



Ministry of National Education
„ION IONESCU DE LA BRAD” UNIVERSITY
OF AGRICULTURAL SCIENCES AND VETERINARY MEDICINE OF IAȘI
“University of Applied Life Sciences and Environment”



European University Association evaluation February 2019



INSTITUTIONAL SELF-EVALUATION REPORT

Iași, January 2019



TABLE OF CONTENTS

1. INTRODUCTION	3
2. INSTITUTIONAL CONTEXT	3
2.1. Brief historical presentation	3
2.2. Legal status and autonomy	4
2.3. Geographical position and location	4
2.4. The situation of the regional and national labour market	4
2.5. Students, structure, staff	5
3. REGULATIONS AND VALUES, MISSION AND OBJECTIVES	5
3.1 Management	5
3.2. Academic profile	7
3.3. Academic related activities in relation to the socio-economic environment	9
3.4. Funding	9
3.5 The position of the university at local, regional, national and international level	10
3.6. Institutional strategic options	11
4. MANAGEMENT AND ACTIVITIES	11
4.1. Management	11
4.2. Educational activities and policies	12
4.3. Student representation	14
4.4. Human resources	14
4.5. Inter-institutional cooperation	15
4.6. Student support services	16
4.7. Funding	16
5. QUALITY EVALUATION PRACTICES	17
5.1. Evaluation policies and strategies	17
5.2. Methods of implementing evaluation policies	17
6. STRATEGIC MANAGEMENT AND CAPACITY OF CHANGE	19
6.1. Strategic management policies	19
6.2. Implementation of strategic management policies	19
7. CONCLUSIONS	20
7.1. Strong points	20
7.2. Weak points	20
7.3. Opportunities	22
7.4. Threats	22
7.5. Action plan	23
List of abbreviations	24



1. INTRODUCTION

The EUA's institutional assessment of USAMV is carried out in the context of the reforms taking place in the Romanian and European education systems, respectively in accordance with the Bologna Process and the National Education Law no. 1/2011, and other national and European regulations regarding the higher education modernization.

To ensure consistency in the self-assessment activity, the Management Board gathered on 31.07.2018 set up a working group made up of members from all faculties that would coordinate the whole process and draft a report in accordance with the IEP guidelines.

The team set up by the Management Board has the following composition:

- PhD, Prof. Liviu-Dan MIRON – Vice-rector responsible with the scientific research activity, innovation, technological development and international relations, Team Coordinator (lmiron@uaiasi.ro)
- PhD, Assoc. Prof. Răzvan-Mihail RADU-RUSU – Director of BRI, Responsible for the report (radurazvan@uaiasi.ro)
- PhD, Assoc. Prof. Florin-Daniel LIPȘA – Vice-Dean, Faculty of Agriculture, team member (flipsa@uaiasi.ro)
- PhD, Assoc. Prof. Elena-Liliana CHELARIU – Vice-Dean, Faculty of Horticulture, team member (julia@uaiasi.ro)
- PhD, Prof. Constantin PASCAL – Vice-Dean, Faculty of Animal Sciences, team member (pascalc@uaiasi.ro)
- PhD, Prof. Gheorghe SOLCAN – Vice-Dean, Faculty of Veterinary Medicine, team member (gsolcan@uaiasi.ro)
- Larisa-Elena Hîncu, BRI Secretary, team secretary (larisa.hincu@uaiasi.ro), contact person.

We believe that the working group is able to assess the strengths, weaknesses, opportunities and threats of each faculty so that after their analysis they can propose to the university management the most suitable solutions for a future development strategy. The self-assessment report elaborated contains data collected in collaboration and with the support of all the structures of the university, faculties, academic departments, secretariats and administrative services. The data analysis was done by the self-evaluation team by organizing consultation meetings on different themes at the level of departments, faculties and administrative structures.

The self-evaluation team's activity was presented on a permanent basis in all the Management Board meetings as well as in all University Senate meetings. The administrative management provided the organizational framework for the team to receive the necessary support in the data acquisition and analysis stages.

2. INSTITUTIONAL CONTEXT

2.1. Brief historical presentation

The [beginnings of the USAMV](#) are represented by the establishment of the Section of Agricultural Sciences at the Faculty of Sciences of the University of Iași in 1912. In 1948 the Agronomic Institute of Iași was established with the Faculty of Agrotechnics. Starting with 1951, the Agronomic Institute of Iași has diversified its educational offer by establishing two new faculties, namely the Faculty of Horticulture and the Faculty of Animal Sciences. In 1961, the Faculty of Veterinary Medicine was established.



The evaluation activity for accreditation carried out by ARACIS was done for each of the existing faculties, as well as for the study programs that were subsequently established at each faculty. After the evaluation, ARACIS awarded the university the rating of a high degree of confidence (the highest qualification that can be awarded to a university in Romania) and issued the [Certificate no. 157/2018 of 27.09.2018](#).

In 2007, USAMV has decided to improve its internal management system in line with international standards. Thus, in 2008, the introduction of the requirements of the standard EN ISO 9001: 2008 regarding the administrative, patrimonial, financial, accounting, human resources, social, and secretariat services needed to support the educational and scientific process of the University was certified by TUV Austria CERT [and recertified in 2017, in accordance with EN ISO 9001: 2015](#).

Currently, the university has 16 Bachelor specializations (according to the Official Gazette no.8786/13.09.2018) out of which four are also in the form of distance learning (ID), 23 Master specializations (according to the Official Gazette no.782/12.09.2018), 32 PhD specializations and a pedagogical training department (DPPD).

We believe that the current EUA evaluation will be essential for the university's future strategy towards its objective of being an advanced research and education university.

2.2. Legal status and autonomy

USAMV is a public higher education institution, registered in the Romanian National System of Higher Education. The University is organized in four faculties as follows: Faculty of Agriculture, Faculty of Horticulture, Faculty of Animal Sciences, Faculty of Veterinary Medicine. According to the principle of academic autonomy, each faculty has departments, in order to effectively solve all the didactic and research issues that may occur during the academic year.

2.3. Geographical position and location

USAMV is located in the city of Iasi, in the North-Eastern part of Romania.

USAMV's main campus is located on Copou Hill, in the Northern part of the city, on a surface of 20 ha. Within the campus, in the main building, there are the Faculties of Agriculture and Horticulture, and in the second building, the Faculty of Animal Sciences and Veterinary Medicine. A new building was inaugurated in the autumn of 2018 and within its premises are functioning the Food Engineering specializations.

For accommodating students, the university has five dormitories with a total of 1800 places. Since the current accommodation capacity partially meets the students' needs, there is a 6th dormitory building with 300 places under construction.

For practical training, the institution has a Didactic Station with three production and research farms, namely: Ezăreni Farm with a surface of 122 ha, for the practical training of Agriculture students; Adamachi Farm, with a surface of 49 ha, for the practical training of Horticulture and Agriculture students and Rediu Farm with a surface of 58 ha for the practical training of Animal Sciences and Veterinary Medicine students. Also, the university has three practical training centres, one in Plaiul Șarului (66 places capacity) and in Frasin, both in Suceava county, for the Animal Sciences, Veterinary Medicine and Agriculture students, one in Făcăeni, Ialomița county (60 places capacity), for Agriculture students.

The land owned by the university, of a total surface of 11,571 ha, contributes to the practical training of students and making additional revenue.

USAMV students come from all counties of Moldavia, mainly from Iași, Botoșani, Vaslui, Bacău and Neamț counties.

2.4. The situation of the regional and national labour market

Over the last decade, the role of agriculture in the Romanian and European economy has been better outlined through the common agrarian policy. Currently, there is a change in the mentality of those working in agriculture, in the sense that it has been understood that a developed agriculture can only be carried out by specialists. Our graduates have the opportunity to find jobs both in the specialization in which they trained as well as in related specializations.



Starting from the 2015-2016 academic year, USAMV has developed opportunities for the insertion into the labour market of graduates and for stimulating entrepreneurship, supporting student entrepreneurship initiatives from all specializations and receiving grants from European funds for student entrepreneurs in the 2014-2020 financial period.

