Systems, Parma 2007 – a participation which determined the contracting of the Erasmus bilateral agreement with the University of Parma, Italy; the World Congress of the Association of Economic Sciences, Istanbul 2008, a participation which determined the contracting of the Erasmus bilateral agreement between CBU and the University of Fatih, Istanbul; the International Conference of the University of Wroclaw, Poland, (the university year 2009-2010) a participation which determined the contracting of the Erasmus bilateral agreement between CBU and this university.

The international mobilities such as *visiting professor* and *visiting researcher*, the achievement of *post-PhD grants* by the professors, but also the participation in the international research projects have led to the development of the international relationships of collaboration with other universities from abroad and clearly led to the increase of the CBU international visibility.

In the development of the **Erasmus community programme**, “Constantin Brâncuși” University has had the main objectives: promoting and increasing the cooperation at the level of the European Community, improving the quality and increasing the number of students and professors benefitting from Erasmus mobilities, improving the quality and increasing the number of partnerships contracted with universities of Europe, increasing the degree of transparency and compatibility between the partner higher education institutions of Europe.

The Erasmus community programme had a special impact on the students, the professors, the administrative staff of CBU, both personally and professionally and it certainly contributed to the development and the reinforcement of the international relationships. Some examples offered in this respect – as it results from the individual reports of capitalization of the Erasmus stages laid down by the professors, beside the fact that the Erasmus mobilities led to the increase of the number of professors coming to CBU for teaching, – are the following:

- the Erasmus teaching mobility at the University of Abant Izzet Baysal, Turkey (08-13.05.2010) –Viorica Ungureanu, PhD, Associate Professor – contributed to a better international visibility of the scientific results, but also to her recommendation as an external examiner for two PhD theses from Pakistan in 2010 and 2013;



- the Erasmus teaching mobility at the University of Piraeus, Greece (01-14.10.2009) –Diana Pociovălișteanu, PhD, Associate Professor – as results of these mobilities, we may mention the fact that Professor Thalassinos was part of the Scientific Committee of the conferences organized at the level of the faculties and of the university. The University of Piraeus was a partner in the organization of the International Conference “Knowledge and Communication in the Globalisation Era” of the Faculty of Social Sciences and Letters (29th of April 2010). Also, the professor accepted to be a member of the Scientific College of the University Annals, Series of Economics. At the same time, connections have been established in the research field with professors of that department. Thus, after laying down an application on the *Jean Monnet programme*, by means of the University of Piraeus, and on the winning of the competition, a research centre called Jean Monnet European Research Studies Group on the Political Economy of the EMU was created, a centre of resources of research and documentation having as partners some universities from the West and South-East of Europe. *Our university is an associate member of this project.* The purpose of this project is to create a network of researchers developing research activities in the economic field, to support and publish the results obtained within the conferences and of certain journals internationally recognized. (<http://www.jeanmonnet-emu.eu/>);

- the Erasmus teaching mobility at the University of Piraeus, Greece (20.09.2010- 26.09.2010) – Amalia Venera Todoruț, PhD, Associate Professor: after participating in this stage, the project elaborated together with the partners from Greece was called “*Interdisciplinary Researches regarding the Optimisation of the Systems for the Protection and Conservation of the Exhaustible Natural and Anthropic Resources from the touristic Areas in the South-West of Romania*”, a project within the “Capacities” programme, module III – Bilateral Cooperation - Romania-Greece, whose objectives were the following: creating a managerial platform for optimising the protection and the conservation of the natural and anthropic touristic resources; using a centre of integrated and efficient methods regarding the information, the acknowledgement, the education and the promotion of the touristic potential from the South-West of Romania by practicing the eco-tourism and the sustainable cultural tourism; elaborating and implementing a model of dynamic protection of the exhaustible touristic resources that could establish the optimal report between the touristic capitalization of the natural areas and the regeneration capacity of the flora and fauna elements in conditions of preserving the biodiversity;

- the Erasmus teaching mobility at the University of Şirnak, Turkey (03-11.03.2012) –Nicolae Ecobici, PhD, Associate Professors and Aniela Bălăcescu, PhD, Assistant Professor – funded the signing of a collaboration memorandum between CBU and this university, in November 2012, in Târgu-Jiu, with the occasion of the presence of the Turkish delegacy (the rector, the general secretary and the responsible of the Erasmus programme within the University of Şirnak) at the International Conference of the Faculty of Economic Sciences and Business Administration– EcoTrend (2012).

The SWOT Analysis on the institution involvement in the inter-institutional cooperation emphasized the following:

Strong points:

- Contracting inter-university collaboration agreements and Erasmus partnerships allowing the development of a sustained activity in the field of international relations.
- *The Erasmus community programme* had a special impact on the students, the professors, the administrative staff of CBU, both professionally and personally and it certainly contributed to the development and the reinforcement of the international relationships.
- reinforcing the international relationships by the professors’ participation to the European programmes: *Leonardo da Vinci, Tempus, Grundtvig.*



Weak points:

- Completing the Office of International Relationships and Community Programmes with the corresponding staff, consider the staff number and training, which should develop a continuous and quantifiable activity through collaboration protocols, exchanges of students, study grants and specialization stages, attracting foreign students to “Constantin Brâncuși” University of Târgu-Jiu;
- The affiliation of the University to the Association of European Universities has not been completed yet;
- There are no study programmes developed in common with universities from abroad
- Insufficiently upgrading and developing the Web page of the University – section of International Relationships.

4.1.7. Reflecting the institution mission and objectives in the managerial policy

The strategic plan and the operational plans are developed so that the followed objectives should aim at the points stipulated by the university mission. Thus, the managerial policies reflect the coherent administration both of the mission and of the assumed objectives by means of:

- Intensifying the research activity, increasing the quality of the educational process and their visibility;
- Developing inter-institutional partnerships and collaborations in order to reinforce the University position at the regional and national level;
- Developing the research activity and the promotion of the scientific research and innovation, the orientation towards the society needs, and connecting to the European tendencies;
- Approaching a strategic management, in order to reinforce the position of “Constantin Brâncuși” University in Târgu Jiu at regional and national levels;
- Developing the international relationships of the university, improving the university image in order to increase the prestige of “Constantin Brâncuși” University in Târgu Jiu;
- Developing the relationship between the university – economic and social environment, the strong involvement of the university in the community life;
- Developing an efficient management system based on the principles of quality management, of the university autonomy, and by means of an active partnership with the students; developing a university centred on the student.

4.2. Academic activities

“Constantin Brâncuși” University in Târgu Jiu, an integrant part of the Romanian public system of higher education, joined the other educational institutions for reaching the desideratum of sustainable development of our country established by the National Strategy for *Horizons for Romania’s Sustainable Development 2013-2020-2030*, considering that this document called *Professional Education and Training*, respectively *Scientific Research, Technological Development and Innovation* are identified as the two trans-sector fields whose coherent and congruent development, with the regulations and practices existing in the European Union, are extremely important for the reaching of these strategic objectives.

