

ROMANIA
MINISTRY OF EDUCATION, RESEARCH, YOUTH AND SPORTS
BANAT'S UNIVERSITY OF AGRICULTURAL SCIENCES AND VETERINARY
MEDICINE OF TIMIȘOARA

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SELF EVALUATION REPORT



TIMIȘOARA,
2012

1. INTRODUCTION

In the current legislative context, the *Banat's University of Agricultural Sciences and Veterinary Medicine of Timișoara* (BUASVMT) is subject to an international evaluation exercise by an international agency, European University Association (EUA), through its Institutional Evaluation Programme (IEP).

On May 25, 2012, university representatives attended a training workshop in Bucharest organized by UEFSCDI as part of the project: "Performance in Research, Performance in Teaching - Quality, Diversity and Innovation in Romanian Universities".

On June 6, 2012, the Administration Council was informed on the international evaluation the university will be subject to; the evaluation schedule and the guide for preparing the Self Evaluation Report were also presented.

In order to ensure the success of the Self Evaluation Process and that of elaborating materials in accordance with the Guide for Institutions (Institutional Evaluation Programme), the Administration Council nominated the Self Evaluation Group appointed to undergo the Self Evaluation Process, as follows:

1. Professor Dărăbuș Gheorghe – Vice-rector for Academic – Chairperson of the Self Evaluation Group;
2. Associate Professor Tulcan Camelia – contact person for relations with the EUA;
3. Professor Trașcă Teodor, Vice-rector for Research;
4. Professor Iordănescu Olimpia, Vice-rector for Social and students activities;
5. Professor Borlea Florian, Director of the Council for Doctoral studies and International Relations;
6. Ec. Cheț Cornelia, Director for Human Resources;
7. Ec. Pârva Victoria, Director for Finance;
8. Associate Professor Radulov Isidora;
9. Professor Ștef Lavinia;
10. Senior Lecturer Bălan Ioana;
11. Senior Lecturer Ocnean Minica;
12. Senior Lecturer Orboi Manuela Dora – Secretary of the Self Evaluation Group.

The whole process of preparing the Self Evaluation Report was monitored and supported by the university management staff. The period before editing the Self Evaluation Report engaged a large number of academic community participants, members of the academic and administrative staff, students, and members of the University Senate, precursory of report drafting engaged a large number of academic community participants, as well as members of Faculty Councils and Departments.

The preparing of the Self Evaluation Report included:

- planning and distributing tasks to the Self Evaluation Group;
- collecting data for the report;
- SWOT analysis;
- work sessions of the Self Evaluation Group;
- drafting the Self Evaluation Report and presenting it to the Administration Council;
- informing the university community members on the Institutional Evaluation Programme conducted by the EUA.

The difficulties identified during the Self Evaluation Process related mainly to *the short time span in which the team had to collect, analyze and synthesize a large amount of information and material. This was an additional task adding to all other current teaching, research and / or administrative activities.*

2. INSTITUTIONAL CONTEXT

As a member of the educational system of Romania, the BUASVMT is a state institution operating in higher education and scientific research.

The traditions of the BUASVMT are connected to the establishment of the Faculty of Agronomy on July 30, 1945, by Decree No 2394 issued by King Mihai (Michael) I of Romania and Law No 617, published in the Monitorul Oficial (Official Gazette) of Romania on August

1, 1945,. The Faculty initially functioned along with the Polytechnics Institute.

In 1948, the Faculty of Agronomy was converted into an Agronomic Institute. In the same year, the Institute of Animal Science and Veterinary Medicine was founded in Arad, comprising two faculties: Veterinary Medicine and Animal Science. In 1955, the Faculty of Animal Science was transferred to the Agronomic Institute of Timisoara. In 1957, the Faculty of Veterinary Medicine was incorporated within the corresponding faculty in Bucharest.

In 1957, the Faculty of Animal Science was transformed into a department within the Faculty of Agronomy and it functioned as the Faculty of Agriculture and Animal Science until 1962.

In 1962, the Faculty of Veterinary Medicine was founded within the Agronomic Institute of Timisoara.

In 1968, the Faculty of Animal Science was reconstituted following Order No. 80646 of the Minister of Education. The Agronomic Institute functioned until 1987 comprising three faculties: Agriculture, Animal Science and Veterinary Medicine.

The overall deterioration of economic and social life, the crisis pervading the entire society, and the restructuring of universities led in 1987 to an Agronomic Institute functioning in Timisoara with a single faculty made up of three departments (Agriculture, Animal Science, Veterinary Medicine).

Order No. 4894 issued by the Minister of Education and Science in March 22, 1991 changed the name of the institution to the **Banat's University of Agricultural Sciences (Appendix 3)**. In 1995, the name was changed by *Governmental Decision no. 568/28.07.1995* to the **Banat's University of Agricultural Sciences and Veterinary Medicine of Timișoara (Appendix 3)**.

After 1989, the BUASVMT has evolved, extending to a number of six faculties functioning at present (Agriculture, Horticulture, Agricultural management, Veterinary Medicine, Animal Science and Biotechnologies, Food Processing Technology), comprising 22 undergraduate specializations, over 7,000 students and over 500 teaching positions. (**Appendix 2, 8**)

The university has continuously expanded the scope of cooperation with research and educational institutes in Romania and especially from abroad, being currently connected with 25 universities in 15 countries.

Legal status and university autonomy

The BUASVMT legal framework is regulated by the 2011 National Education Act (**Appendix 2**) and the Management Contract between the Rector and the University Senate, as well as the contracts signed by the deans, which regulates the institutional responsibilities regarding quality assurance and evaluation, the provision of efficient resource management, the transparency of all activities, equity and academic ethics, academic freedom assurance.

The BUASVMT has largely developed after the year 1990, when it started as the Agronomic Institute of Timisoara, having a single faculty with 3 departments (Agriculture, Animal Science and Veterinary Medicine). In the 2011-2012 academic year, it has come to include 6 faculties and 22 undergraduate specializations, 26 master specializations (**Appendix 2, 8, 9**) and two doctoral schools: Veterinary Medicine and Engineering of Plant and Animal Resources.

a) THE FACULTY OF AGRICULTURE comprises the following undergraduate specializations: Agriculture, Plant Protection, Environmental Protection and Engineering in Agriculture, Biology, Agricultural Machines and Food Processing Equipment, Land Measurements and Cadastre;

b) THE FACULTY OF HORTICULTURE AND FORESTRY comprises the following undergraduate specializations: Horticulture, Landscaping, Genetic Engineering in Agriculture, Forestry;

c) THE FACULTY OF AGRICULTURAL MANAGEMENT is made up of the following undergraduate specializations: Economic Engineering in Agriculture, Engineering and Agri-tourism and Catering Management, Engineering and Management in the Tourism Industry;

d) THE FACULTY OF VETERINARY MEDICINE comprises the undergraduate specialization Veterinary Medicine with teaching in Romanian language and in English

language;

e) **THE FACULTY OF FOOD PROCESSING TECHNOLOGY** comprises the following undergraduate specializations: Natural Extracts and Food Additives, Food Chemistry and Biochemical Technologies, Food Quality Control and Expertise, Agricultural Produce Processing Technology;

f) **FACULTY OF ANIMAL SCIENCE AND BIOTECHNOLOGIES** is comprises the following undergraduate specialization: Animal Science, Fishery and Aquaculture, Agricultural Biotechnologies.

The duration of undergraduate studies is 4 years in Agricultural education, 6 years in Veterinary Medicine, and 3 years in Biology.

The BUASVMT has come under the provisions of the "Bologna Process" starting with the academic year 2005-2006.

The BUASVMT offers 26 master programmes.

In the doctoral studies programme, the BUASVMT trains PhD students in 5 areas: Agronomy, Horticulture, Veterinary Medicine, Food Processing Engineering, Animal Science.

As an institution organizing doctoral programmes (I.O.S.U.D.), the BUASVMT has 62 PhD coordinators, 263 PhD students, of which 142 are in the attendance form. (**Appendix 12**)

In the recent university ranking exercises carried out by the competent authorities in Romania, the university received the qualification of **High Degree** after the institutional evaluation carried out by the Romanian Quality Assurance Authority in Higher Education (ARACIS). According to the national classification performed by the EUA, the university is an *educational and scientific research* institution (2011). (**Appendix 1**)

There are 4 public universities in Romania accredited to function in the field, which together form the Consortium of Universities of Agricultural Sciences and Veterinary Medicine (the University of Agricultural Sciences and Veterinary Medicine of Bucharest, the University of Agricultural Sciences and Veterinary Medicine of Cluj Napoca, the University of Agricultural Sciences and Veterinary Medicine „Ion Ionescu de la Brad” of Iași, Banat's University of Agricultural Sciences and Veterinary Medicine of Timișoara).

University management is provided by the rector, elected by the entire academic community and student representatives, assisted by three vice-rectors (teaching, research, social) and the director of the Council for doctoral studies and International Relations. Together with the faculty deans, these members form the Administration Council, which provide the executive management of the university. (**Appendix 7**) Moreover, the University Senate, chaired by a President, elaborate regulations and performs other specific activities in specialized committees, following proposals by the Administration Council. (**Appendix 7**) Both Administration Council and the University Senate function according to Law 1/2011 and the Charter of the BUASVMT.