The activities targeting graduates are coordinated through the [CCOC](#). Among the activities with a great impact on graduates, we mention: debates organized with employers-professors-final-year students, the signing of collaboration protocols with institutions holding information about the socio-professional status of graduates in order to be able to follow their professional trajectory (WORK-INSERT), meetings with former graduates, trainings and thematic sessions on labour market integration, meetings with employers (Premium Porc, Smithfield Ferme, Syngenta, Eville & Jones etc.).

2.5. Students, structure, staff

UASMV has implemented the Bologna system starting with the 2005-2006 academic year and therefore operates based on three cycles of study, namely:

Ist Cycle - [Bachelor - 16 specializations](#) with 180/240/360 credits (3/4/6 years).

IInd Cycle - [Master - 23 programs of study](#) with 120 credits (2 years).

IIIrd Cycle - [PhD - 5 domains of study with 32 specializations](#) out of which 24 of 3 years and 8 of 4 years

Doctoral and postdoctoral studies are carried out within two doctoral schools: one of Engineering Sciences for the domains of Agronomy, Engineering and Management in Agriculture and Rural Development, Horticulture and Animal Sciences and a doctoral school of Veterinary Medicine.

The master, doctoral and postdoctoral studies are carried out in the university's own research centres, operating within faculties, and in research laboratories ([link 1](#), [link 2](#)).

The structure of the university is organized in a manner that ensures the conduct of undergraduate studies (BSc), master studies (MSc), doctoral studies (PhD) and postgraduate studies. Regarding the university's infrastructure, it is under a continuous process of modernization and renewal. In the past 5 years, laboratories have been equipped according to the current technology requirements, the buildings have been modernized, and a new building was built, for the Food Engineering specializations.

Regarding the number of students, the situation for the 2018-2019 academic year is as follows: Bachelor, full-time – 2803; Bachelor, distance learning - 407; Master – 821; PhD – 188 ([Appendix 1](#)).

Regarding the number of personnel at USAMV for the 2018-2019 academic year, the total is of 499, out of which 184 academic staff, and 315 auxiliary teaching staff and administrative staff.

The academic staff consists of 41 professors, 35 associate professors, 64 lecturers and 44 assistants. Out of the total of 320 job positions, 187 are occupied and 133 are vacant, the degree of position occupation being of 60% ([Appendix 2](#)).

3. REGULATIONS AND VALUES, MISSION AND OBJECTIVES

3.1 Management

USAMV is an open, state-owned, autonomous institution with legal personality, consolidated in its 107 years of existence as a European entity of the Romanian education system, being under constant development and modernization, operating in accordance with the provisions of the Constitution of Romania, the legislation in the field of education and [the University Charter](#).

USAMV's vision is to be a national leader in education and scientific research in the fields of plant and animal resources engineering, food engineering, engineering and management in agriculture and rural development, environmental engineering and veterinary medicine, and to be among the prestigious European universities of the same domain.

The mission undertaken by USAMV focuses on the scientific research and excellence in



education through successful programs of study at all cycles of study, in order to meet the requirements of an ever-growing society. USAMV aims to generate knowledge through research, development, innovation and technological transfer, to offer high-level professional training, and to attract in the academic activity the best specialists and young people with a high potential for professional and scientific training.

USAMV fully uses the concept of academic autonomy and, according to the provisions of the National Education Law no. 1/2011, operates on the basis of the University Charter. The Charter details the mission and development strategy, the university's objectives and the regulations of each management structure.

In exercising its management activity, USAMV takes into account the major external challenges that are identified at European level through: the transition to the knowledge based society; the globalization of the highly skilled labour market; the implementation of the Bologna Process and creation of the EHEA and ERA, respectively. At the regional and national level there are considered: the demographic decline and the aging of the university staff; increasing youth access to higher education; adopting a reforming legislative framework for the national higher education system; the development of the competitive market of academic services.

Consistent with its mission and strategic objectives, USAMV aims at a proactive, open and anticipatory approach to the changes imposed by these external challenges in its institutional management. The implementation of such changes was concretized by the elaboration of an [*Institutional strategic plan for the 2016 – 2020 period.*](#)

[The Management Board](#) of USAMV is working to reform the university management in line with the profound changes within the current society, marked by the effects of the global economic crisis and substantial drops in budget allocations for education, and proposed for the 2016-2020 period a set of fundamental strategic objectives concerning: a competitive environment of research, innovation and technology transfer at a national and international level, a modern, formative educational process centred on learning outcomes for the creation of professional and transversal skills in line with labour market requirements, the internationalization of USAMV through its proactive role in regional, European and world academic relations, ensuring the access to the infrastructure needed for excellence in its specific domains.

The entire academic community is aware of the obligation to collectively achieve these goals. Therefore, the specified objectives are the parameters for the evaluation of each member according to the contribution made to their fulfilment, along with the respect of the core values of academic life, such as: excellence - promoted in all areas of competence; tradition - for the professional, scientific and cultural values of the university; innovation - in research and education, for a knowledge-based society; responsibility - for individual and society-oriented actions; respect - for the nature and the intellectual and cultural diversity of the academic community.

The organizational structure of USAMV is established by the University Charter and it includes: faculties, departments, research institutes, centres and laboratories, doctoral and postdoctoral schools, continuing education and distance learning centre, didactic station, training facilities, veterinary university clinics, training and information centre, micro-production units and services, knowledge and technology transfer centre, library etc.

Within the structure of the university are also the technical-administrative services that ensure the current activity and serve to the structures mentioned above. The organizational structures of the University operate based on regulations approved by the University Senate in the spirit of the University Charter, respecting the principle of basing decisions on dialogue, debate and consultation. The organizational structures of the university may be modified at the request of the Management Board with the approval of the Senate.

The management structures of USAMV are: at university level, the University Senate, the Management Board and the Council for Doctoral Studies; at faculty level, the faculty board; at department level, the department board; at the Doctoral School level, the Doctoral School Council.

The management positions at USAMV are: Rector, vice-rectors, CSUD director, general administrative director at university level, deans and vice-deans at faculty level, department director at department level, director of doctoral school at Doctoral School level and director of the didactic



station. The specific decision-making competencies for the management structures of the University are established by the University Charter. The tasks and relations between these structures are specified in regulations, which are approved by the Senate and are an integral part of the University Charter.

Human resources policy. At USAMV, academic and administrative human resources policies are separate. Thus, the vacant teaching and research positions for indefinite/fixed term periods are occupied only through competition, organized according to Law 1/2011, G.D. no. 457/04.05.2011, the University Charter and Senate Decisions. The contest is public and open, and is conducted in accordance with the procedure for the occupation of vacancies through contest and [its related methodology](#). The establishment of teaching positions is done based on the university curriculum and the regulatory criteria established by the Senate, in compliance with the legal provisions and the financial resources available. The establishment of research positions is done based on the needs of the research departments, centres or institutes within the university, according to the research thematic directions and infrastructure, in compliance with the legal provisions and the financial resources available.

The vacant teaching/research positions, for an indefinite period, are announced during the first 45 calendar days from the beginning of each semester, depending on the university's strategy, based on the decisions of the Senate. All recruitment and promotion competitions for the academic staff are internally validated by Senate vote. The associate professor and professor positions are occupied according to internal regulations, in line with the legislation in force. Staff retirement is also regulated nationally. USAMV's academic staff policy is based on the following principles: it is fully autonomous and in line with the USAMV Charter; complies with the minimum national standards; has no age, gender, religion, ethnicity, etc. restrictions; is open and transparent; respects USAMV's development

strategy; is correlated with the activity of evaluating the academic staff.

The administrative staff is sized according to the specific domains of activity, but also according to the faculties' number of students, centres or departments they serve. Employing administrative staff is done based on a competition. The activity is evaluated periodically and its main criterion is professional competence. The contest is public, open and transparent, in accordance with the legal regulations governing the activity of administrative staff in budgetary institutions.