4.2.1. Study programmes

At present, “Constantin Brâncuși” University in Târgu Jiu has 26 programmes of bachelor university studies, 17 of them are accredited and 9 of them are authorized by ARACIS to operate temporarily, 21 programmes of master university studies accredited by ARACIS and 1 programme of PhD university studies (**Annex no. 2 – Organizational Structure of CBU**).

CBU in Târgu Jiu pays increased importance to all the study programmes and especially to bachelor ones which are continuously reinforced and improved, being adapted to the society needs.



Among these, depending on the needs identified on the manpower market, but also considering the evolution of certain study programmes regarding the quality indicators, new study programmes are suggested to be evaluated every year, while some of them are in conservation according to *The Regulation regarding the Initiation, Approval, Monitoring and Periodic Evaluation of Every Study Programme*. Also, the schooling number is sized so that it could answer the necessity of the manpower market without crossing the institutional capacity.

The educational plans undergo periodic analyses in order to harmonize them to the similar programmes of the profile faculties in the country, but also abroad, especially based on the experience gained within the ERASMUS student mobilities. It is considered both the offer of optional subjects and the contents of the analytic programmes of the subjects in order to be in compliance with the novelties in the field.

CBU in Târgu Jiu focuses on learning. Every semester, the faculty councils and the Board of Directors analyse the reports regarding the results obtained by the students in the exam sessions. During the last years, in order to support the students from the perspective of the learning result, the faculties made the learning process more flexible by reducing the number of classes and applications with presence in the lecture hall, focusing on individual study or team study, weekly consultations ended by evaluated themes, an approach which proved to be in the students' favour.

Depending on the fields they address to, the approached educational techniques are diverse, from traditional techniques to modern didactic techniques and technologies using the Internet and the E-learning techniques as a support for the didactic activities. The adequate learning conditions are provided: lecture halls endowed with modern teaching equipments, (video projector, whiteboard, WiFi), laboratories with Internet access. The laboratories endowment was accomplished either by financing from the Ministry of Education, or by grants and contracts, or after taking part in intern contests financed by CBU in Târgu Jiu.

The SWOT analysis on the educational process emphasized the following:

Strong points:

- The study programmes offered by CBU in Târgu Jiu are adapted to the requirements and to the specificity of the regional social-economic environment
- The educational plans contain subjects similar to European universities
- The study subjects are covered by didactic materials available in the library, in a digital format, or even by publishing in the university publishing house
- Even if the number of hours allotted is not enough, the training practice stages in the economic environment is supported by collaboration contracts in numerous economic or administrative institutions, companies or organisations – practice places.
- The existence of very good collaborations with the industrial environment, making the practice of the Engineering students to develop in industrial enterprises, in an organised way. During the practice time, the students respect the employees' schedule, as they are guided by a professor assigned by the faculty and by a specialist assigned by the enterprise, as the practice activity is a good occasion to know the production technological flows but also to adapt to the employee status.

Weak points:

- The impossibility to provide a homogenous framework from the qualitative viewpoint, for all the students in the practical training, as we need to make appeal to the practice tutors assigned by the practical training institutions which we have protocols with in this respect.



4.2.2. Research

The scientific research represents, according to the mission and the objectives stipulated in the Strategic Plan, one of the basic components of the academic activity developed within “Constantin Brâncuși” University in Târgu-Jiu. The research activity develops based on the stipulations of *The Regulations regarding the Organization, the Development and the Financing of the Scientific Research in “Constantin Brâncuși” University in Târgu Jiu. The coordination of the research activity is accomplished by means of the Research-Development Department*, reorganised in 2011.

In 2008 the evaluation of “Constantin Brâncuși” University in Târgu Jiu was accomplished according to **GD no. 551/2007** by the **National Authority of the Scientific Research** based on the **Self-Assessment Report of the Research in “Constantin Brâncuși” University in Târgu Jiu**. After this evaluation, by **ANCS Decision no. 9719/18.08.2008** “Constantin Brâncuși” University in Târgu Jiu was attested as a research unit.

The scientific research at the level of Constantin Brâncuși University in Târgu Jiu develops based on *The Strategy regarding the Scientific Research* approved by the CBU Senate, the Scientific Research Plans yearly approved at the level of each structure.

The scientific research activity develops within the faculty departments, as the holders have research activities, next to the didactic activities in the job descriptions, but also in the 12 research centres organized at the level of Constantin Brâncuși University in Târgu-Jiu and within the Institute of Research, Development and Innovation organized at the university level. In order to reach the objective declared by the Strategic Plan, the study programmes permanently monitor their results and the research quality. Besides, the operational plans see differently the objectives regarding the research development at the institutional level and on components. The research is yearly evaluated at the individual level for every holder professor, based on the *Self-Evaluation Sheet of the Research Activity* approved by the CBU Senate, but also at the level of department, faculty and at the institutional level based on the reports of accomplishing the yearly research plans. A visible increase of the relevant indications of the research quantification in the last years, both at the individual level and on the study programmes or faculties is to be found.

A synthetic presentation of the scientific research at the CBU level is presented in **Annex no. 11**.

The SWOT analysis on the research process emphasized the following:

Strong points:

- There is an intense research activity at the Engineering Faculty materialized in international grants, in many research contracts with the most important economic operators (the Energetic Centre of Turceni, the National Lignite Company of Oltenia)
- There is a constant concern of the Engineering Faculty for the technological transfer activity by certificating the results of the scientific research.
- The Engineering Faculty obtained a non-refundable financing of about 2 million EUR for settling the Regional Research Centre for Sustainable Energetic Technologies
- The excellence research is paid by research vouchers (1000 lei/article ISI, 500 lei/article in a foreign magazine indexed in BDI)
- Merging the schedule of at least two days and a half exclusively allocated to the research activity.
- The existence of didactic and research laboratories correspondingly endowed

Weak points:

- There are few cases of involvement of the faculties in the common research projects.



- There is no relevant research activity at the level of all the faculties/study programmes.
- There are professors who do not accomplish their minimum research level assumed by the job description constantly or whose contribution is almost inexistent.