Geographic position and location

The BUASVMT is located in Timișoara (German *Temeschwar*, also *Temeschburg* or *Temeswar*; Hungarian *Temesvár*, Serbian *Темувар/Темішвар*, *Тимишvár* in the language of Bulgarians from the Banat area, meaning "Fortress of Timis"), in Timis county, in western Romania. The place name comes from the Timis river (currently flowing south of the city), formerly called *Tibisis* or *Tibiscus* by the Romans. In 2010, it was the second most populous city in Romania, having 311.586 inhabitants.

Higher education has a tradition of almost 100 years. During this time span, Timișoara has become the most important university centre in western Romania and the fourth largest one in the country.

The BUASVMT campus is organized as a unit, with educational spaces and accommodation quarters, as well as the restaurant, situated nearby within the same location, at the gateway to Timișoara, near the exit towards Arad. (**Appendix 23**)

THE REGIONAL AND NATIONAL STATE OF THE LABOUR FORCE

Based on the activities carried out so far and those planned to take place in the future, our university may be considered a national-class institution, with greater influence in

the western part of the country. Our institution contributes to the rural development of the Banat and western part of Romania, as it aims to render this agro-alimentary region of the country into a competitive performer on the Euroregional level, while also making it comparable and compatible with important agricultural areas in Europe. *In this context, our university aims at becoming a leader in higher education and agricultural research within the Euroregion.*

The current organization of the university represents a stage of transition from the previous university system to a modern one, which should be dynamic, according to the requirements of the Bologna Process.

In the past 20 years, the university has constantly tried to adapt to local and regional requirements, through an ongoing interrelationship with the economic and private sector. In this respect, the current management team has established the Consultative Council in the agro alimentary and veterinary medicine domains. By analyzing the changeable market requirements, the university seeks to adapt the curricula in order to meet workforce needs.

3. Norms and values, mission and purpose

The mission of the university

The missions of the BUASVMT are teaching, research, university extension, and consultancy. At the beginning of the XXI century, the Romanian rural and agro alimentary system currently undergoes an ample process of reorganization and development.

The university contributes to designing guidelines for agricultural development and to forecasting in agriculture. The university cannot function "independently" of the system within which it works, and must adapt to the market economy in that its main products – the specialist and science – be sought and valued on the market.

The main goal of the BUASVMT is the achievement of the highest academic and technical competences by graduates. Their ability to integrate professionally in the agro alimentary system and other related systems represent the major concern of the BUASVMT's management.

The university continues to diversify the academic curricula by means of a constantly updated educational offer, so as to cover a wide range of activities in agriculture. The BUASVMT assumes fundamental roles in education, while being aware of the function and position it occupies within national higher education, properly assessing its level of competence and responsibilities to the community, and constantly analyzing social demand. Thus, the learning process is envisaged so as to confer higher education degrees and qualifications in agricultural sciences, horticulture, landscaping, forestry, animal science, veterinary medicine, biology, biotechnology, food processing technology, fish farming, genetic engineering, environmental engineering, plant protection, machinery and equipment for agriculture and food industry, economic engineering, management, marketing, rural planning and development and other related specializations.

Moreover, another mission of the BUASVMT is the training of specialists with higher education for domains like economy, industry, education, science, social activities, as well as the continuous improvement of graduates in the spirit of the progress of knowledge and continuing education in a free and democratic state.

A great emphasis is laid on the master degree and PhD studies. The current training system will expand by developing both the attendance and distance learning education forms.

Norms and values

The BUASVMT targets the integration within the European higher education system in terms of structure, quality and economic efficiency, the modernization of the training system and utility of the personnel involved in educational activities and research, the assertion of scientific achievements of its members who are part of the international expert community being involved in university cooperation, regular self-evaluation and continuous staff training, promotion of scientific research programmes, technological development, educational innovation, scientific and technical research conducted with institutional funding or by international cooperation. All these can only be achieved by providing the adequate material base for all activities from budget and extra-budgetary resources, national and

international programmes and grants.

In terms of quality assurance, the policy of the BUASVMT targets, above all other concerns, students and knowledge. For this purpose, the institution's organizational structure plans the development of a database indicating the number of students and the success rate, the success of graduates on the labour market, the level of students' professional satisfaction, teaching effectiveness, socio-demographic structure, educational resources and their cost / student, as well as performance indicators. Students represent a significant partner in all evaluation processes and they have legal representatives in evaluation and quality assurance committee's at all organizational levels.

A major aspect of the quality assurance policy is the continuous dialogue with students, as well as master and PhD students, as an important means of monitoring their requirements and evaluating their achievement. Since students are the main beneficiaries of the BUASVMT, it is considered crucial to meet their needs and expectations regarding their training in directions which are in demand.

The BUASVMT policy programme focuses on quality assurance and displays adherence to the culture of quality and continuous improvement. Correspondingly, it elaborates strategies to achieve these targets by clear deadlines. Structures, policies and strategies on a university and faculty level concur for the achievement of these objectives. The policy programme focusing on quality on an institutional level, as well as the guidelines for putting those into practice are specified in the *Quality Manual*, which, along with the general mandatory procedures, ensured the successful certification of the BUASVMT's Quality Management System.

Scientific research is a major concern of the academic and research staff in our university. The scientific research conducted by university members is appreciated on a national level, which is planned to develop in the near future. Our researchers are recognized on a national and international level for research in areas related to agriculture and veterinary medicine, such as: breeding varieties and hybrids of agricultural and horticultural species through classical methods and genetic engineering; sustainable technologies in agriculture and horticulture; improving the integrated crop protection system; sustainable use of agricultural land; improvement, preservation, and restoration of degraded soil; prevention and control of pollution in agriculture; obtaining genetically modified plants, environmental impact assessment and ecological restoration; alternative energy resources; agricultural restructuring and sustainable rural development; financing systems in agriculture; the study of chemical compounds applicable to the food industry; food produce quality; food safety and security; food science research; domestic animals protection and welfare; animal disease prevention and control; techniques and technologies in animal breeding and amelioration by embryo transfer and genetic engineering; farming technologies improvement; improvement of production, harvesting, preservation, and forage crop optimization technologies; the optimization of animal feeding as a means of improving the quality of foods of animal origin.

Other priorities are the development of a strong scientific school in the area of rural development at the level of contemporary performance and the participation in highly relevant scientific projects, as well as in bringing original and effective contributions to the international circuit of values.

The Extension Unit within the BUASVMT has the mission to develop concepts and models of rural development, of private family farms and efficient model farms. The university will directly be involved to a greater extent in agricultural consultancy, while maintaining constant dialogue with farmers and economic agents from the agro alimentary system. It will also assume the task of training agricultural consultancy experts by setting up a master study programme in this field.

Young people from the west of Romania and from all over the country are trained at our university. Through the wide range of study programmes offered, and solving research topics of national interest, the university is an institution of national importance.

Undergraduates and PhD students from Bulgaria, Cyprus, Greece, Austria, Germany, France, Italy, Hungary, USA, Iran, Israel, Syria, Morocco, Serbia, Moldova are studying at the BUASVMT. We hope to attract larger numbers of foreign students in the future as a result of the modernization of the curricula and of applying the credit transfer system. (**Appendix**

11)

Furthermore, a large number of our university graduates are now professionals in 77 different countries. We are also developing numerous collaborations for educational and research purposes. These aspects allow us to believe that our university has started to gain international significance, which will develop in the following years.

The BUASVMT confers bachelor's degrees, master's degrees, doctoral degrees, certificates and post-graduate education diplomas for specialization courses, graduation diplomas for university courses organized for people with various qualification degrees in agriculture and adjacent areas; it also awards academic titles (instructor, assistant, lecturer – upon university Senate confirmation; associate professor and professor – upon the confirmation of the National Council for the Confirmation of Academic Titles, Degrees, and Certificates (Consiliul Național de Atestare a Titlurilor, Diplomelor și Certificatelor Universitare). The university confers the honorary titles of Doctor Honoris Causa, Professor Emeritus, honorary member of the Senate, Honorary Member of the Faculty Council, honorary professor, visiting professor and honorary graduate of the university.

Objectives

The BUASVMT will continue to provide a vibrant and stimulating intellectual environment on the level of the Romanian academic environment and the Danube-Kris-Mures-Tisza Euroregion (DKMT), generating new concepts and developing models for agricultural structures. The university works on developing concepts related to sustainable rural development aimed at the agro alimentary sector of the DKMT Euroregion.

Motivated by professional experience, national and international visibility, the willingness to support the university management reform, the need to adapt to the European education system and to improve the organization of academic performance, the BUASVMT sets the following **fundamental objectives** as its target for the period 2012 - 2016: (**Appendix 6**)

a. to orient the university towards competitiveness and proficiency in order to be integrated in the international circuit of scientific values and to achieve leadership level in higher education and agricultural scientific research in Romania and the DKMT Euroregion.

b. to increase research performance by developing the research framework and by attracting young professionals with superior competences.

c. to strengthen the offer of services, knowledge, and university extension; to stimulate technology transfer based on cooperation with the regional agribusiness sector, in accordance with the needs revealed by the Regional Innovation Strategy for the Western Romania Region. At the same time, given the location of the BUASVMT within the DKMT Euroregion, we aim at becoming, along with agricultural universities from Novi Sad and Szeged, a significant Euroregional member in education – research – consultancy on agro alimentary production and regional rural development.

d. to develop agro alimentary and veterinary medicine teaching in languages of international circulation.