A support in the staff policy is the DPPD, which is part of the USAMV structure, whose mission is the continuous improvement and training of the teaching staff. The department provides the optional pedagogical module for students wishing to start a teaching career.

USAMV has established its own internal evaluation strategy for human resource quality, well defined in accordance with national standards and based on the objectives set out in the National Education Law no. 1/2011. Depending on the national and international context, the university has set its own quality standards and develops appropriate strategies. Thus, every academic staff member is evaluated annually based on their academic and scientific activity. The academic staff evaluation strategy includes: [self-evaluation](#), [peer evaluation](#), [managerial evaluation](#) and [student evaluation](#). The responsibility for implementing the human resource quality assurance system belongs to the Management Board and [DAC](#), as an executive department that is found at all levels of the university's structures. In order to provide an objective evaluation framework, specific quality standards were set for academic staff, postdoctoral researchers, auxiliary teaching staff and administrative staff. Based on the results obtained from the human resource evaluation, the policy and the strategy for increasing performance and for the improvement of the quality assurance system are adjusted.

3.2. Academic profile

USAMV is a full-fledged community whose members carry out their activity in full academic autonomy and freedom in the academic environment, having its own patrimony. The organization and functioning of the university is based on the following: the principle of academic autonomy; the principle of academic freedom; public accountability; quality assurance; equity; professional ethics and deontology, managerial and financial efficiency; institutional management transparency; respect



for the rights and freedoms of students and academic staff; independence from ideologies, religions and political doctrines; the freedom of national and international mobility of students, academic staff and researchers; consultation with social partners in decision-making; student-centred education; supporting lifelong learning.

The University adheres to the principles contained in *Magna Charter Universitatum* (Bologna, 1988).

At USAMV, the studies are organized according to the Romanian legislation, on three cycles: bachelor, master and doctorate. The structure of the years of study is based on the "Bologna Process" guidelines, starting from the 2005-2006 academic year, in accordance with Law no. 288/2004.

The 16 existing Bachelor specializations belong to eight domains of study: Agronomy, Economic Engineering and Management, Food Engineering, Biology, Horticulture, Environmental Engineering, Animal Sciences and Veterinary Medicine, structured on the four faculties, as follows:

- **Faculty of Agriculture**, full-time studies, duration of Bachelor studies 3-4 years (180/240 credits): Agronomy domain, with the specializations: Agriculture, Montanology, Exploitation of Machines and Equipment for Agriculture and Food Industry (4 years); domain of Engineering and Management in Agriculture and Rural Development, specialization: Economic Engineering in Agriculture (4 years); Food Engineering domain, with the specializations: Technology of Processing Agricultural Products and Consumer and Environment Protection (4 years); Biology domain, specialization Biology (3 years).

- **Faculty of Horticulture**, full-time studies, duration of Bachelor studies 4 years (240 credits): Horticulture domain, with the specializations: Horticulture and Landscape architecture; Environmental Engineering domain, specialization: Environmental Engineering.

- **Faculty of Animal Sciences**, full-time studies, duration of Bachelor studies 4 years (240 credits): Animal Sciences domain, with the specializations: Animal Sciences, Fisheries and aquaculture; domain of Engineering and Management in Agriculture and Rural Development, specialization: Engineering and management in public food service and agri-tourism; Food Engineering domain, specialization: Control and expertise of alimentary products.

- **Faculty of Veterinary Medicine**, Veterinary Medicine domain, full-time studies, 6 years (360 credits), with the specializations of Veterinary Medicine taught in Romanian and Veterinary Medicine taught in English.

- **The distance learning (I.D.)** is carried out in USAMV based on its own regulations, according to the law, ensuring Bachelor level training in the following specializations: Agriculture, Economic Engineering in Agriculture, Horticulture and Animal Sciences, having the same number of credits as the full-time study programs.

State university education is free of charge, financed by the state budget, for the number of student places yearly distributed by the MEN, as well as available on tuition, according to the law, with the approval of the Senate, within the limit of the university's student capacity approved by ARACIS.

The Master studies, with a duration of 4 semesters (120 credits), provide specialization in the accredited domains of Bachelor studies or the extension and improvement of the training attested by the Bachelor's degree. The admission to Master programs is based on the general criteria approved by the MEN and the specific criteria approved by the University Senate. At USAMV there are 23 Master specializations that are accredited by ARACIS.

The Doctoral studies are organized in accordance with the Code of Doctoral Studies and its own regulation, approved by the Senate.

To continuously improve the content of the study programs, it is intended to harmonize them with European programs, in line with national and international standards, in order to increase national/international competitiveness, the process of collaboration and exchanges through academic mobility. The student practical training is carried out in accordance with the requirements of the study programs, but also according to the requirements and demands of economic partners at national level, especially those from Moldavia region, where the future graduates will work. The University supports the process of permanent modernization of the didactic farms, pilot training centres for students and different categories of students. There are external internships for students, PhD



students, provided by the Erasmus+ Program, IAESTE, AUF, or in educational/research institutions in England, France, Germany, Italy, the Czech Republic etc.

USAMV has an action plan for the development of integrated programs of study at the Bachelor's-Master's-PhD degree level, to continuously improve the content of the undergraduate, graduate, postgraduate and doctoral programs, in accordance with the Bologna process and Romanian legislation. The educational processes for undergraduate studies are related to the formation of students' specific competences in their specialization and to a continuous improvement of the student-centred approach. Many graduates are involved in the decision-making process, both in the public and private sectors, at regional/national level, some graduates working around the world, in companies, research and technological development institutions or universities.

[The University's website](#) is constantly upgraded and updated and provides current information, new possibilities for interaction between students and academic staff, new ways of obtaining information through publications, doctoral papers, national and international symposia.

[The University's Library](#) has recently had a strong development, both by expanding and modernizing its spaces, and by developing its book stock, which allows students and academic staff to have access to an important collection of books and to online databases. The library also has access to the [ANELIS PLUS 2020](#) platform, through which students, academic and research staff receive access to scientific information and documentation resources.

The implementation of EU funded projects, to improve the quality of education and to support doctoral and postdoctoral programs (POSDRU), in which USAMV is involved, contributes to raising the performance levels of Bachelor, Master and doctoral programs.

3.3. Academic related activities in relation to the socio-economic environment

A strategic objective of the USAMV is to be involved in the regional and national socio-economic environment, by making available the university resources, the results of scientific research and the transfer of knowledge and technologies to interested economic agents. The collaborative relations between academic staff and over 300 economic entities in the field are an important component in the development of our study programs, and of the common directions of learning, training, research and consulting.

USAMV has proposed to develop and implement the following objectives:

- promoting the university as a trusted partner with specialized expertise for the business, administrative and political environments;
- organization of annual events, with international participation, to publicise scientific results;
- implementation of activities with the economic, administrative, social and cultural environments; elaborating post-graduate training programs for production and research staff; collaboration with local and county authorities in order to attract investors for major development projects of common interest;
- active participation in the new possibilities offered by the operational programs funded by the European Community for regional development;
- maintaining permanent ties with local, regional and national authorities as members of national councils and ministry committees (CNADTCU, CNFIS, UEFISCDI, ANCS, ARACIS).

3.4. Funding

USAMV, as a public higher education institution, functions based on funding from the state budget, extra-budgetary revenues and other sources. The institution's revenues from the state budget funds consist of amounts contracted from the MEN budget for basic funding, complementary funding and additional funding. The basic funding for state universities is provided by MEN, through study grants calculated based on the average cost per equivalent student, per domain, per study cycle and per language of teaching.

The additional funding is provided from public funds by MEN in order to stimulate the excellence of institutions and high-performance study programs, through: accommodation and meal



subsidies; funds allocated based on specific priorities and rules for buying equipment and for other investment costs and capital repairs; funds allocated on a competitive basis for scientific research.