4.2.3. Reflecting the mission and the objectives by means of the study programmes and the research activities

The activity of the management of CBU in Târgu Jiu has been focused on the university recognition as being the most important institution of Gorj county, but also as an important contributor to the regional development by every good thing that could be brought by an institution such as a university at the regional and national level. At the same time with the transition to the Bologna system at the national level, there was a radical curricular reform mainly concerning the skill package the student should have at the graduation. Even if the ARACIS standards impose a certain uniformization at the national level for the license university study cycles regarding the university Curriculum, the institutions are free, within certain limits, to adapt their educational plans and the content of their subjects and they are totally free to conceive the curricula for the master university studies, so that CBU in Târgu Jiu permanently reviews the portfolio of its study programmes, making them flexible and adapting them to the work market necessities according to the European Framework of Qualifications in order to become a credible education supplier at the regional and national level. The educational process in CBU in Targu Jiu focused on the student, aiming to obtain the competences and skills for the graduates of all the types of the study programmes.

For the past years, the development of distance learning has represented an important strategy of our university, a strategy based on the professional E-learning Platform conceived and modernized by means of the financing accomplished by an internal project competition by the professors at the Engineering Faculty. At present, all the distance study programmes are accredited.

4.3. Activities correlated to the academic activities

4.3.1. Continuous education and community services

“Constantin Brâncuși” University in Târgu Jiu is permanently concerned with the continuous, regional education and of the community services. In the university year 2011 /2012, the Department for Distance Learning and Continuous Training (DIDFC) was authorized by the National Council of Adults’ Professional Training or by the Ministry of Health, a number of 9 classes of continuous training, according to table no.2.

Table no. 2.

<i>Name of the continuous training class</i>	<i>Series/ Number of students to date</i>
Expert of public purchases	1 series /23 students
Project manager	2 series/46 students
Human resources manager	3 series/84 students
Management of emergency situations (Social and civil competences)	2 series/38 students
Public relations and inter and intra-institutional communication/Strategic planning / Time management (Social and civil competences)	2 series/36 students
Legacy control of normative documents / Action of ejection –	1 series /12 students



Property laws (Social and civil competences)	
Basic competences in science and technology	3 series/75 students
Basic notions of hygiene	8 series/358 students
Mentor	1 series/ 28 students
Total	700 students

For developing the continuous training classes, collaboration protocols were contracted with S.C. SuccesNicCom. S.R.L. Gorj, the Prefect's Institution of Gorj County, the National Lignite Company of Oltenia.

Also, in the academic year 2011 /2012, the **Trainer** class was developed, with the following competences: Preparing the training, Achieving the training activities, Evaluating the participants to the training, Applying the special methods and techniques of training , Training marketing, Projecting the training programmes, Organizing the training programmes and stages, -Evaluating, reviewing and providing the quality of the training programmes and stages.

Table no.3

<i>Name of the continuous training class</i>
Ecological education and sustainable development (Social and civic competences)
Communication / Negotiation/ Team work /Leadership (Social and civil competences)

4.3.2. Support services for the students

The management of "Constantin Brâncuși" University in Târgu-Jiu has always had as its permanent prior objective the creation of certain optimal conditions for developing the educational process both regarding the material base and, from the perspective of the access to information, granting facilities to students, by means of which it could support the candidates' decision to choose CBU in Târgu Jiu as their educational supplier, but also to reinforce the students' motivation for learning.

CBU of Târgu Jiu also provides for its students, beside the modern conditions in learning spaces, the access to the professional computer technique in the university laboratories, to the central library and to the faculty libraries, to the secretariat services, a series of social, cultural and sports services: accommodation spaces, a sports basis, counselling services etc.

Within the General-Administrative Directorate, the **Social Service** operates and this is an administrative structure conceived for solving students' social problems and for administrating other specific activities within *CBU of TârguJiu* having as main task the administration of the material base afferent to the hostels, the canteen and the student sports base and the current settlement of the problems faced by the students accommodated in hostels, CBU of TârguJiu provides hostel-canteen services for all the applicant students;

At institutional level, there is a **Centre of Career Information, Counselling and Orientation for Students** - CSCICO, offering the students services of educational, psychological counselling, but also information, recruitment and placing. The students' social problems are carefully monitored by aporector responsible for education, the social activity and the relations with the student organisations. Moreover, the students are assisted during the school year by tutors of the year who counsel them on the educational process and facilitate the contractual relation they have with the faculty/university. Also, the students have access to their own school and financial record in the database of the administration system of CBU of TârguJiu, University Management System – UMS. All the students have online access to the eLearning platform developed as a containing database,



where they could log in and access learning tools, the grades they obtained, and also different articles from scientific magazines.

CBU of Târgu-Jiu offers to its students a series of financial facilities, respectively: decreases of the schooling fee for the students with disabilities, for the ones with deficient material conditions, for its own employees, for the students attending two specializations at the same time or for the ones choosing to attend the purchasing classes of the aptitude card, of the ECDL permit within CBU of Târgu-Jiu. The university grant support, including financial support, to the student associations for developing scientific, cultural, sports, artistic activities.

CBU of Târgu-Jiu offers to its students scholarships and financial help *irrespective of the students' schooling status*, and the funds necessary for honouring this category of scholarships is constituted of the budgetary allocation, of the own university incomes (every faculty contributes to the scholarship funds, having a percentage between 15-20%).

Also, for stimulating the activity of student scientific research at the university level, prizes have been offered to the students having special performances at student scientific contests and/or manifestations. In the same sense, the students were supported to edit a magazine of student research.

Agreements and partnerships were contracted with economic entities and public institutions in order to accomplish practice stages or to offer facilities to the students, such as study scholarships or employment at the end of the studies.

4.3.3. Financing

The direction of CBU of Târgu-Jiu promoted an efficient and balanced financial management, both regarding the staff expenses and regarding the investment expenses and the ones for providing the optimal conditions to the activities of the academic community.

"Constantin Brâncuși" University of Târgu-Jiu operates as an institution financed by:

a) funds allocated from the state budget, for the basic financing, the complementary financing, the additional financing, the financing of investment objectives, the financing of institutional development, the financing of scholarships and the students' social protection;

b) extra-budgetary incomes, incomes coming from different sources, according to the law.

The financing from the state budget is made based on an *Institutional Contract* yearly concluded between M.E.N. and the University direction. The total budget of Constantin Brâncuși University in 2012 was **26.701.059** lei. The percentage of the institution budget for 2012, corresponding to the following financing sources is distributed as follows:

- Basic financing	-	23,27 %
- The own incomes from taxes and other activities	-	29,37 %
- Incomes from the research activity	-	14,23 %
- Allocations from the budget having a special destination	-	10,78 %
- The own incomes of the hostels and canteens	-	0,23 %
- Amounts coming from the non-refundable financing	-	22,12 %

The basic financing of the university is distributed to the faculties (components) proportionally of the number of unitary equivalent students of the university, a number determined by the weight of the physical number of students to the equivalence and cost coefficients in the list of hierarchy fields of the study programs.

The fund assignment for the additional financing considers the hierarchy of the study programs and also criteria referring to the institutional capacity, the capacity of the managerial efficiency and the institution assuming of an active role at the local and regional level. The data referring to the internal hierarchy of the study programs is found at the Research Department.