An **important objective** of the BUASVMT, seen as the most important academic institution in the field of agriculture in western Romania, is its involvement in the socio-economic environment on a regional and national level. We aim to establish centres of excellence together with representatives of the economic and social environment, to launch specialization programmes for teachers, to provide complementary master programmes and flexible short-term professional training, so as to respond to economic and social requirements, and to organize academic programmes in partnership with major companies operating in Romania.

Teaching

In BUASVMT, there is a particular academic learning process, in accordance with the traditions and requirements of the European learning system, regulated by modern, competitive professional and educational standards. This process is focused on current didactic methods and requirements, respecting the academic independence, integrity and ethics, and is coordinated by nationally and internationally established members of the teaching staff. The didactic activity up to now, as well as the future activity, proves that our university can be seen as of national importance, mainly covering the western part of the

country. BUASVMT is an active participant in local, regional, national and European development, from a social, economic and cultural point of view. Our participation takes the shape of the educational act, of a dialogue with the society and the adaptation to its concrete needs.

Aware of its position and role within the national higher education system, and by correctly evaluating its competence and responsibilities towards community, by continually analyzing social requirements, BUASVMT chooses as its didactic mission achieving excellence in the fields of agriculture - agriproducts – animal husbandry - biotechnologies – veterinary medicine, and competitiveness, on national as well as international level.

Study programmes objectives include specific and opportunity elements according to the programme field and the labour market requirements, and are presented as foregoing study plans. However, not all curricula have been harmonised with European standards. The cognitive and professional relevance of the study programmes depends on the development of knowledge and technology in the field and on labour market requirements.

All graduate, postgraduate and doctoral programmes offered by BUASVMT respect the demands of the Bologna process, and the Romanian legislation, Study Programmes, by our discipline offer, which is continually updated and diversified according to the specific field scientific research and technological evolution. Study programmes are divided into study cycles (graduate-postgraduate-doctoral).

Students are involved in production practice activities, and some of them in scientific research projects. Also, students benefit from Erasmus mobility agreements with 18 European partner universities from the EU. What's more, final year students, as well as PhD students are included in research teams from various disciplines. Under the frame of the individual education plan, PhD students benefit from documentation and research management courses offered within the *POSDRU/6/1.5/S/21 Project, ID 6540, „Pilot Programme Supporting Scholarship PhD Student Researchers”*.

Research

Scientific research, development and innovation activities are a main interest of the teaching and research staff in our university and are performed in research and excellence institutes and centres, departments, groups or in research and academic extension units, approved by the University Senate.

The university is opened to European and international research, a fact reflected by the university research strategy, which is correlated the Research Strategy from Lisbon, 2007.

The university is an EFSA (European Food Safety Authority) member, it holds RENAR research laboratories, what allows us to participate in national and international contests for accessing new research projects.

We cooperate with a number of European and American universities and research institutes.

The university's research strategy and top priority research fields are harmonised with FP 7, COST programmes, and with programmes financed from EU structural funds (POSDRU, POR, POS). For instance, during 2006 – 2011, we initiated 337 national research topics, of which 108 in economical environment, 36 international research agreements, 171 ISI and 1,898 BDI papers published. (**Appendix 13**)

The university management, Administration Council and Senate members, consider the scientific research as a top priority mission, our purpose being that of *becoming a nationally and internally acknowledged excellence pillar supporting research initiatives of acquiring and developing know-how, answering the needs of the academic community and of the society*.

Starting from the current acknowledged situation with the wish to fulfil its mission under the best of circumstances, the university's conduct is shaped by the following **principles and objectives**:

- Improving research and resource management and increasing the international visibility of the scientific research;
- Starting towards a higher research quality by: enforcing a higher exigency, according to national and international standards; periodically inviting local and foreign

personalities as guest professors or researchers and involving them in educational and scientific activities of faculties and departments; initiating and supporting effective research programmes with local and foreign partners.

Buildings and Facilities

Patrimony

BUASVMT possesses infields and active fields on various locations and usage categories (**Appendix 22**) amounting to 24.869.514 m² in surface, of which 173.729 m² are localized at the university head quarters, where most of the activities are performed. The existing buildings were built between 1974 and 1983, the building housing the Faculty of Food Processing Technology and the Faculty of Agricultural Management was allowed usage in 2007, and the upper storey of the building housing the Faculty of Agriculture and the Faculty of Horticulture and Forestry in 2008. A remarkable fact is that all buildings were rehabilitated in the last years and that they offer optimum study teaching and research conditions. (**Appendix 22**)

The main buildings of BUASVMT are: the rectorate building with an underground floor, ground floor and a floor; the Faculty of Agriculture and the Faculty of Horticulture and Forestry building with an underground floor, ground floor, 5 floors and an upper storey; the Faculty of Animal Science and Biotechnology and the Faculty of Veterinary Medicine – 5 buildings, of which: one with ground floor and 5 floors, one with ground floor and 1 floor, 3 with ground floor; the Faculty of Food Processing Technology and the Faculty of Agricultural Management – one building with 4 bodies, of which: underground floor and ground floor, one with ground floor and 3 floors, one with ground floor and 4 floors, and one with ground floor and 1 floor. (**Appendix 22**)

Education spaces account for 12.688 m² in built on area and 30.055 m² building free area. Students can study in recently modernised rooms, hearing halls, laboratories, exercise and study rooms, veterinary clinic. BUASVMT ensures education and research rooms according to the current legislation and regulation. (**Appendix 22**)

At the time being, BUASVMT uses budget funds for: the Faculty of Horticulture and Forestry, 2 body building, hearing halls, exercise rooms, teaching staff offices, technical spaces, a venatorial museum on a 4.205 mp area; The Biology and Forestry Practice Centre at Brebu Nou, Caraș-Severin county, a building with laboratories, service spaces, teaching staff members accommodation spaces, student accommodation spaces, teaching staff member offices.

Human Resources

The current teaching staff of BUASVMT numbers up to **336** members, of which: **84** professors, **59** associate professors (professors + associate professors 42.55%), **99** assistant professors, **86** assistant lecturer and **8** junior teaching assistant to be, fulfilling all legal requirements for occupying their position. How they are represented in the faculties can be extracted from **Appendix 5**.

Of the total number of 542 teaching positions on university level, 61.99% (336) are covered and 38.01% (206) are vacant.

The 336 titular teaching staff members perform the specific processes and activities performed in BUASVMT. Their number is quite balanced regarding their gender, 167 men and 169 women respectively, and their age. (**Appendix 5**) The appendix shows that from the 336 total, 93 persons are under the age of 35.

Full time teachers per University represent **61.99%** form the total number of legal positions, **42.9%** of which are professors and associate professors. From the total number of full time teachers per university (336) 84.22% possess a PhD title (283).

The educational activity is organised according to the law, the ARACIS norms and performance indexes, so that the titular teachers do not exceed a teaching quota plus a supplementary quota, within the university or elsewhere, regardless the higher education institution they serve.

The teaching staff recruitment and promotion process is designed according to the new national legislation, as well as the Regulation regarding teaching positions. Lately, however, there have been legal restraints, which have hindered the recruitment of young

personnel for the teaching process.

All titular teachers from the university are also involved in research activities financed through international/national grants alongside with researchers. The human resource policy of BUASVMT encourages the development of highly qualified professionals, with the help of doctoral and post-doctoral programmes, as future fulltime researchers or university teachers.

Based on academic autonomy, BUASVMT implemented a constantly improving participative management model. The entire academic community is stimulated to get involved in the decision process, on various cooperation levels. The purpose for developing this general involvement is the creation of an organizational environment where the needs, aspirations and expectations of the academic society and the auxiliary personnel are manifested freely through commitment, based on mutual trust.

BUASVMT wishes to decentralize administrative, financial and academic management through decentralized structures, without losing centralized decision coordination.

Students

The student number was a constant one during the last years (**Appendix 4**) and the teacher number was kept in certain limits, allowing for a balance in insuring academic process quality and financial efficacy. At present, BUASVMT has **6.990** students registered in study programmes of all 6 faculties, full time, as well as distance learning (ID). Of these, **5.339** students come under cycle I - graduate, **1.242** students in postgraduate studies and **263** PhD students. The number of students on budget is **3.263**, and **3.727** are fee-paying students. There are **39** foreign students (29 graduate, 6 postgraduate and 4 PhD cycle students). The physical number evolution of graduate, postgraduate and PhD cycle students during the period 2007-2011 is shown in **Appendix 4**. For approximately 15 years, the University has been carrying out a policy of opening towards the European academic experience, supporting student and teaching staff exchange programmes with European universities, with significant benefits in education quality, study programme curricula harmonization on European level, modern teaching and evaluation methods etc.

Practice

The **practice activity** wishes to evaluate the applicability of the theoretical knowledge acquired by student during the theoretic education programme at BUASVMT. (**Appendix 15**)

The practice has been carried out in the university practice centres, as well as outside the university – by means of practice agreements closed with economic or research units active in fields relevant for our students' specialisation, in order to acquire practical skills and abilities. Yet, not every practice centre fulfils nowadays modern technology requirements.