The university's revenue budget is complemented by important amounts of self-financing resources (over 60%) such as those from: lease of agricultural land owned; leases; microproduction; the activity of the didactic station, fees etc. Other chapters of the revenue budget are supplemented with significant sums from the scientific research activity and from external financing, from some projects co-financed from the state budget and from non-reimbursable external funds. Over the last 3 years, USAMV has been successfully involved in a significant number of [national and international projects with funds from MEN, the EU](#) etc. ([Appendix 3](#)). Attracting extra-budgetary funds is an essential condition for stimulating the entrepreneurial spirit of the USAMV Managerial Team to ensure the progress and development of the material base of the university.

USAMV has mechanisms of control and continuous development of the administrative performance, represented by the Preventive Financial Control Service and the Internal Audit Service. The Financial-accounting Service elaborates the [Income and Expenditure Draft by chapters](#) at the beginning of the year and, at the end of the year, the [Report on the Execution of the Income and Expenditure Budget and the Patrimonial Situation based on a Balance Sheet](#).

3.5 The position of the university at local, regional, national and international level

USAMV is considered among the most prestigious academic institutions in the country. USAMV graduates have a good training and high capacity to adapt and integrate into the labour market, as mentioned at the last visit of the ARACIS team in 2018, with the occasion of the periodic evaluation of academic quality at institutional level. Following the evaluation, USAMV has maintained the rating of a high degree of confidence.

USAMV has students from different European countries and from other continents. At present (2018-2019), 3624 students are enrolled, out of which 204 foreign students (191 for Bachelor programs and 13 for Master programs) from the EU (Switzerland, Finland, France, Greece, Ireland, Italy) and non-EU countries (Israel, Morocco, Mauritius, Republic of Moldova, Turkmenistan, Ukraine). Most foreign students are from the Republic of Moldova ([Appendix 6](#)).

USAMV presents its educational offer by publishing brochures, flyers and posters, disseminated at educational fairs, at meetings with high school students, meetings with potential students from abroad, in national and local media, on the Study in Romania portal: the *educational offer for all programs of study, admission guides* ([Admission RO](#), [Admission EN](#)).

USAMV also develops collaborative relationships with national and foreign universities, as well as with business representatives. USAMV has close relationships with both public and private employers (business environment), as the main provider of agricultural, food engineering, animal sciences and veterinary medicine specialists on the market.

For the purpose of curricula and organizational harmonization and expanding regional cooperation, USAMV is a member of EUA, AUF, ICA, CASEE, EAEVE, RIFEFF, and a founding member of IAESTE Romania. The presence in these European bodies contributed to the development of exchanges with the universities that are part of the aforementioned associations. USAMV frequently participates in the various meetings of the university poles within these associations.

The partnerships developed by USAMV intensified due to POSDRU, POCU projects, constituting an opportunity for collaboration with other universities or with the business environment. Therefore, national and transnational partners have been diversified through collaboration agreements specific to various project types.

The strategy adopted by USAMV facilitates the interaction between its students and the business community through practical training internships developed through the implementation of POSDRU/POCU projects, summer schools, conferences organized by student associations, forums being held within European projects targeting entrepreneurship, simulated enterprises, doctoral research and internships.



3.6. Institutional strategic options

Through its mission and objectives, USAMV continuously monitors its activities and elaborates annually [the operational plan](#), to fulfil the objectives set in [the strategic plan](#). The degree of achievement of the strategic objectives is permanently discussed within the Management Board, after which it is subject to the approval of the Senate, when the annual reports on the state of the university are presented. The basis, elaboration, implementation, monitoring of the application, evaluation and correction of USAMV's strategy are constant concerns of the university management, reports on the state of the USAMV being presented in the Senate plenary, highlighting the fulfilment of the strategic objectives, the causes that generated any dysfunctions, their implications on the university management, as well as relevant strategic recommendations that would generate a sustainable development of the university. The status of advanced research and education university, for which the university aims, amplifies the strategic dimension of academic and administrative management, not only through its promotion, but also through its effective application and evaluation based on performance.

4. MANAGEMENT AND ACTIVITIES

4.1. Management

Within the USAMV, the effective organization of the management and activities has taken into account the abovementioned regulations and values, in close connection with the university's strategy, vision and objectives, and has been based on the key strategic decisions made over the past 10 years.

Analysis of managerial practices. The management and leadership activities of the USAMV are formulated in accordance with the strategic goal, fully respecting the university's vision and mission, the specificity of each faculty, as well as the general national and international context.

The current USAMV management structures, at various levels, are presented in the [organizational chart](#) and on [the university website](#). All the members of the managerial structures were appointed through a pyramidal process of elections. For this, successive elections were made at department/faculty level, as well as in the Senate of the university, in accordance with the Law on Education No. 1/2011 and the procedures for appointing the representatives of the university, approved by the Senate. The faculty councils have validated at least two candidates for the position of dean, and the Senate has elected its president, as well as the coordinators of the Senate committees, by free vote. In accordance with this procedure and the Referendum organized in the university, the rector was chosen by the entire academic community. In order to complete the management structures, the vice-rectors were nominated by the rector and, by selection, following a public competition, from the candidates validated by the faculty councils, the dean for each faculty was appointed. Subsequently, the deans nominated the vice-deans.

[The University Senate](#), with a deliberative and controlling role, consisting of democratically elected representatives from each faculty and department (75% academic staff and 25% students), decides on major issues related to academic activities and USAMV policies, funding, selection and promotion of academic and administrative staff, student admission, development of services for the society. Senate meetings may also be attended by the representative of the trade union, upon invitation.

The operative management is ensured by the [Management Board](#) that includes in its structure the rector, four vice-rectors, the general administrative director of the university, the CSUD director and the students' representative, each member being responsible for their specific managerial activities, in accordance with the university strategy and its organizational chart, according to the Regulation approved by the Senate.

The tasks and responsibilities of the Management Board members are provided in the job description sheet, detailing the responsibilities for each sector of activity carried out in the university.



For teaching activities, curriculum development and review, selection and promotion of academic staff, student admission, the vice-rector responsible with the educational activity is in charge. The activities related to research, innovation and technology transfer, promotion and image, publishing and printing services and library, as well as the international relations, are coordinated by the vice-rector responsible with research, innovation, technology transfer and international relations. The activities related to institutional development, material base, patrimony and relations with the economic environment are coordinated by the vice-rector responsible with institutional development. The vice-rector responsible with social activities, student and alumni relations is responsible for coordinating the specific domain-related activities. The issue of organizing and conducting doctoral studies is coordinated by the CSUD Director. The general administrative director coordinates and is responsible for the work of all administrative and social departments and services. As Management Board members, the deans coordinate and are responsible with the activities carried out within faculties. The student representative on the Management Board is the interface between the operational management of the institution and the student community.

For activities related to research, policies, strategies and quality standards, the proposals come from departments, research centres and laboratories, and the [Academic Council](#) proposes the decisions that are validated by the Management Board.

At the university level, there are structures that support the decision-making process and the implementation of the strategic objectives, as well as the quality assurance of management activities.

University Senate Committees: [the Committee for education and training of the academic staff \(1\)](#), [the Committee for scientific research, internationalization and technological transfer\(2\)](#), [the Committee for financing, patrimony, institutional development and the relation with the business environment\(3\)](#), [the Committee for social, student-related issues and the relation with the alumni\(4\)](#).

Teaching and research departments: at the Faculty of Agriculture, the activity is carried out within the departments of Pedotechnics, Plant Science, Agroecology; at the Faculty of Horticulture, through the departments of Exact Sciences and Horticultural Technologies; at the Faculty of Animal Sciences, through the departments of Fundamental Sciences in Animal Husbandry and Management of Animal Productions; at the Faculty of Veterinary Medicine, through the Pre-clinical, Clinical and Public Health departments.

The administrative, economic, financial and social activities are managed through: the Rector's Office Secretariat, the General Administrative Directorate, the Public Procurement Service, the Financial-accounting Service, the Applied Informatics Service, the Human Resources Service, the Technical Service, the Social Service, the Department for Quality Assurance, the Library, the Department for public relations and image, Green Spaces Service, the Restaurant-cafeteria, the Internal Audit Service, the Preventive Financial Control Service, the Didactic station.