After signing the yearly *Institutional Contract* between M.E.N. and the University direction, funds are monthly allocated according to the expenses chapters of the contract, so that the entire fund allocated to the university by M.E.N. is found at the end of the year.

“Constantin Brâncuși” University of Târgu-Jiu assigns amounts to the faculties/departments based on the *Financing Methodology* within CBU, a methodology approved by the University Senate. Within “Constantin Brâncuși” University of Targu-Jiu, the financing principle is applied at the component level by constituting budgets specific to every component based on an extra-accountable record. Each structure: faculty, department, etc builds and monitors its own budget of incomes and expenses, based on the principle of the managerial and financial efficiency.

The amounts allocated to the faculties in 2012 were distributed in a percentage of 75 %, as follows:

- ***From its own incomes:***

- *Engineering Faculty -720.948,78 lei*
- *Faculty of Economics and Business Administration -1.456.635,86 lei*
- *Faculty of Physical Education, Letters and Kinetotherapy -429.659,38 lei*
- *Faculty of Medical Assistance, Arts, Educational Sciences -59.900 lei (100 % October-December 2012)*
- *Faculty of International Relations, Law and Administrative Sciences -963.895,50 lei*
- *Department of Distance Learning and Continuous Training -584.769 lei (50 %)*
- *DPPD- 138.296,25 lei*

- ***From the basic financing:***

- *Engineering Faculty -2.171028,25 lei*
- *Faculty of Economics and Business Administration -976.916,10 lei*
- *Faculty of Physical Education, Letters and Kinetotherapy -377.451,95 lei*
- *Faculty of Medical Assistance, Arts, Educational Sciences -30.553,97 lei(100 % October-December 2012)*
- *Faculty of International Relations, Law and Administrative Sciences -1.112.547,12 lei*
- *DPPD –transferred from the components into an amount of 46.660 lei*

The distribution criteria of the fund towards the faculties are represented by the number of their unitary equivalent students. The distribution decision is made by applying **The Financing Methodology of “Constantin Brâncuși” University of Târgu-Jiu, approved by the University Senate.**

The fund constituted of the university basic financing is distributed in the percentages below as follows:

- **75% of F1** for the faculties’ budgets;
- **5% of F1** for the Senate budget;
- **3% of F1** for the budget of the Research-Development Department;
- **17 % of F1** for the budget of DGA-Rector’s Office.

The fund constituted of extra-budgetary resources is distributed in the percentages below as follows:

- **75% of F2** for the faculties’ budgets;
- **1,5 % of F2** for the Senate budget;
- **2,5 % of F2** for the budget of the Research-Development Department;
- **16,5 % of F2** for the budget of DGA-Rector’s Office
- **4% of F2** for constituting the Development Fund, F6.
- **0,5 % of F2** for constituting the Reserve Fund (risk) F7



The control of the entire financial-accounting process belongs to the *Financial Service – Accountability, to the General Administrative Directorate, to the Deans and the University Directorate*. The budget percentage that may be used by the institutional direction of “Constantin Brâncuși” University for implementing new initiatives is corresponding to the Development Fund and to the funds allocated from the budget of the Research and Development Department, namely a percentage of about 5%.

Strong points:

- The existence of an *Incomes and Expenses Budget* and the monthly observation of its execution
- Constituting budgets at the component level for observing the concrete method of accomplishing the expenses, and also the weight of every component in the total budget
- The periodical analysis of the budgetary execution and suggestions of operational measures on a short and average term.
- A multi-yearly budgetary projection

Weak points:

- The low level of the institutional financing from MNE, without considering the specific conditions from each university
- The different degree of involvement in the financial activities and of the faculty management, because of the lack of knowledge in the field of those persons
- Manifesting the tendency of emphasizing the bureaucracy in the area of the financial management concretized by the sometimes difficult collaboration between the university components and the accountable financial service

5. PRACTICES OF QUALITY EVALUATION

In “Constantin Brâncuși” University of Târgu-Jiu the provision of the education quality is accomplished by a group of developing actions of the institutional capacity of elaborating, planning and implementing study programs by means of which it leads to beneficiaries’ trust according to which the organisation supplying education accomplishes the standards, the organisation promotes and develops the quality culture.

CBU has created the structures, has elaborated the policy and the strategies generating the institutional framework for quality provision and its continuous improvement, for reinforcing the quality culture and upgrading the quality standards.

Besides, the development and the implementation of a clear and coherent methodology of quality providing in compliance with “*The European Directing Standards and Lines for Providing the Quality in Higher Education Institutions*” is the main objective of the university management.

5.1. Policies and strategies for quality provision

For each university year, the CBU Rector issues a declaration regarding **THE POLICY IN THE FIELD OF ENVIRONMENTAL AND HEALTH QUALITY AND OF OCCUPATIONAL SECURITY**–(Annex no.12) which is public on the CBU site. Every policy has its accomplishment strategies with concrete stipulations and terms.

The quality evaluation in CBU has several ways of accomplishment and capitalization:

- The intern institutional evaluation is yearly accomplished by CEAC, supported by DAC, resulting into a report presented to the University Senate and published on the website. Then, the conclusions are used by the top management for elaborating a SWOT analysis, in order to correct the identified weak points, within the action plan, in order to improve the quality.



- The internal evaluation of the study programs is made yearly, under the coordination of the study program coordinator and supported by the quality structures and by the Intern Auditors.
- The external evaluation of the study programs is accomplished by ARACIS.
- The evaluation of the research activity accomplished by the professors which is made every year, by means of the online evaluation software, based on national evaluation criteria and on internal standards.
 - Professors' evaluation by the students is made every year.
 - Professors' collegial evaluation is made every year.
 - The professors' general evaluation is made every year in the departments, by the department directors through the analysis of the self-evaluation reports, of the collegial evaluation and of the evaluation made by the students. The individual evaluation results are used at the department, faculty and university level, in order to establish corrective measures and decision making measures regarding the professors' payment.
- Evaluation of the students' satisfaction level in relation to the professional and personal development provided by the university.

5.2. Organisation of the quality provision system

"Constantin Brâncuși" University of Târgu-Jiu permanently follows the upgrading of the institution structures and elements to the current trend promoted at the national level regarding quality provision in higher education in the European context, by promoting efficient systems and methodologies of internal and external evaluation and providing a continuous communication and collaboration with the national and international organisms of evaluation of the quality management systems (ARACIS, EUA).

"Constantin Brâncuși" University of Târgu-Jiu also regards the maintenance of the CERTIND certification for **The Integrate Management System of Quality, Environmental, Health and Occupational Security (SMI)**, according to SR EN ISO 9001:2008, SR EN ISO 14001:2008 and SR OHSAS 18001:2008 (**Annex no.13**).