Practice student total:

- 5.135 students in 2009 - of which: 5.040 in Romania, 95 abroad (USA, England, Hungary, Canada, Italy, Austria, Greece);
- 4.774 students in 2010 - of which: 4.732 in Romania, 42 abroad (USA, England, Hungary, Austria, France, Greece);
- 4.349 students in 2011 – of which: 4.308 in Romania, 41 abroad (USA, Canada, South Africa, Holland, Hungary, England, Greece, Austria, Italy, the Czech Republic).

Financial

BUASVMT is functioning as a higher education institution financed with state budget funds, with extra-budget income and other sources, in accordance with the law.

All **financial resources**, no matter their origin, are from the university's own income sources. Such income sources are sums budgeted by the Ministry of Education, Research, Youth and Sports, on agreement, for basic financing, complementary and supplementary financing, investment objective achieving, funds awarded on contest for institutional development.

University financing from public funds is based on an agreement signed by both Ministry of Education, Research, Youth and Sports and University, as follows:

- Institutional agreement for basic financing, student scholarship and social protection fund, institutional development fund, and investment objective fund.
- Complementary agreement for capital renovation financing, for equipment and

other investment expenditures, as well as accommodation and meal subsidies. Basic financing is multi-annual, for the entire study cycle.

Financing of the academic scientific research is in accordance with specific regulations in the field of science, innovation and technology transfer.

Student scholarship and social protection financing is achieved with sums budgeted by the Ministry of Education, Research, Youth and Sports according to the number of full time budgeted students and, depending on university possibilities, with extra-budget income sources.

BUASVMT activities were financed from the following sources: basic financing, complementary financing, the universities own income sources - higher education, scientific research activity, micro-production activities, student home and cafeteria, and external funds from project financing.

In 2011, BUASVMT received a budget of **21.192.076 lei** from the Ministry of Education, Research, Youth and Sports for basic financing. The sums already spent are show in **Appendix 17**.

Academic extension and international relations

The Counselling Centre is an association functioning alongside BUASVMT. At the present time, the Vocational Counselling and Labour Force Placement Centre - Extension Unit, undergoes three activity categories:

Vocational counselling of candidates wishing to study at the university. The activity consists in presenting our faculties' educational offer, a questionnaire for identifying one's professional aptitudes and interests and a form, support for future counselling activities. We believe that this activity is beneficial for both candidate and university. For the candidate, the vocational counselling can represent the premise of a good first choice. For the university counselling will result in abandon decrease and increase of the number of graduates employed in their field of study.

Placement of agribusiness specialized labour force is the second activity category. This activity refers to the unemployed student placement in companies compatible with their specialisation and acquired competencies as well as to *head hunting*. In both cases, graduates and companies in need of human capital development alike are introduced in the extension unit data bases.

Extension of academic research results is another important service delivered to the Romanian society. This service originates in the extension cooperative practice and from the conviction that the extension must be oriented towards a mission on the level of socio-agri-zootechnical issues of the society.

International Relations of BUASVMT include didactic activities, projects, grants and international scientific research agreements.

In its relations with other universities, BUASVMT signed 33 cooperation agreements with various EU universities and from other countries with academic tradition, of which 21 Erasmus agreements of *teaching staff mobility LLP/Erasmus (STA)* and *student mobility LLP/Erasmus (SMS)* and other 12 agreements of various bilateral cooperation in the academic field, in research and extension activity. (**Appendix 21**)

The university is an EFSA member, alongside with whom it has participated in various activities. There are cooperation with various universities and research institutes from European countries and from the USA.

The university is acknowledged on international level and holds a number of international awards, degrees, and medals (39 during 2006-2011) obtained at international salons for research, innovation and invention.

Our graduation degrees are in accordance with academic qualifications allowing the carrying out of professions from the European and international qualification list and from the national profession list (COR – classification of professions in Romania). The study programmes are revised periodically, each faculty appointing its own committee to monitor this process. The revision must reconcile the study programmes with the dynamics of the national and international academic qualification and labour market. A telling example in this respect is the Faculty of Veterinary Medicine, which has adapted its curricula to that of other EU faculties in the field, in order to acquire European certification.

Goal

The BUASVMT goal is to consolidate its position as a higher education and research institution on national level, but also to rank among advanced research institutes.

The BUASVMT main mission is to hold on to its acknowledgement as a major impact higher education institution in the field of agriculture on a national level and within the DKMT euroregion. This means to diversify all three education cycles according to the market requirements in all competence/excellence fields, a process which is now in progress.

4. GOVERNANCE AND ACTIVITIES

Teaching

Taking into account the estimations regarding the evolution of the national socio-economic context, as well as the specific educational offer of the institution, the human resources and the existing material base, BUASVMT tries to target the university towards competition and efficiency in order to find its place among the international scientific value circuit and to become a national leader in the field of higher education and agricultural scientific research, as well as offering educational services certified on an international level.

BUASVMT wishes to update its development strategy in accordance to the new social and economic realities. Also, we envision an increased role of quality in the student teaching-learning-evaluation process and scientific research, in teaching staff evaluation, an increase in personal responsibility and involvement in promoting academic excellence.

BUASVMT develops 22 BA study programmes and 26 MA programmes (**Appendix 8, 9**) in the fields of Engineering Sciences, Veterinary Medicine and Biology. The BA cycle lasts for four years, with a number of 240 transferable credits compatible with the European Credit Transfer and Accumulation System (ECTS), respectively six years for Veterinary Medicine (360 credits). The MA cycle lasts for 2 years, encompassing 120 transferable credits. PhD studies are organised in two Doctoral Schools, Vegetal and Animal Resource Engineering and Veterinary Medicine respectively, of 3, respectively 4 years of fulltime study, resulting in doctoral degrees in the fields of Agronomy, Horticulture, Animal Husbandry, Food Engineering, Veterinary Medicine. (**Appendix 12**)

Through our didactic activities (theoretical and practical), we mean to equip the students with the necessary knowledge, competencies and abilities in order for them to find an employment, develop their own business, continue their academic studies, participate in the process of permanent education.

Research

All activities regarding scientific research, technological development, educational innovation, counselling and technical services, and technology transfer are performed by teachers, research staff (postdoctoral scholarships) and PhD students. The university management wishes that, for the period of the current mandate, the coordination of these activities should be undertaken by the research vice-rectorate, lead by the vice-rector responsible for the scientific research, in cooperation with the research vice-deans of each faculty. The research vice-rector, under direct supervision of the rector, will manage research activities, including monitoring and evaluation, dissemination and capitalization of research results, major points in the university strategy.

Doctoral and post-doctoral studies which involve advanced research are coordinated by the University Doctoral Study Council and are strictly linked to research activities.

An initial analysis of resources, subjects, results and performance in publishing and conference participation, highlighted a certain polarization and dissemination in the excellence topics, competitiveness and visibility. During the last years, though, the reduction of the project application sessions, as well as the change of the eligibility criteria for project manager and team members, is reflected in an unsatisfactory number of big international research grants. An increase in scientific excellence, on coherence themes, is required, as well as a better usage of infrastructure and human resources.

In order to increase international visibility, the university management promotes publishing in rated and established publications, as well as the participation in international scientific events. One must bear in mind, though, that the specific of research activities in the field of agriculture is relevant on local and national level in first place. International

conferences are annually organised by the university, with the participation of personalities from partner universities, researchers, national and international professional bodies.

High quality library services of information-documentation lead to quick access to information, online data bases, book exchanges between libraries. By using national and international means of information provided by the internet, the library presents a great number of publications for all study programmes, a number continually increased by subscribing for scientific and educational publications. The Rector's management plan stipulates the establishment of a research fund for the young teachers and researchers.

Buildings and Facilities

The present management team established among its priorities the legal aspects of the University's heritage since all buildings and lands are not the assets of the University: some are only administered by the University, which makes access to projects difficult and hinders freedom of usage. BUASVMT encompasses the **Didactic Station Timișoara (SDT)**, with educational and student practice training purpose, possessing a total area of 2.817 ha, structured as follows: 2.498 ha arable, 80 ha pastures, 22 ha grass land, 183 ha orchards and 8 ha vineyard. Also, SDT has zootechnical farms in two locations, Timișoara and Calea Aradului km 6, which include spaces for: bovines, sheep, poultry, equines and rabbits. SDT also includes: technological halls for superintensive raise of sturgeons and perches in recirculating system, hall for raising meat chicken in the bio sector, a wine preparation sector, an agritourism sector and a sector for animal product processing. (**Appendix 22**)

The didactic base „Young naturalists” (STN), situated in Timișoara, has a 9,5 ha area, of which 2 ha arboretum, 1 ha ponds for cyprinidae cultivation, 6,5 ha for truck farming research, floriculture and tree culture; 2 green houses for superintensive vegetable and flower cultures, with an area of 1070 m² each; 8 green houses for young flower and tree plants, 3 teaching rooms and a multifunctional vegetable pavilion. Also, on the didactic base premises we are building a zoological garden, up to now we already have the animal enclosures and shelters standing.

The Voiteg Agricultural School, functioning as an academic extension and providing agricultural counselling, was built in 2007, at the BUASVMT initiative, with the support of the training centre Deula/Kirchheim U. Teck. Baden-Württemberg from Germany and of the Democratic Forum of the Banat Germans (www.scoalaagricola.eu). The school includes 6 building bodies (teaching rooms, accommodations, administrative quarter, cafeteria), 3 working halls with agricultural machines and equipment (700 m² / hall) and 24 ha infield of which 10 ha demonstrative lots.