The communication and public relations are of particular importance to the academic community and the implementation of the university's strategy. For this reason, all decisions of general interest are made public, to the entire community, either using the intranet network or being posted on the university website.

The compliance with the legal provisions and academic deontology is monitored by the Committee of academic ethics and deontology, which has the independence needed to make impartial decisions.

4.2. Educational activities and policies

In fulfilling its mission, USAMV has as a permanent priority the continuous improvement of the quality of the didactic process, which is reflected by the high levels of performance indicators in the three areas of the quality assurance of education.

The quality of the study programs is closely related to the students' level of training and, implicitly, to the accumulated knowledge during the pre-university studies. Therefore, the admission of students is an essential step, with a direct impact on the quality of students and on the effectiveness of study programs.

At USAMV the admission is organized based on national legislation and the admission methodology, whose content ensures the principle of equal opportunities for all candidates, and the



transparency and rigor of the process. This methodology is made available annually to candidates by being published on the website at least 6 months before the admission. ([methodology for Romanian candidates](#), [methodology for international candidates](#))

In order to promote its educational offer, USAMV organizes promotional campaigns in schools/high schools and actions such as: dissemination of informative materials - posters, flyers, banners, rollups, pages in magazines and online international platforms (AUF, Global Academic Research magazine, Study in Romania portal); admission promotion materials - flyers, posters, shirts; participation to fairs and actions to promote the educational offer.

For the Bachelor programs, for the 2017-2018 academic year, USAMV organized [the admission session](#) based on the criteria determined by the candidates' performance at the baccalaureate exam. At the Faculty of Veterinary Medicine, the admission involves two additional tests: for the Romanian program, a multiple choice test and, and [for the English program](#), an interview in English.

The admission to current Master programs is mainly based on the general graduation average grade for the Bachelor studies, as well as an admission interview, and the admission to PhD studies is done through an admission colloquium after passing the foreign language test.

For the presentation of each Bachelor and Master study program, there is a Student's Guide, which includes: the mission, the general and specific objectives, the competencies in focus, the curricula, the subjects' description sheets. The student's guide is available for students at each faculty.

Doctoral study programs at USAMV are managed by [the Doctoral School of Engineering Sciences \(SDSI\) - for the domains of Agronomy, Horticulture, Animal Sciences and Engineering and Management in Agriculture and Rural Development](#) and [the Doctoral School of Veterinary Medicine \(SDMV\) - for the Veterinary Medicine domain](#) and are carried out in two stages specific to the scientific PhD: the advanced university training and the scientific research program. Following the PhD program involves mainly passing the examinations, presenting the research reports and defending the doctoral thesis.

The elaboration and approval of the curricula is done according to the internal procedure adopted by the Senate. The curricula have been standardized, the subjects are appointed credits according to the ECTS system. The curricula for all Bachelor and Master programs meet the mandatory regulatory requirements established by ARACIS. In order to highlight the way in which the curricula were to be operationalized, the subject description sheets were elaborated in a standardized format in accordance with the ARACIS requirements. [The subject description sheet \(Appendix 4\)](#) is brought to the attention of the students during the first class and is displayed on the department information board.

The subject sheet description contains the themes of all activities, the methods of teaching and examination, the ratio in the final grade of the results obtained for each activity listed in the sheet.

The Senate has approved the Procedure for the initiation, approval, monitoring and evaluation of the study programs which is setting out: the algorithm, the requirements and responsibilities for the authorization and periodic evaluation of the study programs, taking into account the changes in the qualification profile and the renewal through scientific research. [The Regulation regarding the recognition of study/practical training periods conducted outside of Romania](#) is designed to facilitate the mobility of USAMV students in other universities/research institutions/business partners from the international environment.

Over the last three years, efforts have been made to adapt the methods of operationalization of the study programs to the students' requirements, by introducing some student-oriented methods of teaching, learning and examination, which are specified in the following regulations, also posted on the university website: [Regulation regarding the academic activity of students](#), [Regulation regarding the application of the Transferable Credit System](#); [Regulation regarding the organization and conduct of Master studies](#); [Regulation on the organization and conduct of PhD studies](#); [Guide for completing Bachelor and Master studies](#).

The study programs are unitary in structure (full-time and distance learning), but their operationalization is adapted according to student timetables. The content of the study programs,



mainly those that have a correspondence in doctoral studies, is constantly renewed by introducing the results obtained through own research and those of other researchers in the field.

A specific objective set out in the Strategic plan is to promote student-centred education with emphasis on learning outcomes and with distinct actions for student empowerment and motivation of academic staff, with application directions such as: curriculum compatibility with existing curricula from renowned universities in Europe and Romania; the students' freedom to choose their study programs and trajectory throughout their studies; the tutor's permanent relationship with the students; the permanent adaptation of the curriculum to the needs of the socio-economic environment, the qualitative and quantitative increase of the practical training activities.

The analysis of learning outcomes is the permanent concern of the responsible persons at the faculty and university levels. Lately, the internal concerns for the analysis of learning outcomes, in line with national and European standards, have intensified. Thus, the [Procedure on the monitoring of graduates' professional trajectory](#) was adopted and a subsequent database was built. The procedure enforcement and the database administration are made through cooperation between the CEAC (university level), CEAC (at each faculty level), with the DAC support.

There are internal statistics that reveal, for each study program and at the institution level: the success rate, the degree of finality of studies, the ratio of Bachelor graduates that continued with Master studies.

4.3. Student representation

Under the USAMV regulations, students are considered to be partners in the academic process, being represented in all management structures (Faculty council, University Senate, Management Board). Furthermore, the Committee of academic ethics and deontology and the DAC with its subdivisions at faculty level include members of the student community. Student dormitories are managed by the university's Social service and supported by a student committee. Periodically, there are meetings between the vice-deans responsible with student activities at the faculty level, and the students' representatives – [the Students' League](#), under the coordination of the vice-rector responsible with social and student issues. Students are involved in promoting the university through educational and sports competitions, such as "Agronomiada", organized by all universities with the same profile, at a national level, as well as through scientific events such as the Student Scientific Symposium, organized annually.

Even if important steps have been taken over the past ten years to involve students in the decision-making process, it seems to still be difficult for the Students' League to communicate with the large mass of students. The effect of this fact has led to low level of interest and involvement in the decision-making process manifested by students with good academic performances, as well as some dysfunctions in the dissemination of these decisions among students.

An important objective of the university strategy is the intensification of actions aimed at increasing the level of insertion of graduates and their chances on the labour market, according to their competencies. The regular surveys regarding the degree of satisfaction of graduates and employers concerning the quality of education provided by USAMV could be useful inputs for the academic process and quality improvement. [CCOC](#) of USAMV conducted a series of questionnaires focusing on the expectations for and integration of the first year students in the academic environment, questionnaires for graduates, which are filled in by graduates before they take their diplomas. All these are aimed at creating a system for collecting students' and graduates' opinions about their studies and career paths. However, we cannot say that it is entirely effective. USAMV considers this as a weak point and seeks to identify ways to improve this situation.

4.4. Human resources

USAMV's specific processes and activities for the 2017-2018 academic year were carried out by 499 employees - 184 academic staff and 315 non-academic staff (auxiliary teaching staff and administrative staff). The number of students has steadily increased over the last five years ([Appendix 2](#)), but the number of positions occupied decreased as a result of the national legislative framework, which blocked entries into the system.



Out of the total number of academic staff ([Appendix 5](#)) employed at USAMV, 28,8 % are young people aged under 35 years (assistants, lecturers, assistant professors). Out of the total number of 184 academic staff members, 22,8% are professors, 19% are assistant professors, 34,8% are lecturers and 23,4% are assistants. In the structure of academic staff, 81 are women (44%) and 103 are men (56%). Over 95% of the academic staff members have a PhD and the rest are PhD students.