CBU of Târgu-Jiu has a quality management system documented by *The Quality Handbook, System, Operational and Working Procedures, Regulations and Methodologies (Annex no.14- List of SMI documents)*. The SMI processes were defined, by covering all the university activities: education, research, administration, relations with the extra-academic environment, the students' services, and management processes. The processes, the mechanisms and the tools of quality planning, of quality management and providing were developed and published on *the university web site*. Every year, there are new procedures which are completed and the existing ones are upgraded or improved. This process continuously occurs, it is adapted to the legislation changes and the procedures should be permanently upgraded.

5.2.1. Structures and mechanisms of application

The Quality Management System in "Constantin Brâncuși" University is based on the policy and the objectives in the quality field established by the Rector and also on the actual strategies and proceedings projected for continuously providing and improving the quality.

The components of the **SMI organizational structure** of CBU are the following:

- a) at the university level: the Prorector responsible for quality, the Commission for Quality Evaluation and Provision (CEAC), the Department for Quality Provision (DAC);
- b) at the faculty/department level, the administrative structures: Quality Commission;
- c) at the chair level: the Quality Community.

In "Constantin Brâncuși" University of Târgu-Jiu, **the Commission for Quality Evaluation and Provision** was settled according to the stipulations of Law 87/2006 and of the University Charter.



The Commission for Quality Evaluation and Provision is subordinated to the University Senate and the operative direction of **the Commission for Quality Evaluation and Provision** is provided by **the Prorector responsible for quality**.

The Commission for Quality Evaluation and Provision coordinates the application of the procedures and activities of quality evaluation and providing, yearly elaborates an **Intern Evaluation Report regarding the quality** in the University. The report is presented to all the beneficiaries, as it is published on the University site.

The Commission for Quality Evaluation and Provision formulates suggestions for the education quality improvement, establishes criteria and initiates analyses and evaluations based on the quality criteria on faculties, department/chair, and administrative service, respectively on the processes of teaching-learning, research and academic services. The evaluation of the professors' performance made by the students is compulsory.

At the Faculty level, there are **Commission for quality evaluation and provision**, monitoring the accomplishment of the quality criteria on study programs within the faculties. These commissions work together with the central quality commission, in order to evaluate and provide the quality of all the study programs of the University.

Within "Constantin Brâncuși" University of Târgu-Jiu there is **the Department for Quality Provision** settled in 2007 through the decision of the University Senate which represents a functional structure of technical support, having the role of coordination and execution, supporting *the Commission for Quality Evaluation and Provision* in accomplishing the quality management, by planning the actions, the organization of the working teams for elaborating the documents and for training the staff regarding quality provision.

5.2.2. The approval, monitoring and periodical revision of the programs and titles

The study programs are established and developed in the university based on the M.E.C.T.S. List regarding the study fields and the valid specializations and the ARACIS documents referring to quality providing in higher education, the diplomas offered to the graduates are in compliance with the university qualifications regulated at the national level by the National Framework of Qualifications.

5.2.2.1. Internal evaluation of the study programs

In the university framework, the periodical evaluation of the study programs is accomplished, following their continuous harmonization with the requirements of the university qualification market. This is accomplished according to *the Regulation regarding the Initiation, Approval, Monitoring and the Periodical Evaluation of Study Programs* establishing the principles, the methods and the criteria based on which the elaboration, approval, monitoring and the periodical revision of the study programs and of the educational plans in the CBU framework are initiated, in order to provide the educational quality, the satisfaction of the beneficiaries' expectations and of the quality standards in higher education.

The study programs within "Constantin Brâncuși" University of Târgu-Jiu are based on the correspondence between the results of learning, scientific research and university qualification. Every study program is conceived as a document package including:

- The general and specific objectives of the program;
- The educational plan with the subject stipulations expressed by ECTS study credits and with the subjects successively arranged during the schooling;
- The analytic programs or the subject sheets included in the educational plan, respectively the learning results expressed as the cognitive, technical or professional, axiological and affective competences generated by crossing the subjects;



- The examination and evaluation method for every subject, depending on the planned results;
- The organization method and the contents of the study finalization exam, as a cumulative exam certifying the assimilation of the cognitive and professional competences corresponding to the university qualification.

The Senate Curriculum Commission yearly analyses the University educational offer and the educational plans of the study programs suggested by the faculties, recommending concrete measures that could lead to a better correspondence between the graduates' competences/skills/habits and the employers' requirements.

The initiation process of any study program crosses, in the University, the following stages:

- Elaborating suggestions at the department level regarding the initiation of new study programs and submitting them to be approved by the Faculty Council where it is intended the initiation of the new study program;
- Analysing, the council meeting, the registration of the new study program to the list of the fields/specializations existing in the national list, in the faculty activity field and in the university policy;
- Collecting and disseminating the information regarding the similar study programs in the country and abroad in order to compare the educational services offered by them to the ones offered by the new study program;
- Performing a market study for identifying the training need in the field of the new study program, so that a potential market could be determined for it; submitting the data offered by the accomplished study to be analysed and debated, within the faculty chair and council;
- Analysing the suggestions to initiate the new study program at the level of the Senate commissions; analysing and debating them in the Senate;
- Making the internal evaluation report of the new study program in order to obtain its temporary operation authorization; certifying the internal evaluation report of the new study program;
- Giving the internal evaluation report of the new study program to A.R.A.C.I.S.;

Every initiated study program has a coordinator and a projecting team assigned through the decision of the faculty council where it is intended to implement the study program.

All the master programs operating in "Constantin Brâncuși" University of Târgu-Jiu are accredited by A.R.A.C.I.S. and develop as full-time learning. The Senate of "Constantin Brâncuși" University of Târgu-Jiu has observed the legal stipulations in matter receiving the distribution of the budgeted places, offering the possibility according to which minimum 50% of the budgeted graduates of the license cycle to be able to follow the budgeted classes in the master programs.

The internal evaluation made on every study program in the university suppose the report to the standards elaborated by A.R.A.C.I.S., to the specific criteria approved by the Senate of "Constantin Brâncuși" University of Târgu-Jiu (an institutional capacity, demand-offer in the field, the number of candidates to the admission, the insertion degree of the graduates, visibility of the scientific research, etc.); the Commission for Curriculum, the Commission for Quality and the Commission for Scientific Research and Institutional Development have clearly defined competences both in the methodological guidance and in the monitoring of the actions accomplished by every faculty and chair for improving the study programs.

The subject content and the existence of a certain subject in the educational plans are influenced by the feedback of the students in bachelor and master university studies.

Periodically, in case of certain programs, at the end of every study cycle, there is a revision of the structure of the bachelor programs, of the educational plans and of the analytic programs, including by consulting certain specialists in the educational field and among the employers, the representatives of the labour market or certain representative professional organisations, by the attraction and the active participation of the best students and graduates.