The **University Veterinary Clinics** offer veterinary health services in the fields of: surgery, imaging, medical parasitology, toxicology, infectious diseases, obstetrics-gynaecology and andrology, morphopathologic necropsy-diagnosis and laboratory diagnosis. Also, the **Veterinary Hospital**, under optimal conditions, offers commitment possibility for large as well as small house animals. The University Veterinary Clinics function on the base of an internal regulation approved by the BUASVMT Senate (www.medicina.usab-tm.ro).

The five **student homes** making up 18.288 m², offers accommodation, accounting for 469 rooms, almost 1.650 places. The student homes have been rehabilitated thermally, the rooms were equipped with new furniture, laminate flooring and tiles, and the sanitary facilities were brought on high standards. Each room has free internet connection. Student homes have an internal function regulation. (**Appendix 17**)

The BUASVM Library (<http://biblio.usab-tm.ro>) started its activity in 1949, with a documentary fund of 2,670 books and 2 employees. In time, the documentary fund developed as a result of the book purchase policy, and through internal and external exchange, and donations. The Library has its own regulations.

The Library has three services: borrowing & circulation, domestic and foreign publications, and international exchange.

1. The Borrowing and Circulation Service works in 2 shifts and serves the teaching staff and the students.

2. The Domestic and Foreign Publications Service serves the teaching staff and the students with domestic and foreign publications from subscriptions. Foreign publications come from the United States, Germany, France, Russia, Hungary, the Czech Republic, etc.

The Library has a reading hall of 157 places, a room displaying international exchange publications and doctoral theses with 9 places, a room displaying domestic and foreign newspapers and magazines with 12 places, an Internet room with 8 places, a reference room with 8 places, a student-access room with 10 places, i.e. a total of 204 places. In addition, the Library also has a conference room (The Senate Hall) with 60 places.

The book fund of the Library counts **203,107 items**; the book and journal titles introduced in the Library databank since 1997 count **19,053 copies (Appendix 14)**.

The number of periodical titles is **3,865** including Romanian and foreign journals.

3. The International Exchange service ensures international publication exchanges.

The Library internal network consists of a database server, 8 terminals and 2 readers of the "Barcode" type. The Library also has 26 computers (13 for students' use, 8 for teaching staff's use and 5 for the librarians' use).

The Library's site allow free of charge access to over 20 international databases (<http://biblio.usab-tm.ro>).

The Agroprint Publishing House of the BUASVM operates according to the licence of the Ministry of Culture no. 4327, 4328/25.03.97 and it is represented by a Director and an Editorial counsellor. In 1997, **Agroprint** was assessed and accredited by the National Council for Scientific Research in Higher Education (CNCSIS), and recommended by the National Council of Attestation of Academic Titles, University Diplomas and Certificates (CNATDU) to be considered by the National Centre for Science and Scientometrics Policies in its strategic programmes.

In 2007 and 2009, **Agroprint** was re-assessed and re-accredited by the CNCSIS, and included in the Romanian Publishers' and Distributors' Catalogue of the Romanian Publishers' Association.

Agroprint participated in several book exhibitions and got positive feed-back from the visitors. **Agroprint** publishes the Scientific Papers of the 6 Faculties of the BUASVM and the journal "Agricultura Banatului" ('Banat's Agriculture'). The print shop is well equipped and it is continuously upgraded. It operates within the BUASVM Library. The print shop prints books, volumes of scientific papers, academic courses, student's books, and academic forms.

The BUASVM computer network consists of 92 PCs and of 9 IT laboratories to which all the students have access. Teaching and research calculus and IT programmes equipment meet the demands of the curricula. The equipment is interconnected within the university Intranet and connected to the Internet, and serves to distribute, in a controlled system, documents of interest for the academic community.

The compartment Image and Public Relations of the Department of IT of the BUASVM was established in 2012 to ensure free access to public interest information. The goal of the new communication strategy of the university was to develop and promote a coherent image of the university, to use communication channels adapted to all message categories and, last but not least, to have a closer and more transparent cooperation with the mass media. The Department has its own regulations.

The Extension and Vocational Counselling Unit, a partner of the BUASVM, was established with the goal to collaborate with member associations and partners to enhance delivery of reliable and unbiased applied agricultural research and extension. This unit is the result of assiduous field work of a young, enthusiastic team who understood that the main role of a specialist in agriculture, no matter the field of competence, is to meet people's demands.

Academic extension is, in most developed countries, one of the main activities of a university, no matter the type. In fact, in consolidated societies, the goal of a public university is to create and disseminate new knowledge for the benefit of society and aiming at developing it. Thus, due to extension, research results of a university get to be used by the society. The establishment of the Consultative Council from private business area in our University will substantially contribute to the improvement of the academic extension activity.

The BUASVM Restaurant measures 2,176 m² and has 500 places; the food served here is well known all over the city due to the good price: quality ratio. It was rehabilitated as a building and from the point of view of its equipments. It has its own regulations. (**Appendix 16**)

The Gymnasium and the Sports Grounds (lawn tennis court covered with artificial grass, lawn tennis court covered with cinders, handball ground covered with artificial grass, basketball ground covered with concrete) measure 3,314 m² and complete the modern university campus. (**Appendix 16**)

BUASVM has also invested in transportation means to ensure high quality teaching and practical activities.

There is also a **Students' Dispensary** consisting of a Physician's Practice and a Dentist's Practice. (**Appendix 16**)

Financial

Our Own Incomes

In 2011, BUASVM reached the total amount of **8,570,557 LEI** as own incomes that were used as mentioned in **Appendix 17**.

Complementary Funding

In 2011, BUASVM received, from the Ministry of Education, Research, Youth and Sports, as complementary funding, special destination allowances totalling **8,050,743 LEI**, that were distributed as shown in **Appendix 17**.

Financial evaluation of the teaching and training programmes in our faculties is an important part of this management. The funds from research programmes are spent in accordance with the budget of each project. The expense level from subsidies and contracts is voted annually by the University Senate and is used to support the projects.

Thus, in 2011, the amount of 2,310,000 LEI was destined to finance new investments: 1,730,000 LEI for the building of the Faculty of Horticulture and Forestry and 580,000 lei for the Practical Work centre of Brebu.

The amount of 1,200,000 LEI was allocated for capital repairs at the vegetable pavilion, for the finishing of the Young Naturalists' Station, for repairs at the Didactic Station, while the amount of 500,000 LEI was allocated for the rehabilitation of the teaching areas.

Part of the budget is used every year to finance new initiatives concerning topics of interest for the entire academic community, initiatives that are debated and validated by the University Senate.

Special budgetary allocations were used as shown in **Appendix 17**.

Auto-Funding Activities

In 2011, BUASVM produced its auto-funding from the following activities:

- Scientific research: **6,692,759 LEI**, amount used as shown in **Appendix 17**;
- Micro-production: **10,457,803 LEI**, amount used as shown in **Appendix 17**;
- Accommodation and restaurant fee: **2,022,591 LEI**, amount used as shown in

Appendix 17.

In 2011, the university cashed in **8,261,951 LEI** and made payments of **16,102,048 LEI**.

Public funding is done annually, based on the number of students to enrol and on quality criteria.

The share of the public budget is carefully planned: it aims at improving the quality of academic processes in accordance with standards and indicators defined by evaluation bodies such as CNFIS and CNCSIS.

The funds allocated for investments in infrastructure and modernisation are also partially covered from governmental funds. Academic funds are used to cover regular expenses (personnel costs, investments in infrastructure and modernisation works, utilities, etc.), as well as to finance strategic priorities. In 2011, the total budget of the BUASVM was **65,248,480 LEI**, of which:

- **21,192,076 LEI** for basic funding, i.e. **32%** of the total budget of the BUASVM;
- **6,692,759 LEI** from research and technological development, education and professional training, i.e. **10%** of the total budget of the BUASVM;
- **8,261,951 LEI** from non-reimbursable foreign funding, i.e. **13%** of the total budget of the BUASVM;
- **10,457,803 LEI** from micro-production, i.e. **16%** of the total budget of the BUASVM;
- **7,782,117 LEI** from academic fees, i.e. **12%** of the total budget of the BUASVM;

- **10,861,744 LEI** from other sources, i.e. **17%** of the total budget of the BUASVM.

Starting this year, BUASVM will give financial support for research grants for the young teachers from various priority fields established by the technological research and development department. Every year, in December, the Rector presents „Annual Evaluation of BUASVM Activity”, including all aspects related to the teaching and research activity of the University and going to the strategic evolutions, human resources, service supply, and financial results. The Report is validated by the Senate and is a starting point for further decision-making.

Because of public sub-funding, management decisions have been made aiming at increasing the share of funds from other sources.

The evolution of incomes during the period 2007-2011 in the BUASVM is shown in **Appendix 17**.

5. QUALITY EVALUATION PRACTICES

BUASVM aims at upgrading the structure and elements of the institution to meet the current trend in higher education (BSc, MSc, and PhD studies) quality promoted at national level within the European context through effective systems and methodologies of internal and external evaluation. It also aims at maintaining the SRAC and IQNet certification in accordance with SR ISO 9001:2008 and at ensuring continuous communication and cooperation with national and international bodies of evaluation of quality management systems (EUA, ARACIS, SRAC, and RENAR). BUASVM promotes the development of managerial competences of the academic community, including strategic or prospective planning competences: educational marketing and science communication, institutional self-evaluation, and international benchmarking.