The University has implemented a policy of openness towards the European education over the past 15 years, supporting the exchange projects of academic staff at European universities. These exchanges have brought significant benefits to the quality of education, the harmonization of curricula of study programs and analytical programs at European level, the implementation of modern teaching and evaluation methods etc. Later, this process was extended to administrative staff.

The recruitment and promotion of academic and research staff is carried out in accordance with the national legislation, the internal regulations and the Procedure for the occupation of vacancies through contest and [its related methodology](#). USAMV estimates every year the current and future needs of human resources. This is the responsibility of the vice-rector responsible with the educational activity, in agreement with the faculties' management, with the need for academic staff correlated with the quality criteria established at national and university level. Thus, in recent years, the emphasis has been on attracting young and valuable graduates to academic careers, as well as on defining the standards for the promotion of staff in the academic hierarchy, based exclusively on professional performance criteria. A sensitive point is represented by the national regulations on staff recruitment/promotion that have been applied in recent years to all public institutions and which foresee a drastic limitation of employment (one employment following two vacancies, in line with G.E.O. no.91/2017, repealed by G.E.O. no.114/2018).

The research staff is currently composed of academic staff members involved in CDI projects funded through national/international grants and contracts, as well as research staff. USAMV's human resources policy encourages higher levels of qualification through doctoral and postdoctoral programs, for positions of future full-time researchers or academic staff. USAMV's objectives to strengthen its position at national level involve the development of doctoral programs in all areas of competence, which is an ongoing process.

4.5. Inter-institutional resources

Consistent with its vision and strategy, USAMV is an important partner in the local/regional/national community. USAMV played an active role in formulating local and regional sustainable development strategies and is involved in the overall economic growth effort. USAMV is also part of community life, developing ongoing collaborations with Chambers of Agriculture, General Directorates for Agriculture and Rural Development, County School Inspectorates, Paying and Interventions Agricultural Agencies in the counties of the North-Eastern Development Region, TEHNOPOLIS, AGROPOLIS, regional clusters (CITTASA, IMAGO-MOL) as well as with other local entities, which allows a rapid response to the needs of the community. For several years, the university has been a co-organizer for the Traditional/ecological Food Fair, the AGRALIM International Fair, gastronomy and wine fairs. USAMV is an active member of the Consortium of Agrarian Universities in the country.

At an international level, USAMV has continuously developed cooperation relations with other universities, having 70 [cooperation agreements](#) with 52 universities from 23 countries, as well as agreements falling under the umbrella of the [Erasmus+ Programme](#). The University, as coordinator or partner, has developed and implemented several transnational projects, promoting pilot projects, obtaining significant results for the modernization of the technology transfer infrastructure and international cooperation.

The University awards various distinctions such as: Doctor Honoris Causa to national and international personalities from other universities and research institutes, Professor Emeritus, or Diplomas of Excellence awarded to members of the economic and socio-cultural environment (national and international).



4.6. Student support services

USAMV offers a wide range of services to students and has a constant desire to improve and add new ones in line with its strategic objectives. Ensuring an appropriate education as well as a consistent support for students is seen as a strategic goal in itself.

[The online access to the Anelis+ platform](#), developed as a comprehensive database, is beneficial for all students. Students can log in and access learning tools as well as various articles from national and international scientific journals. The University owns 205 rooms with free Internet access in the campus and university library. The exam results can be obtained by accessing the UMS electronic platform used by all faculty secretariats.

The investments in the development of modern laboratories and lecture rooms provide students with access to modern concepts, methods and tools, creating a student support network. There is also access to useful information on the opportunities and services offered by the university, published on the university website.

The student's guide, specific to each faculty, provides comprehensive information on the curricula, internal regulations, university facilities and useful information about the city.

The university is constantly investing in increasing the comfort in the student dormitories. Currently, the five student dormitories located in the campus offer 1800 accommodation places, were modernized in recent years, with video surveillance systems, cable and Internet access, providing accommodation for over 75% of the students selected based on grades and social criteria. The sports facilities (sports hall and sports grounds) are in constant development. A new student dormitory is under construction, with a capacity of 300 places.

The University has established a CCOC that provides students with specialized consulting services for employment and organizes periodic workshops, trainings, thematic sessions of interest to students and graduates.

The international exchange programs (Erasmus+, scholarships granted by AUF, DAAD, IAESTE) are opportunities for students to benefit from educational experiences abroad and are actively promoted. Other support services aimed at improving student activity include the USAMV and faculties' websites, the support system for financially disadvantaged students (social scholarships, tax reductions), as well as for high performing students (subsidies for public transport).

4.7. Funding

USAMV is financed through public funds as well as through funds attracted from tuition fees, from technological research and development activities, training courses, economic contracts, sponsorships etc.

The public funding is allocated each year based on the number of students financed from the budget and the quality criteria. The percentage of additional funding based on quality criteria is 26.5%. The value of the funding attracted from this competition between the state universities continuously increased throughout the last years. The funds dedicated to infrastructure investments and modernising are partially covered by governmental financing. University funds are used to cover the current expenditures (human resources, investments in infrastructure development and modernising, utilities etc.) as well as in financing the strategic priorities.

For instance, in 2017, the overall university budget reached 91.174.625 lei, out of which 56.12 % from governmental financing, 20.07 % from research and technological development (research grants, education and training grants, technological contracts, educational career development projects) and 23.81% from other sources. The dynamics of financing during 2016-2017 is revealed in the [Balance of incomes and expenditures](#). While the overall budget of the university gradually increased throughout the last years, the percentage of governmental financing continuously decreased. Given this challenge, the board of the university felt the need for a better financial management that mixed up quality insurance practices with the efficient usage of available funding, in correlation with the strategic options.

The funds attracted through [research and investment projects](#) ([Appendix 3](#)) are spent according to the approved budget for each project. The level of subsidy and contract expenditures is approved annually by the Senate and is used to support project development.



Annually, a part of the budget is used by the university's management to implement new initiatives. These initiatives are discussed and validated in the Senate and cover topics of interest for the entire academic community. Some examples are: multi-media equipment in the lecture rooms; building and operationalizing ICAM (2013-2015, through European project funds and self-financing); rebuilding, modernizing and operationalizing the Rediu animal farm, a laboratory centre for quantitative and qualitative monitoring of livestock production, new learning areas on the educational platform of Rediu didactic farm (2013-2015, through European project funds and self-financing), free Wi-Fi internet access for students on campus, library and student dormitories (2017).

Each year, the rector presents [*the Annual report on the state of the university*](#), which includes all aspects of the academic activity, from teaching, research and strategic developments, to human resources, students, community services and financial results. This report is validated by the Senate and is an important reference to be taken into account in the decision-making process for the following year. Independence from public funding is impossible for a state university but, to a large extent, being dependent on public funding, is a continuing risk of underfunding and therefore limited progress has been made. The operative management decisions seek to increase the attracted funds and their distribution, are validated by the Senate and are implemented at the level of faculties, departments, research centres or research laboratories.

The main strength of funding is the attraction and consolidation the abovementioned extra budgetary funds that can help the achievement of the objectives set out in the Operational plan and the Strategic plan. The improvement of the use of own funds (extra budgetary) increases by prioritizing the needs included in the main objectives.

One of the weaknesses is the reduction of the budget allocation for special destinations (patrimony maintenance, equipment and other investments), which has led to the use of own revenues to cover these costs. The sub-funding from the state budget is also found in the co-financing of research projects from external sources or in the blockage of important financial resources, in the long run, due to some dysfunctions in the implementation of programs involving European structural funds.

5. QUALITY EVALUATION PRACTICES

5.1. Evaluation policies and strategies

The national and international legislation is the basis of the methodologies and instruments used in implementing the quality standards in USAMV. The international standards in the field are periodically consulted to render compatibility to our internal quality standards.

In order to implement quality criteria for all the undertaken activities, the [*DAC*](#) was established on December 2006. It cooperates with dedicated committees at the Senate and faculty levels.