The structure of the bachelor and master university study programs is periodically reviewed considering: *The Classification of the Occupations in Romania, The Tripartite Agreement regarding the National Framework of Qualifications and the European Framework of Qualifications.*

The changes are developing because in 2010 the implementation of the National Framework of Qualifications in Higher Education (CNCIS) started, and in 2011 the National Register of Qualifications in Higher Education (RNCIS) was created, where every university should describe its study programs starting from qualifications (detailed in jobs), competences, educational plans and analytic programs (subject sheets).

Thus, CBU should organise the educational plans again by reporting to the economic -social environment. The competences registered to RNCIS should be in compliance with the ones registered by CBU to the diploma supplement. The provision of education quality is mainly focused on learning results. The learning results are expressed in terms of knowledge, competences, values and attitudes obtained by attending and finishing an educational level or a study program.

The standard of the learning results in the CBU framework is confirmed by the successful completion of the studies accomplished by a graduation exam or by a dissertation consisting of defending the graduation thesis and of evaluating the theoretical and applicative knowledge specific to the approached themes. The diplomas issued by CBU are in compliance with the university qualification obtained by attending that study program, annexing the diploma supplement containing elements regarding the competences provided by that study program.

The monitoring of the study programs is systematically accomplished, planned and it supposes the control of the development of the activity for finding the deficiencies and the initiation of corrective and preventive actions in time. The monitoring is accomplished by the participation of the professors from the Internal Auditors Group of the department/faculty, of the students and of the structures referring to the quality. The Internal Auditors Group is formed of 17 auditors, as it contains representatives from every faculty and having competences obtained from the specialized classes of "internal auditor in the quality field" organized by SIMTEX O.C. Bucharest. As a consequence of finding the audit commission, there are suggestions for improving the study programs on punctual subjects.

5.2.2.2. External evaluation of the study programs

The external evaluation of the study programs is accomplished by ARACIS in compliance with the legal stipulations, for the provisory authorisation, for the accreditation or for the periodical evaluation.

The situation of the study programs submitted to the ARACIS evaluations during the period 2007-2012 is presented in table no.4:

Table no. 4. Record of the study programs submitted to ARACIS evaluations

Year	Number of the evaluated programs	Evaluation results	
		Authorization/ Accreditation	Non-authorisation / Non-accreditation
2007	10	9	1
2008	13	13	0
2009	14	9	5
2010	8	8	0
2011	10	10	0
2012	7	6	1

It is well known that 2011 was the first year of application of the new Law of National Education which brought important new elements to higher education. The first action accomplished by MECTS



supported by UEFISCU was the classification of the universities and the creation of hierarchy for the study programs according to the Evaluation Methodology approved by GD no.789 from 3.08.2011. After this evaluation, "Constantin Brâncuși" University of Târgu-Jiu was framed in the **category of the universities focused on education (MECTS Order no.5262/2011)**. The hierarchy results of the study programs are: an A-class study program, 8 C-class study programs, 5D-class study programs and 6 E-class study programs. These results are valid for the university year 2011-2012 and according to GD no. 789/2011, the hierarchy of the study programs is accomplished every year.

5.2.2.3. Students' evaluation

The students' activity is regulated by its own regulations: **The Operation Regulation of the Educational Process based on the Transferable Credit System, The Regulation regarding Students' Professional Activity, The Regulation regarding Students' Transfer.**

The evaluation of the students' training is made both *qualitatively* – by the grades received at exams, oral examinations and projects they develop, and *quantitatively* – by the credit points granted at the end of the subject activity (exam or oral examination). The introduction of the transferable credit systems allows the regulation of the volume and quality of the activities developed by the student during the semester (partial exams, direct seminary activity, homework, direct laboratory activity, session exam) and the following of the students' training way during the semester.

The students' professional activity is evaluated *quantitatively* by granting the number of credit points allocated to every subject of the Educational Plan and *qualitatively* by granting a grade between 10 and 1 at exams, colloquia, homework, project, laboratory essays supported by them. The minimum grade for promoting the exam/oral examination/verification is 5. The results obtained by the student during the schooling are written in the *Subject Roll, Grade Summarizers* of the specialization/study program and in the *Transcripts*.

By the types of verification established for every subject of the Educational Plan, an optimal evaluation of the students' knowledge and training is wanted. The activity of the students' compulsory training has two main components:

- A component of **common training** within classes, seminars, laboratories or projects;
- A component of **individual training** within the hours of individual study, documentation, information for achieving the homework, for preparing the exams and of the other types of examination across the year of the projects and of other individual papers contained in the Analytic Program of the subject, activities having different weights in granting the credit points allocated to the subject.

After passing the bachelor exam/dissertation, the graduate receives the *Bachelor/Master Diploma* and the *Diploma Supplement*.

According to the stipulations of the Order of the Ministry of Education, Research and Youth no. 2284/28.09.2007, the Charter of "Constantin Brâncuși" University of Târgu-Jiu and the Regulation regarding the system of the study documents in the institution, the specialty compartment in the university proceeds to the administration, completion and release of the study documents. Within this compartment, for the age groups of 2010, 2011 and 2012 the following study documents were issued: engineering diplomas, bachelor diplomas (according to the Law no. 84/1995 and to the Law no. 288/2004), master diplomas (according to the Law no.84/1995 and to the Law no. 288/2004), a certificate of promoting the exam for granting the completion, 2nd or 1st degree, a graduation certificate of the department for training of the teaching staff.

5.2.3. Quality Providing for Professors

5.2.3.1. Professors' evaluation made by the students



The professors' evaluation is made by students every year, according to the stipulations of *The Regulation regarding Professors' Evaluation Made by Students*, approved by the CBU Senate, in all the faculties and departments of the university.

By respecting the stipulations of the regulation, under the coordination of the Commission for Quality Evaluation and Provision and supported by the Department for Quality Provision, every faculty or department establishes the composition of the working groups for each evaluated professor, the evaluated activity, namely the course or the seminary, according to the didactic degree of each evaluated professor, and the evaluation develops, as the students complete the questionnaires for all the professors.

The Department for Quality Provision centralizes the results and the Commission for Quality and Evaluation and Provision communicates them to the deans and professors for acknowledging the observations and for correcting them. Besides, the analysis of the evaluation results in the last years (2008-2012) confirmed the positive evolution of the "distinction" grade granted to the professors by their own students.

5.2.3.2. Collegial evaluation

This evaluation is made every year by respecting the valid domestic regulation approved by the CBU Senate and it develops during the university year in all the faculties and departments of the university for all the professors.

In the last years, all the professors obtained the Distinction grade. As the results of these evaluations are collegial, they were analysed and presented to the persons in question in the structure framework and the post evaluation analysis reports were laid down in the personal files of the evaluated professors.