BUASVM has created the structures, developed the policies and strategies that generate the institutional frame meant to ensure quality improvement aiming at strengthen quality culture and update quality standards. Quality culture is promoted and developed at all organisational levels.

BUASVM has its own quality management as stipulated in the *Quality Manual*, in procedures and regulations. (**Appendix 18**)

The main structure of the BUASVM habilitated in the field of quality is the *Commission for Quality Evaluation and Assurance* (CEAC) established through Senate decision. The Commission was established in accordance with legal regulations; it operates based on its own regulation, and its structure meets the legal stipulations concerning education quality. CEAC is subordinated to the Senate, and the Rector is responsible for the quality of education in BUASVM. The operative management of the CEAC is ensured by a coordinator appointed by the Rector. CEAC coordinates the Commissions for Quality Evaluation and Assurance of each of the 6 Faculties (CEAC-F). CEAC-Fs are led by a quality officer (RAC-Fs), and consist of departmental quality officers (RAC-Ds) and of study line quality officers (RAC-PSs). CEAC-Fs have responsibilities in the field of their study programmes.

BUASVM has its own internal audit practices concerning the main fields of academic activity to make sure its commitments are rigorously observed and benefiting from public transparency.

In 2009, we established, within the Department for Quality Assurance (DAC), a compartment of internal quality audit consisting of 30 auditors (**Appendix 19**), i.e. 4-5 representatives of each Faculty, 2 representatives of the two independent departments, and 3 DAC members.

Internal auditors have competences obtained through special courses organised by the Romanian Society for Quality Assurance, courses that introduced the requirements of the standards **SR EN ISO 9001:2008 – Quality management systems**, with details concerning the implementing of a quality management system education systems, according to **SR ISO IWA 2:2009 Quality management systems. Directions for the application of ISO 9001:2000 in the field of education. Requirements** and **SR EN ISO 19011:2003 - Guidelines for quality and/or environmental management systems**. The 12 teaching staffs have also been certified internal assessors for higher education quality assurance – ARACIS. (**Appendix 1**)

Internal audit of quality is done periodically in accordance with the *General procedure of internal audit code: USAMVBT PG 003*. Quality audit is done with the aim of checking the conformity of the activities (teaching-learning-evaluating, academic integrity, administration) and of their results with the stipulations established and to measure the efficacy of the Quality Management System implemented. Data obtained after the audit are used by the Rector in the *Management analysis, code: USAMVBT PG 005*, the starting point for the *Improvement programme, code: USAMVBT FPG- 005-01*.

Financial-accounting audit is ensured by the Internal Public Audit Compartment that operates on the ground of legal regulations and on own regulations.

Research results are subjected to a process of specific audit ensured by the Commission of internal evaluation of scientific research of the BUASVM operating within the Department for Scientific Research based on its own regulation, observing the requirements of the research project contracting authorities.

Between June 18 and 20, 2012, The Romanian Society for Quality Assurance audited the BUASVM in accordance with **SR EN ISO 9001:2008** and granted the certificate no. 7251/1 from 21.06.2009. (**Appendix 1**)

CEAC implements regulations and procedures specific to quality management at the level of organisational sub-divisions that are approved by the Senate. CEAC manages the teaching staff evaluation process and applies regulations concerning data collection and their statistic interpretation (questionnaires, statistic forms, observation charts, evaluation scales, etc.).

CEAC-U develops benchmarking activities following the model of other universities from Romania and abroad. The model of quality management system observed by the BUASVM is the European one, suggested by the main bodies that represent the European Area of Higher Education oriented towards excellence in the entire educational process.

There is, within the BUASVM, a Department for Quality Assurance (DAC) that operates based on its own regulation and that cooperates with CEAC-U in order to implement, plan, organise, and control the quality management system at the level of each organisational sub-division. DAC is a structure specialised in coordinating and applying the stipulations of the Quality Manual, of the ARACIS methodology and guides, of the procedures, criteria, standards, and performance indicators meant to assess quality in accordance with the quality strategy adopted by the Senate and with the quality management system implemented and certified.

There are well-established procedures concerning the initiation, approval, monitoring, and periodic evaluation of study programmes; these procedures consist of the initial approval at faculty level, then at the level of the BUASVM, following the steps stipulated by regulations, and of final approval. Regulations and monitoring are associated with periodic evaluations of the quality of each study programme and of the institution.

Initiating new study programmes is done at faculty level and relies on complex analyses of the internal and external environment of the BUASVM, in accordance with the *Regulation concerning the initiation, approval, monitoring and periodical evaluation of study programmes*. This is done in accordance with the List of academic fields approved annually by Government Decision (HG no. 749 from 24 June 2009). The study programmes subjected to authorisation or accreditation are accepted if they observe national or European regulations specific to the field and if they are compatible with other similar study programmes from Romania or abroad.

The request for provisional authorisation of a new study programme is approved by the Senate Council and validated by the Senate. External evaluation of study programmes relies on the internal audit (self-evaluation). The structure of the internal evaluation Report of study programmes corresponds to the quality requirements and indicators stipulated in the External evaluation methodology developed by ARACIS.

The monitoring of the study programmes is done systematically, in a planned way, and it supposes controlling the way in which we identify difficulties in due time and initiate corrective or preventive measures. Monitoring is done together with the teaching staff, with the department management, with the students, and with quality bodies.

Examining and grading student is done on the ground of well-established criteria and

of regulations and techniques that are rigorously applied. BUASVM has developed specific procedures to examine the students who are aware of them, according to regulations. These procedures are stipulated in the *Regulation concerning student examining and grading*. The kind of student examination in the case of each subject – written, oral, or combined examination – is stipulated in the curricula and in the *Subject chart, code: USAMVB – FPG-001-10*. The *Regulation concerning the students' professional activity* contains stipulations concerning students' evaluation, stipulations the students get to know ever since the beginning of the academic year. Upon examination, the course leader is assisted by at least one colleague teaching the same subject; they are controlled by the department directors.

The kind of evaluation of students' knowledge in each subject is chosen and mentioned by the course leader in the *Subject description*, in accordance with the form of evaluation stipulated in the curriculum.

The regulations concerning the evaluation are introduced to the students in detail, directly, at the beginning of the teaching activities. The final grade is mentioned in the ruler, after being calculated as stipulated in the *Subject description*.

At the end of a course, students are assessed according to the stipulations mentioned in *Regulation concerning the organisation of final examinations*.

At university level and depending on the profile of each faculty and study programme, designing the teaching-learning process is accompanied by transparent evaluation.

All the courses given at the BUASVM are designed to combine individual study and formative aspects. Evaluation at the BUASVM is a projection of teaching. In this context, all subjects are supported by a course support and, depending on the subject, by student's books or practical course books.

Examination and evaluation procedures focus on learning results and are communicated in due time to all students.

Teaching staff quality refers to specialty knowledge and scientific research potential, to the ability of transmitting knowledge to the students, to the teaching staff deontology, as well as to professional prestige and national and international recognition.

BUASVM has applied teaching staff evaluation systems since 1998 and, more systematically, since 2008, on the ground of procedures and forms approved by CEAC and by the BUASVM Senate.

The *Regulation concerning periodical evaluation of teaching staff quality* establishes the general frame and procedures for self-evaluation, colleagues' evaluation, students' evaluation, and department director's evaluation in accordance with the principles, methods, and procedures established at the level of BUASVM, coordinated by the Commission for Quality Evaluation and Assurance (CEAC).

The structures responsible for quality assurance at BUASVM (CEAC and DAC) apply the procedures for the establishment of a set of cornerstone professional levels through benchmarking, comparing our University with other similar universities from Romania and abroad with the aim of establishing the proper teaching staff: student ratio. (**Appendix 19, 10**)

Colleagues' evaluation is done in accordance with the principles, methods, and procedures established at the BUASVM; it aims at maintaining a friendly environment between the members of the academic community, the development of a proper working environment that allows implementing high efficiency strategies meant to solve current issues; it is coordinated by the Commission for Quality Evaluation and Assurance (CEAC). The specific principles, methods, procedures, and forms developed by the DAC, and approved by the CEAC and by the BUASVM Senate are stipulated in Chapter 3 of the *Regulation concerning the periodical evaluation of the teaching staff quality*.

The results presented in this Report, as well as the results presented in the *Self-evaluation form of teaching staff performances* and in other reports are synthesised in the annual CEAC report presented to the BUASVM Senate and posted on the BUASVM site (www.usab-tm.ro).

Assessing teaching staff by the students is a quality ensuring tool; it aims at improving the contents and teaching-learning-assessing methods of the subject of each study programme. It is an important component of proper opinion on the professional and

moral performance of each teaching staff and is based on a *Student's teaching staff evaluation questionnaire*. The evaluation process ensures the confidentiality of student's questionnaires. Each teaching staff is assessed one a year, in one or two assessing sessions, taking into account one of the basic subjects of the tenure teaching load. The person in charge with faculty quality assurance (RAC-F) develops the *Calendar of the student's teaching staff evaluation session*; evaluations are sent, after completion, to the Department for Quality Assurance (DAC) at least 2 weeks before the beginning of the evaluation session.