The [*DAC*](#), through the [*9 members of CEAC*](#), coordinates the usage of procedures, of the activities related to quality evaluation and assurance as stated by the legislation and by the Senate decision; it also submits proposals for quality improvement regarding many university activities. DAC supports the CEAC activity and ensures the functioning of the quality management system, planning the actions, writing of self-assessment reports and other specific documentation related to quality assurance, training the staff for quality assurance, being involved in internal and external auditing sessions. Similar committees for quality evaluation and assurance are established and work at the level of faculties, secretariats and departments. These organisational entities have their own strategies for quality evaluation and assurance, in accordance with the university main policies.

5.2. Methods of implementing evaluation policies

USAMV has implemented and runs a quality management system in accordance with the EN ISO 9001:2000 and EN ISO 9001:2008 standards, [*re-certificated in 2017 in accordance with the EN ISO 9001:2015 standard*](#). This system applies to the administrative, patrimonial, financial,



accounting, human resources, social and secretariat departments, which support the educational and scientific processes.

The concerns of the managerial team to assure quality of conditions to students and staff in accordance with the European standards were expressed also through the implementation and certification of the [SR EN ISO 22000:2005, re-certificated in 2018](#), which proves that USAMV applies an integrated management system for quality assurance and food safety when providing public food services through its own restaurant-cafeteria.

The quality evaluation practices in USAMV reveal the way in which and to what extent the proposed objectives are reached, in order to achieve performance in education and research.

Three important elements are considered in quality evaluation: the conformity with certain standards; the appropriation to the proposed goal; the fulfilment of students' needs and requests.

Quality assurance is a relevant component of the institutional development process. Therefore, USAMV includes it as a main part of the Strategic and Operational plans. The internal evaluation reports gathered from the faculties are the basis in designing the operational plans and in updating the strategic plans.

Quality assurance expresses the capacity of the university and of its educational sub-entities (faculties, departments etc.) to provide educational programs in accordance with the proposed standards. The quality evaluation system is designed to ensure an improvement of the current activity, to provide feedback for the significant interested groups, to update and optimise the educational policies and strategies at the university level.

An important role in quality assurance is played by two types of evaluation: external and internal.

Analysing the status of the university in 2018, including the quality assurance policies and practices, as well as the 16 Bachelor programs and the 23 Master programs, the external national evaluator ARACIS awarded the university the rating of a high degree of confidence (the highest qualification that can be awarded to a university in Romania) and issued the [Certificate no. 157/2018 of 27.09.2018](#).

The internal institutional evaluation is run yearly by DAC and it is reported into a [Report submitted to the university Senate](#) and published on the website. The outputs of the evaluation are capitalised through a SWOT analysis, designed in order to improve the quality management system.

The internal evaluation of the study programmes by the quality committees from each faculty or department serves in improving the curricula.

The assessment of the research activity carried out by academic and research staff is gathered yearly into a Research Report, in accordance with university criteria. The evaluation is based on the scientific level of research topics, on the results published in internationally recognised peer reviewed journals.

The evaluation of the teaching staff is done on a periodical basis, using multiple formats:

- [peer-evaluation](#) at the department level;
- [evaluation run by the students](#), by the end of each semester, based on the evaluation forms approved by the Senate;
- [managerial evaluation by the Department Director](#), based on the evaluation form approved by the University Managerial Board;
- [self-evaluation](#) based on the form approved by the University Managerial Board.

The outputs of the evaluation process are discussed by the dean and departmental director with the person evaluated. Every case is individually treated then statistically processed at the levels of departments, faculties and university. Whenever the situation imposes, the evaluations are used to improve the educational process quality and to formulate new policies.

The outputs of the teaching staff evaluation are taken into consideration as partial score of the global evaluation of performance in education and research, especially when a certain staff member is ready to get promoted. Other criteria are also used regarding the candidates' scores, based on their contribution to the improvement of the academic community, respecting the legislation in force related to the evaluation and awarding the teaching ranks. The assessment of the teaching staff is also



used when awarding distinctions, rankings or when payment is made in accordance with the professional performance.

6. STRATEGIC MANAGEMENT AND CAPACITY OF CHANGE

6.1. Strategic management policies

The USAMV strategic management relies on the SWOT analysis run in each of the 4 faculties, on the 3 activity areas (teaching, research, administrative), in order to identify the strengths, the weaknesses, the opportunities and the threats/risks in the academic, economic and social environments and to assess the changing and improvement capacities. The USAMV university management complies with the national and European specific legislation. The management in USAMV is systematically approached and implemented through the cumulative effect of four different components (subsystems) - *methodological, decision making, informational, organizational* - that affects both the academic and administrative areas.

In accordance with the Law of Education no. 1/2011, the university reorganised its management structure and the documentation was updated as well, including the University Charter, regulations, methodologies and procedures, as statements and tools of a high performance strategic management system.

6.2. Implementation of strategic management policies

The data related to the academic structures, the decision-making attributions, the organization of management bodies elections, the principles and norms that govern the activity of the academic staff and the regulations regarding the auxiliary and administrative staff activity are comprised within the University Charter, in the internal regulations and in the General working regulation.

The decision-making transparency is a value and an obligation undertaken by the management board, in order to guarantee the correctness and efficacy of all activities. The decisions are made in accordance with the participative management principles, based on objectives and ensuring a permanent dialogue between all actors of the academic community. The rector of the university, along with the other members of the Management Board proposed an open way of cooperation in analysing the opinions and suggestions related to the improvement of the academic activity.

The students are partners in the managerial activity. They are represented in the Senate, Management Board and the faculties' councils. The delegates within these academic managerial bodies represent students' interests, issues, they cooperate and contribute to the improvement of the student community life and welfare.

Drafting, designing, implementing, monitoring and adjusting the strategy of USAMV are the main preoccupations of the university management. Every year, activity reports are brought in front of the USAMV Senate. Such reports contain facts and figures on the accomplishment degree of the strategic objectives, their implications on the university's potential to remain viable, from the managerial and economic points of view and strategic recommendations oriented towards the correction/prevention of the causes that generate weaknesses and dysfunctions.

One of USAMV's goals is to be ranked as a university of advanced research and education. In this respect, all efforts are put to include as many as possible young academic staff in the research activities, to grant them tailored activities in accordance with their knowledge and precious skills, heading the research trends toward the European research networks and projects, in partnership with EU and non-EU universities.



7. CONCLUSIONS

A punctual analysis was run, to identify the issues that the USAMV management and community experience, in order to find out the best follow-up actions to ensure the academic progress. There were identified the strong and weak points, the opportunities, the threats and the risks generated by the reality of the academic, economic and social environments.

7.1. Strong points

1. The university offers high performance academic programs within the three educational cycles: Bachelor, Master and PhD, in accordance with the National Framework of the Qualifications in the Higher Education requirements.

2. The university provides long life learning solutions, through postgraduate and postdoctoral educational programs.

3. Availability of a program of study taught in English in Veterinary Medicine (6 years, Bachelor and Master Degrees combined).

4. The academic staff members are highly experienced, appreciated and recognised both nationally and internationally for their teaching and research activities.

5. Good perception and image of the university within the academic, economic and social environments, at the local, regional and national levels.

6. The university has its own well endorsed and organised practical training facilities for students and has concluded partnership agreements with other institutions and companies, dedicated to the same purpose, within a real business environment.

7. More than 55% of the incomes are attracted by the university from other sources than the state budget financing.

8. The applied research activity is complex and interdisciplinary.

9. The university has a research institute, research centres and accredited laboratories.

10. USAMV is member of certain international entities, such as AUF, EUA, CASEE, founding member of IAESTE.

11. ERASMUS+ Programme with programme countries (KA103) and partner countries (KA107). The development of this programme, along with the KA107 mobility tools, developed since 2017, brought to USAMV an incoming flow of 150-200 students. Apart from Israel and Azerbaijan, already involved, in 2019 USAMV will bring partners from Turkmenistan, Ukraine and the Republic of Moldova.