5.2.3.3. The evaluation performed by the university management

In "Constantin Brâncuși" University, the stipulations of GD 238/2000 regarding the evaluation of the individual professional performances of the professors in higher education were applied, and these stipulations are found in the **Evaluation Sheet** approved by the Senate. The professors were evaluated every year according to the evaluation sheet, regarding their didactic, research activities and of other activities in the interest of education.

The yearly evaluation of the professors is the responsibility of the department director spotlighting the degree of accomplishing the individual performance standards. The evaluation made by the department director integrates: the results of the *Evaluation Grid of the Professors' Activity* according to the performance criteria and indicators, *the Evaluation Sheet*, the results of the *collegial evaluation* and the results of the *evaluation made by the students*.

These results are appropriated by the department directors and the deans for the correct assessment of every professor, referring to the obtaining of a higher didactic degree or the promotion to a leading function

The SWOT analysis on the process of quality emphasized the following:

Strong points:

- In CBU, there are the structures, the policies and the strategies for quality providing a continuous improvement, for reinforcing the quality culture and for upgrading the quality standards.
- the CBU concern for keeping the CERTIND certificate for the Integrated Management System of Quality, Environment, Health and Occupational Security, according to SR EN ISO 9001:2008, SR EN ISO 14001:2008 and SR OHSAS 18001:2008.
- the periodical evaluation of the professors' activity in the university: the internal and external evaluation of the study programs, the evaluation of the students' training and professional



activity, the evaluation of the professors' quality (made by colleagues and by students), the evaluation made by the university management;

Weak points:

-the students' low interest in the evaluation activity of the professors or of the learning environment;
-the professors' collegial evaluation is made with a certain subjectivity;

6. STRATEGIC MANAGEMENT AND THE CAPACITY OF CHANGE: How does the institution change in order to develop?

6.1. Considerations referring to the strategic management promoted by Constantin Brâncuși University of Târgu Jiu

The management system of "Constantin Brâncuși" University of Târgu Jiu provides the consistency and the efficiency of the decisional processes. CBU has implemented a transparent and coherent leading system based on an efficient management adapted to the assumed objectives and mission. The didactic, research, managerial and administrative financial activity of CBU develops in accordance with the national legislation in the field and the internal legislation, approved in the Senate meetings of CBU.

The management of "Constantin Brâncuși" University of Târgu Jiu is performed as an academic management and as an administrative management. The academic direction accomplished by the elected representatives of the academic community elaborates, adopts and evaluates development strategies and the university administration provides the application of the policies elaborated and approved by the academic direction.

The general principles governing the CBU management are:

- a) *the principle of university autonomy;*
- b) *the principle of participative management;*
- c) *the principle of efficiency;*
- d) *the principle of managerial and economic decentralization;*
- e) *the principle of management based on knowledge;*
- f) *the principle of motivation based on performance;*

The systematically approached CBU management may be considered by means of *four components (subsystems) – methodological, decisional, informational and organisational*– both at the academic level and at the administrative one. The separation of the academic positions from the administrative ones is one of the ways of allowing the modernization of the university administration which allows them to face the evolutions imposed by the society.

The decisional transparency is an obligation assumed by the university direction. The decisions are made according to the principles of the participative management and based on the objectives, providing a continuous dialogue between all the participants to the academic activity.

The academic structures, the decisional competences and the election method of the leading organisms at CBU level, the specific norms and principles governing the activity of the university community members in its university space, and also the regulations regarding the activity of the auxiliary didactic and technical-administrative staff are described in the *Charter of "Constantin Brâncuși" University of Târgu Jiu* and in the *Regulation of Organization and Operation*. The election mechanism is democratic and transparent and it is accomplished by a uninominal vote. The leading



system and the internal operation regulation use informational and communication systems such as Intranet and Internet– www.utgjiu.ro.

By complying with the Bologna Process, CBU wants to largely apply the approach focused on student. The didactic activity developed in the university starts from the premise according to which the student is a partner and the professors should focus their learning methods and means on the student. The students' training is especially emphasized on the formative and creative side, stimulating the students' capacity to notice the complexity of the processes and phenomena, to anticipate the effects, to find efficient solutions reported to the activity type etc. In this context, it is considered an integrated approach for reaching a good balance between the teaching-practical training – advanced research process and the services for society. In the managerial intercession, the students are considered partners, their involvement in the decisional process being a constant concern and a clear success of the University Senate. As a component of the CBU Senate, representing 25% of its members according to the law, the students notice the problems they face, collaborate and try to improve the situation of the student community. The elected representatives of the students participate to all the specialty commissions of the CBU Senate and also to the commissions responsible for the accommodation in hostels, the distribution of the scholarships and the other types of support for the students, the distribution of the student campuses.

The reinforcement of excellence is a feature of the activity and a permanent concern of the CBU management, materialized into a series of programs and strategies. In this respect, strategic documents have been elaborated and several interested factors contribute to their elaboration (the academic community formed of professors and students, employers, professional associations, personalities). The impact area considered by the university has developed from the local and national plan to the regional and European one. As such, the strategic plans for different lapses of time stipulate more and more ambitious objectives. These documents reveal the proactive attitude of CBU in report to the changes in the social-economic environment and in the internal environment (*the Strategic Plan of "Constantin Brâncuși" University of Târgu Jiu 2012-2016 – Annex no.5*) The strategic plans are materialized in Yearly Operational Programs, as their accomplishment is yearly debated in CBU Board of Directors and submitted to the approval of the University Senate.

A comparison between the operational plans of the year 2012 and the ones of 2011 and the previous plans spotlights the passing from a quantitatively descriptive approach to a synthetic and analytic one.

Funding, elaborating, implementing, monitoring the application, the evaluation and the strategy correction of CBU were constant concerns of high level management, meaning that:

- every year, reports regarding the University status, spotlighting the accomplishment of the strategic objectives are presented in the plenum of the Senate of "Constantin Brâncuși" University of Târgu Jiu

- yearly policies materializing the strategy in a constructive way, both at the level of educational and research structures, and at the level of the administrative structures followed the managerial and economic decentralization inside CBU;

- nowadays, our university owns a professional management system able to generate performances in its fields.

However, there were some weaknesses found in the following facts:

- the system decentralization on objectives is not provided to the job level and implicitly to the job occupying level, a situation unfavourably influencing the individual and group responsibility;

- the different degree of involvement in the educational, scientific research activities etc. of the didactic staff, generated by the passivity of certain professors in assuming responsibilities in these fields.