The data obtained following the evaluation will be processed by the Quality assurance analysts in all departments (RAC-D), by calculating the mean corresponding to every evaluation criterion found in the *Teacher evaluation report by the student*. The overall results of this evaluation of the teaching staff by the students are presented annually to the Staff Council by the Quality assurance analyst in every faculty/department independently, followed by proposals for improvement. Every year, BUASVM's CEAC coordinator informs the Senate on the overall results of the evaluation of the teaching staff by the students and the proposals for improvement made by faculties/departments independently. The overall results of this evaluation are processed statistically and are included in the annual CEAC report, published also on BUASVM website.

Yearly, every member of the teaching staff - irrespective of their position in the department, faculty, or university – performs self-evaluation and is evaluated by the Head of the department. BUASVM management evaluates the activity of the teaching staff based on specific procedures and forms, developed by DAC, approved by CEAC and BUASVM Senate.

BUASVM has forms for annual evaluation of every member of the teaching staff and a classification system for performance in teaching, research and services rendered for the benefit of the institution and the community. The evaluation is based on the yearly evaluation of every member of the teaching staff, performed by filling in the *Self Evaluation form for teaching staff members*.

Yearly, every teaching staff member is evaluated by the Head of the department, who fills in the Evaluation form for a teaching staff member by the Head of the department, based on the following elements: *Self-evaluation form for teaching staff members*; *Peer evaluation report*, *Teacher evaluation report by the students*, and their own opinions on the way that particular teaching staff member has met their job description requirements.

The self-evaluation form is used for the annual grading of teaching staff members used for promotions and for obtaining awards and other bonuses. The final results of the evaluation of teaching staff members are processed statistically and included in the annual CEAC report which is published on BUASVM website.

Teaching

Initiation of new study programmes is made based on complex analyses of the external and internal environment of the university. Analysis of the external environment refers to an evaluation of the general context and the potential market for the university. Its aim is to identify the need for the training and educational services provided by the university, as compared to those provided by other universities from Romania and from abroad. In addition, this analysis takes into account the recommendations and regulations specific for this field, developed by national or European institutions.

Analysis of self-assessment forms for the study programs in the university indicates that a significant number of the graduates of this university are employed in accordance to their qualifications, in maximum two years after graduation, being involved in decision-making processes both in the public and private sectors, regionally and nationally. Many of them work abroad, in companies, research and development institutes or universities.

It is worth noting that BUASVM stimulates excellence in the academic field, and for this purpose we have a program for The Excellence Awards for teaching.

Research

In 2008, our university obtained *accreditation as an institution of research and development*, component of the research and development system of national interest, in accordance with G.O. No. 551/2007, by A.N.C.S. decision No. 9673/17.06.2008. (**Appendix**

1)

Our strategy for scientific research has been developed in the context of new perspectives available for our country through joining the European Union, through the National Strategy for Research, Development and Innovation for 2007-2013, the National Plan for Development 2007-2013, the European Commission documents centred on the European Research Area - ERA, as well as through the opportunities of participating in national and international programmes for financing research.

The value of many members of the teaching staff in our university is acknowledged in our country and abroad, due to their membership in scientific and professional organizations, their quality of members of the Romanian Academy, of Academies of applied sciences (Gheorghe Ionescu-Sisesti Academy of Agricultural Sciences and Forestry), specialized councils and boards in Romania (National Council of Scientific Research in Higher Education - CNCSIS, National Authority for Scientific Research - ANCS), evaluators for national and international projects, members of the editorial board of prestigious publications in Romania and abroad.

The scientific research in our university has been honoured by a number of awards from the Romanian Academy and CNCSIS, by diplomas and medals at National and International Exhibitions for Research, Innovations and Inventions, by Excellence awards, etc. However, we need to work on improving the international visibility of the results of our research.

For alignment with EU requirements and standards, the laboratories belonging to the Platform passed through the process of sanitary-veterinary evaluation and authorization, as follows: Laboratory for food and animal feed microbiology (with specializations: Microbiology of animal products and by-products, Microbiology of non-animal products, Microbiology of animal feed and water); Laboratory for physical and chemical analyses of food and animal feed (with specializations: Physical and chemical analyses of animal products and by-products, Physical and chemical analyses of non-animal products, Physical and chemical analyses of animal feed); Laboratory for residue control (with specializations: Residue control of live animals, Residue control of animal products, Residue control of water and animal feed, Residue control of non-animal products).

6. STRATEGIC MANAGEMENT AND CAPACITY FOR CHANGE

According with the Operational Plan (**Appendix 20**) BUASVMT aims at improving its curricula and its study programs and aligning them with the curricula and study programs of other universities in BUASM consortium and of some prestigious European universities. The data in the syllabuses are permanently updated and connected to the realities in the west of Romania, being for the most part harmonized with the syllabuses in other universities of the same specialization. BUASVMT supports the internationalization of the educational offer and harmonization of the course content, and for this its teaching staff attend, through ERASMUS programs, courses held by personalities in the field.

BUASVMT intends to set up new master programs in partnership with other universities from Romania and from abroad, or public-private partnerships based on joint curricula, providing joint degrees for graduates. In addition, BUASVMT aims at consolidating the ECTS system that has become generalized in Europe after Bologna. In this way, we grant access to students from EU member countries to study at BUASVMT and the other way around. (**Appendix 11**)

By accepting the Bologna Process, BUASVMT intends to implement student-centred teaching on a large scale. All teaching activities in our university are developed on the premise that the student is a partner for the teacher, and all teaching staff members centre their teaching methods and environments on the student. Our training techniques focus on the formative and creative side, stimulating students' capacity to seize the complexity of processes and phenomena, to anticipate effects, to find efficient and ecological solutions in relation to the type of activity, etc. In this context, we have in mind an integrated approach, for reaching a balance between the process of teaching, practical training, advanced research and services for society. Teaching in internationally spoken languages is another characteristic adopted by our university in view of adapting to European requirements

(Veterinary Medicine taught in English).

BUASVMT gives great importance to master's studies and doctoral studies. We will enlarge the current system of professional formation by developing the education system for lifelong learning and distance learning.

BUASVMT intends to modernize the means of dissemination of knowledge by using e-platforms, new and modern electronic instruments for teaching purposes (online courses, online tests). The website of our university is constantly improved to offer not only the latest information but also new possibilities for student-student and student-teacher interaction, new means of reaching information, through publications, PhD thesis, national and international symposia.

The University Library is in continuous development, from an important book collection, to online databases. Development of the existent eLearning platform is also a target, used not only for the Bachelor's degree and Distance learning but also for fast dissemination of knowledge to other universities from Romania and abroad. The site of the library allows free access to over 20 international databases. (<http://biblio.usab-tm.ro>).

Other goals of our University refer to: integration in the educational process of personalities of the professional, scientific and cultural life in Romania and abroad; increasing the number of sources for financing our educational programs, professional training programs, research, consultancy and specialized assistance; development and implementation of a public relation strategy defined by coherence, transparency, credibility and proactivity; development of our relations with the Romanian universities in the same field, in order to stimulate our modernization and the mobility of members of the teaching staff, of researchers and students.

Taking into account the current situation, strategically, BUASVMT is committed to several objectives oriented on more directions. (**Appendix 6**)

We are continually improving the curricula for all specializations and we use the credit transfer system. The new curricula stipulates a reduction in the teaching hours to a maximum of 26 hours a week, except for the Faculty of Veterinary Medicine, where the number of hours a week will have to increase to 33, in accordance with Law 1/2011.

By collaborating with universities in western European countries, such as the Agricultural University in Uppsala - Sweden, Vienna University, Budapest University, Agricultural University in Wageningen - The Netherlands, Agricultural University in Rennes - France, Agricultural University in Hohenheim - Germany etc. we will continue to improve and enrich our curricula.

By increasing the number of specializations and the interest of potential candidates for current specializations, we will maintain or even increase the number of our students.

Research

The activities aimed to achieve the mission and objectives planned in the domain of scientific research are carried out in accordance with the Institutional Strategic Plan for the period 2012 – 2016. (**Appendix 6**)

The goal of BUASVMT is to consolidate its position of an institution of higher learning and research in Romania, and at the same time to accede to the position of an institution of advanced research.

The main mission of BUASVMT is to maintain its recognition as an institution with major impact in the academic environment of the agricultural domain, both in the country and in DKMT Euroregion. This involves development of cycle 3 in all domains of competence/excellence, process which is ongoing.

In order to reflect our performance in capitalization of infrastructure and human resources in research activities, the strategic plan of the university stipulates another objective, namely improvement of the activity of the Institute for Sustainable Agriculture and Food Safety. The institute, which is located on the main campus, will include excellence laboratories, research centres, Platform for formation and interdisciplinary research, which support our efforts to attain European standards.

Completion of our POSCCE project: *Developing the infrastructure for research, education and services in the fields of veterinary medicine and innovative technologies* is of major importance for the university. This project, worth €12.5 million, will end in

commissioning 30 new laboratories.

IT, library resources and multimedia infrastructure are vital instruments for any teaching and research activity. Currently, this infrastructure in the university satisfies the needs, but, taking into account the dynamics in these fields, the university will continue to update these resources and to train the technical staff accordingly.

Both scientific research and teaching require vocation and calling, which can be verified and validated only in an academic environment, in an atmosphere that stimulates study, research and achievement. *The greatest universities have always been first and foremost great schools of academic research.* Otherwise, they are not universities but teaching institutes.

Universities live in time and over time through great professors - researchers, creators of scientific schools. It is in these schools that great personalities which make up the elite of a country have been formed, through complex scientific activities

With an eye to the future, we see the necessity of organizing our research activities in scientific research institutes, centres of excellence and laboratories within the university.

The new research programs, of the type PNCDI 2 or FP 7, can be accessed only by large teams of researchers organized in centres or research institutes that are recognized in their field, capable of coordinating and solving certain priority topics and a certain group of partners from Romania and from abroad.

The material and human resources

Achievement of a material base to support reaching our objectives in the academic, research and social fields is mandatory, but difficult. (**Appendix 6**)

The university objectives can only be reached with the help of professionals who are extremely well prepared in their field of expertise. In its turn, the university has the obligation to acknowledge their value and to reward them for their performance. The quality of the human resource is of utmost importance for the future of our university.

Financial

In addition to the **core financing** provided by the Ministry of Education, Research, Youth and Sports, the university will have to get significant **additional income** by increasing its academic performance, diversifying its activities and exploiting its material and human resources efficiently. During crisis, the financial resources will be streamed especially towards improving the salaries, within legal limits, and towards giving financial stimulants for those with great results. Secondly, the money will be given for finalizing profitable investments. (**Appendix 6**)

University Extension

BUASVMT, as an entity, as well as its faculties, departments and disciplines, must be dynamic systems in regards to the university extension, both in the technological, managerial and financial activity, and in the direction of competitive and sustainable rural development.

To increase its prestige, the university has to open towards the economic environment. For this purpose, we will create a **Consultative Council from private business area** composed of well-known producers, entrepreneurs, managers. Twice a year, they will have common meetings with the Senate and the Administrative Board to develop a common strategy for improving the level of student training and preparing the students for production. In addition, the Advisory Board will be invited to BUASVMT Awards Gala and to other BUASVMT events. (**Appendix 6**)

International relations

In addition to intensifying our collaboration with the other agricultural universities in the country in what teaching and research activities are concerned, we will focus on international collaboration. The Department of International relations will receive financial support for signing collaboration contracts and protocols that will be put into practice by the members of the staff.

SWOT ANALYSIS

STRONG POINTS

1. Favourable geographical position (fertile lands and a large number of animals) for the development of agricultural and veterinarian higher education;

2. BUASVMT Timisoara has applied an internal system for quality assurance in education and research based on transparency, our institution being ARACIS accredited and certified ISO 9001(SRAC , IQNet)
3. Implementation of the credit transfer system has made it possible for us to be compatible with other national and European educational systems. Part of the study programs are classified by the Ministry of Education, Research, Youth and Sports in A class;
4. The University provides a large number of study programs in fields such as agriculture, forestry, horticulture, agricultural management, agricultural food processing, animal science and veterinary medicine;
5. The University provides all three education cycles (bachelor's degree, master's degree, PhD), offering students the possibility to study either full-time or part-time. For some study programs, distance learning is also an option;
6. For obtaining the bachelor's degree, the University provides a study program in English (The Faculty of Veterinary Medicine);
7. Competitive, highly professional teaching staff, devoted to education and research;
8. Collaborators and visiting professors held in high esteem in national and international professional circles;
9. Modern classrooms and laboratories and the existence of financing programs that will ensure their continuous modernization into the future;
10. Leading scientific research reflected in the large number of contracts/grants, scientific papers published in prestigious journals, investments in research infrastructure;
11. Involvement of young researchers, PhD students and post-doctoral students in contractual research;
12. The journals published within the University appear in national and international classifications;
13. Initiation of internal competitions for young researchers, for accessing some contracts financed from University funds and from sponsorships;
14. The existence of conditions for internationalizing the educational system, fact proven by the increasing number of foreign students and of those who choose the study program taught in English;
15. Tradition in performing production practice in locations within the university, but also internships in top institutions in our country and abroad;
16. The existence of international mobility programs (Erasmus, Socrates) for students and members of the teaching staff;
17. Good relations with many prestigious universities in Europe and the USA;
18. Very good material base for education and research, with prospects for modernization and development;
19. All students have access to the library, the Internet, databases, accommodation, cafeteria, sports grounds, etc.
20. The existence of a counselling centre and university extension;

WEAK POINTS

1. Small number of young members of the teaching staff, because of the national restrictions in regards to hiring;
2. Not all members of the teaching staff are fluent in a foreign language;
3. Small number of ISI research papers as compared to the number of the teaching staff;
4. Some curricula are not harmonized with European standards;
5. Small number of full-time researchers; small number of inventions and innovations; small number of programs for interdisciplinary and transdisciplinary research; small number of undergraduate and graduate students involved in contractual research; lack of experience in starting international scientific research programs;
6. Not all practice centres meet the current requirements regarding agricultural technologies and animal husbandry technologies;

7. Low technological transfer of research results;
8. Deficiencies in the activity of the administrative service.

OPPORTUNITIES

1. Through its study programs and future research projects, BUASVMT can strengthen its position as regional leader;
2. Achieving leadership in the west of Romania in the study fields it provides, as well as in research, being integrated in DKMT Euroregion, which is a mainly agricultural region;
3. **Euro 2020 Strategy** offers real prerequisites for increasing the number of international contracts;
4. Consulting entrepreneurial boards for improving our study programs and adapting our production practice to market requests;
5. Completion of some investments that will create optimal conditions for education and research: the building for the Faculty of Horticulture and Forestry; the research and education spaces in the Institute for Veterinary Medicine; The practice centre at Brebu Nou;
6. Launching new study programs (bachelor's degree, master's degree) taught in English and French;
7. Taking advantage of the opportunities for mobility and research ensured by ERASMUS, FP7 PEOPLE, ORIZONT 2020, MARIE CURIE etc.
8. Increasing the number of collaborations and partnerships with the business sector;
9. Developing E-learning and Lifelong Learning programs;
10. Developing unconventional energetic systems;
11. Supplementing the income of our university through microproduction activities;
12. Developing pilot farms as poles of competitiveness;
13. Starting and developing new relations with universities from around the world;
14. Accessing new funds via European programs for institutional research and development.

RISKS

1. Constant reduction of the budget destined for education and research, which forces the management of our university to find opportunities for increasing its funds through projects for education and development, education fee, microproduction, counselling services, etc.
2. Fierce competition on the market of academic education providers;
3. Important national legislation given by the Government in the field of education and research does not stimulate the recruitment of new teaching staff members and researchers;
4. Low financial motivation of the teaching staff, brought about by new regulations regarding the salaries, that reduce or even remove established forms of stimulation (merit salaries, quarterly and annual premiums, salary increments, etc.);
5. Lack of interest by the business sector for contractual research;
6. Transforming the university extension into a consultancy centre;
7. Drastic reduction of resources for research programs in Romania;
8. The demographic decline in Romania, which has a negative impact on possibilities for student recruitment; moreover, the economical crisis reduced the financial possibilities of the population, with negative implications on the access to education;
9. The current economic and social context reduces labour market absorption of graduates;
10. An increase in the number of students who leave school after the first years of study.

CONCLUSIONS

In its 67 years of existence, BUASVMT developed as a strong institution of higher education at national level, which will allow it to become, in the future, a leader in agro-

alimentary higher education and research in the Euro-region.

As a result of changes after 1990, and particularly after Romania accession to the EU, our University has continuously adapted its strategy of development based on the Bologna and Lisbon Processes; at present, increasing quality and efficiency of academic and research processes has become an ongoing activity for the teaching staff of our University aimed at gaining national and international recognition.

The institutional strategic programme, reviewed every four years, clearly mentions, for the period 2012-2016, the mission and objectives stipulated in both education and research.

Based on academic autonomy, we encourage participative management so that the entire academic community involves in the decision-making process at different levels (education-research, administrative, departmental, faculty, and University).

In our University, we developed the necessary structures to ensure a continuous improvement of activities quality (according to the ISO 9001:2008 certification).

Material heritage, facilities, and educational offer – graduation, master, and doctorate – are our strong points in the process of recruiting undergraduates from high schools.

Though many of our teaching staffs are well-known nationally and internationally in fields such as sustainable agriculture, food safety, or veterinary medicine, the management of our University consider we need to improve research management. Higher exigencies lead to the increase of international visibility in scientific research. Therefore, our management promotes the publication in high-ranked journals but does not ignore the fact that research in the field of agriculture is relevant primarily locally and nationally.

Academic extension is one of our weak points; therefore, our management aims at developing it properly in the future. The newly-established Consultative Council of the agro-alimentary economic environment aims at enhancing technological transfer of research results from our researchers to the socio-economic environment.

The management of our University takes into account the entire present context – European economy, national legislative changes, fluctuation of graduates absorption by the labour market; hence, the adaptation of the strategic plan 2012-2016 to the new context. The goal is to minimise negative effects through flexible management and coherent strategy.

As a result of Self Evaluation of the present state and performances, we could identify our strong points, weak points, opportunities, and risks; from this perspective, external EUA evaluation is seen as a necessary step in reaching out goals, in increasing international visibility in education and research, and in becoming an advanced academic and research institution.

Rector,
Professor **Paul PÎRĂAN**