- the tendency to emphasize bureaucracy, both in the area of the academic management and in the one of the administrative management, materialized in the collaboration between the two structures which is sometimes difficult;

The university has a close connection with the external environment and an example in this sense is represented by the Consultative Council containing both the representatives of the main economic agents in the area and the representatives of the administrative territorial structures. The council has a counselling role in the elaboration of the major decisions for the university: the strategy for education, the strategy for research, the investment strategy, the strategy for institutional development.

6.2. Public responsibility, transparency of the information of public interest

“Constantin Brâncuși” University of Târgu Jiu has a *University Ethics Code* which protects the values of academic freedom, university autonomy and ethical integrity. The application of the *University Ethics Code* and the analysis of disrespecting the principles and values protected by it are monitored by the *CBU Ethics Commission*, composed of all the category of community members.

By accessing the university ethics code, the CBU community – the professors, the students, the administrative staff – participate to its application in all the fields (leadership, scientific research, teaching and examination) and takes efficient measures for discouraging, signalling and correcting the potential non-ethical behaviours. By adopting it, the university community wants to keep and reinforce the modern university image having a good reputation in the educational environment and having academic integrity.

“Constantin Brâncuși” University and all the component faculties offered quantitative and/or qualitative, current and correct information and data about the qualifications, the study programs, the diplomas the didactic and research staff, the facilities offered to the students and about any aspects which are of interest to the public generally and especially to the students.

The information was supplied by means of the web page of the University, of the Informational Bulletin (with a monthly frequency), of the university journal called “Brâncuși University”, by mass-media means, by the Student Guide, by publishing, by promoting activities. The access provided to the information of public interest is regulated by an intern procedure, in compliance with Law no. 544/2001.

7. THE SWOT ANALYSIS

STRONG POINTS

- The existence of a strategic plan for 2012-2016
- The yearly operational plans by discussing and approving the yearly accomplishment reports
- The existence of the Consultative Council having a counselling role in the elaboration of the major decisions for the university: the strategy for education, the strategy for research, the investment strategy, the strategy for institutional development
- Encouraging the students’ involvement in the institution governance, in the decision making processes, as they are treated as a party having equal rights and responsibilities for accomplishing the university mission.
- The faculty strategy of attracting professional human resources in education and research by imposing specific standards
- The participation to mutual scientific research, cultural and social projects with the social-economic environment, the dissemination and the application of the research results to the partners
- Practical training in the economic environment is supported by collaboration contracts in numerous economic -administrative institutions, companies or organizations.
- A modern research infrastructure adapted to the faculty specificity



- An intense research activity at CBU level, materialized in international grants, research contracts with the most important economic operators (for example: Turceni Energetic Centre, the National Lignite Company of Oltenia), books, specialty articles, participations to national and international conferences
- Every student has access to the library services, the database, internet, accommodation in hostels, social programs, sports facilities.
- The periodical analysis of the budgetary execution and suggestions of operational measures on a short and average term
- The CBU concern for keeping the CERTIND certification for the Integrated Management System for Quality, Environment, Health and Occupational Security, according to SR EN ISO 9001:2008, SR EN ISO 14001:2008 and SR OHSAS 18001:2008.

WEAK POINTS

- The system decentralization on objectives is not provided to the job level yet;
- The different involvement degree in the professors' educational, scientific research activities etc..
- The manifestation of the tendency to emphasize bureaucracy, both in the academic management area and in the administrative management one concretized in the collaboration between the two structures which is sometimes difficult;
- The existence of certain dysfunctions between components which sometimes delay the process of an efficient implementation of the operational plans.
- The lack of programs in foreign languages that could attract foreign students
- There are no traditional international partners which could constantly develop exchanges of good practices, develop common activities with the university.
- The limited information regarding the labour market and the graduates' needs, as the ALUMNI association is in its beginnings
- The low level of the institutional financing from MNE which does not consider the specific requirements of every university
- The students' low interest in the evaluation activity of the professors or of the learning environment

OPPORTUNITIES

- The favourable context provided by the Law of National Education by promoting the principle of university autonomy
- Possibilities of attracting financial resources from other sources than the public ones – European funds, international research grants etc.
- The access to databases, online libraries, specialty magazines
- The collaboration with the economic environment for potential technological transfers, service offers, consultancy
- The interest expressed by students, professors and the administrative staff members of CBU for the Erasmus community program seen as a possibility of professional development
- The development of the collaboration agreements and of the partnerships with foreign universities
- The stimulation of excellence research by payment with research vouchers (1000 lei/ ISI article, 500 lei/article in a foreign review indexed in BDI)



THREATS

- The weak financing of education makes this field unattractive for valuable young people in order to develop a career
- The remuneration law does not motivate young professors
- Emphasizing the competition in the higher education field at the national and international level. The aggressive policy of the important universities for attracting students
- The tendency of demographic decrease having a negative impact on the dynamics of the number of students
 - A decreasing interest of the high school graduates for the university studies, under the circumstances of a difficult integration on the work market after graduation
 - Decreasing the incomes coming from the students' study taxes caused by the school abandon rate in the first study years

8. THE ACTION PLAN REGARDING THE ACTIVITY IMPROVEMENT

- "Constantin Brâncuși" University of Târgu Jiu assumes a basic role, in the following lapse of time, for developing the research activity and for promoting scientific research and innovation, for orienting towards the society needs and for connecting to the European tendencies, for increasing the institutional capacity and for approaching a strategic management in order to reinforce the CBU position at the regional and national level
- Promoting the concept of collegial leadership – the real participation of all the academic community members to decision making which is accomplished, on the one hand, by the enlarged autonomy of the departments and faculties, and on the other hand, by reinforcing the functional commissions of the Senate, which should punctually analyse and suggest solution for different aspects of the university activity
- Supporting the career development for each member of the university community, attracting the students having special achievements towards the didactic, research or administrative activities, offering an organizational framework of mobilities and improvement possibilities for the entire staff
- Financially supporting the activities of capitalizing the results of scientific research accomplished by the professors
- Promoting the academic exchanges between its didactic staff and the one of the other universities from the country and from abroad
- Creating the conditions, by means of ALUMNI Association, for the graduates of "Constantin Brâncuși" University of Târgu Jiu, who have been successful in their careers, to contribute to the university development
- Developing the relations of international cooperation as studies in co-tutorship and scientific activities such as masters in co-tutorship
- Developing study programs taught in foreign languages
- Orienting the master university studies to high performance specializations, according to the existing material and human resources, to the training demands of the graduates of the license studies and to the absorption capacity on the work market
- Increasing the number of students who participate to the evaluation of professors and of the learning environment, by implementing an online evaluation system which provides a better accuracy of the collected data
- Involving the entire staff in the achievement of the objectives established for the fields of quality, considered as a key element in the strategic management.
- Implementing and monitoring a set of performance indicators and criteria for evaluating the university management quality
- Developing common inter-faculty programs for increasing the cooperation between them