12. Increase of efficacy and improvement of international promotion and advertising activities of USAMV's educational offer, through the presence at certain educational forums (Azerbaijan) or international fairs (Turkmenistan, June 2018), organized by MAE or CNR – EAIE (Geneva, September 2018).

13. Meetings with institutions (MEN, ANPCDEFP) that undertook educational offer advertising responsibilities (June 2018), discussions with experts involved in promoting educational offers.

14. The university designed and developed promotional and advertising materials, within BRI and DCITT structures, in Romanian, English and French, for all faculties and for the whole university (financed through FDI 2017 and 2018). Digital access was provided to all academic community:

- a. A [guide](#) for international students was designed.
- b. There were organised common events involving Romanian and international students, campus, city and regional tours, for better identifying the USAMV place within the society
- c. The Wi-Fi network providing free internet access was implemented in the entire campus (2017)
- d. The communication strategy was extended to social networks through maintained and regularly updated accounts (Instagram, [Facebook](#), etc.) for university news, events and other information.



- e. Internationalization promotional materials were [displayed](#) on the occasion of the [international USAMV conferences](#).
- f. The university profile was created within the [Study-In-Romania](#) platform and a link was inserted in the main page of the university
- g. USAMV staff made a visit for establishing contacts for EEA grants in Norway, at Bodo Nord University (2018)
- h. A KA102 Erasmus+ project ([ZOE](#)) was submitted and contracted that resulted, among its many activities, in online films dedicated to the education and training of young medical and veterinarian students from the EU space. Through the project portal, the institutional capacity of USAMV was internationally acknowledged.

15. There are mentorship programs and a special designed schedule, along with accommodation facilities within the campus, dedicated to international students. These services are provided by the BRI staff.

16. Designing a specific development strategy for the Veterinary Medicine study program, in accordance with the regulations in force, 36/2005 EU and 55/2016 EU.

17. The improvement of qualification recognition. In 2019 the university plans to run a programme to render compatibility with an ISCED field, in order to provide similarities with the European ESCO and to facilitate the automatic recognition of qualifications. Since ISCED is financed by the UNESCO, the Europass diploma should comprise the ESCO competencies, along with the learning outputs.

18. The university organises workshops for the academic staff.

19. Cooperation with national and international professional and academic associations.

7.2. Weak points

1. Oversizing of teaching norm and of students groups size due to underfinancing and the reduced number of teaching staff.

2. Failure in consistent application of quality management methods and policies.

3. Insufficiently developed patrimonial endorsements for the students' practical training, especially for the newly established academic programs.

4. Decrease of teaching and research staff interest and aspirations for self-training, self-improvement and performance, due to a mix of factors (lack of motivation, low financial and patrimonial resources, poor recognition of their status within the society).

5. Lack of residency and internship programs for veterinary medicine graduates.

6. Low amount of positions for researchers, assistant researchers and technicians (auxiliary technical personnel) for research and even didactic activities.

7. The research results are modest due to multiple causes: lack of qualified personnel, reduced number of European funded research projects, few master and PhD students involved in research grants.

8. Reduced preoccupation and activities in the marketing and capitalization or research results.

9. Reduced visibility of research results due to the reduced number of scientific and technical articles published within ISI peer-reviewed journals along with a reduced amount of invention and innovation patents.

10. Low financial income from international research and investment competitions.

11. A deficient technological transfer level from the university to the business environment, due to societal inertia and prejudices.

12. There were not developed teaching programs in English/French in all USAMV faculties, due to the lack of interest from the international students for these fields of education.

13. Lack of creativity and innovation in the internationalisation strategic marketing. Poor involvement of the teaching and research staff which could be able to launch and maintain new communication channels.

14. Modest presence of the university to international educational fairs. We propose to develop these activities by being more actively present in 2019 (NAFSA, EAIE, APAIE etc.)



7.3. Opportunities

1. The alignment of the university with the national programs of professional development and change of career trajectory.
2. Increased attractiveness of certain academic programs (Veterinary medicine, Economic engineering in agriculture, Food engineering, Food inspection, Engineering and management in agritourism and food public service).
3. International partnerships and cooperation, with possibilities for extension.
4. The interest of both young candidates and employers in the region for most of the academic programs offered by the university, based on the educational quality and tradition.
5. Availability of different national and international financing programs during the 2014 – 2020 timeframe, dedicated to scientific research, human resources development, decreasing academic dropout levels.
6. Possibilities to stimulate performance in research due to the professional promotion criteria established by the MEN and the University Senate.
7. Free access to documentation and training resources, related to scientific research activities, at national and international levels.
8. The university meets the eligibility criteria to access different financing programs.
9. Availability of certain vacant academic positions for promoting young teaching staff or for hiring new teaching staff.
10. The university experiences an increase by 67% of the international incoming students, from 132 in 2013 (106 enrolled in full time studies, 15 Erasmus mobilities, one AUF financed PhD mobility), to 221 in 2017 (179 enrolled in full time studies, 40 Erasmus mobilities, 2 AUF postdoctoral mobilities), which represent 5.2% of the total students enrolled at USAMV.

7.4. Threats

1. Decrease of the amount of admission candidates, due to demographic reasons.
2. Deepening the budgetary underfinancing for the main university activities.
3. Reduced demand of applied research partnerships from the business sector, decreased level of partnerships for possible technological transfers and services provided by the university, due to a lack of specific legislation that should stimulate the private partners in running applied research and implementing technological transfer.
4. Heterogeneous level of knowledge in the newly admitted students, due to the differences in their pre-university education or to those generated by their social and family environments of origin.
5. Competition from the higher education institutions from the EU and USA.
6. Relatively high amount of students cancelling studies because of different reasons, including financial ones (e.g. in the 2017-2018 academic year, the dropout rate in the 1st year of study reached 16.44%).
7. The decrease of teaching and research staff level of interest and aspirations for self-training, self-improvement and performance, due to a mix of factors (lack of motivation, low financial and patrimonial resources, and poor recognition of their status within the society).
8. Risk of young teaching staff's quitting, based on low income reasons.
9. Lack of a clear legislation that should facilitate the hiring of young graduates.
10. Lack of attractiveness for a research career.
11. Globalization of research, including competition with strong universities and research centres, as Romania became part of the E.U.
12. Difficulties in finding appropriate jobs at a national level by the highly qualified graduates of the PhD and postdoctoral programs.
13. Gradual decrease in the level of international incoming students throughout the last years, reaching the national level of 1.8%.



7.5. Action plan

Remedy the weaknesses

- Intensifying the efforts in attracting extra budgetary funds to counteract underfinancing.
- Making the transition from the high school academic results as admission criteria to an admission contest, in order to decrease the heterogeneity of the students’ academic knowledge.
- Development of the patrimony needed for the newly established study programs.
- Financial motivation of the academic members, in order to improve the scientific research efficacy.
- Promoting the research projects carried out under the public – private partnership environment.
 - Development of students’ and graduates’ professional knowledge and skills in accordance with the business environment expectations.
 - Strengthening the cooperation with the pre-university education system, attracting the high school teachers in as many as possible activities within the university (master degrees, dissertations for achieving their professional ranks)
 - Organising activities specially designed for high school students, within dedicated programs such as *School seen differently* (“Școala altfel”) and *Summer schools*.
 - Attracting young students and graduates with outstanding performances, to integrate them within the academic body.
 - Building a unique platform to collect and process the students’ and graduate’s opinions on their needs during their studies and on their professional trajectory.
 - Development of promoting events and attendance to international educational fairs, such as NAFSA, EAIE, APAIE, etc.

Consolidating the strengths

- Rational and efficient management of the university patrimony.
- Development and quality improvement of the study programs.
- Extension of the continuous learning programs and of blended learning education through setting up new post-graduate and post-doctoral study programs.
- Intensifying the efforts in promoting the young academic members who meet the legal criteria.
 - Training the young academic members within complex, interdisciplinary research teams.
 - Involvement of the university in solving certain social and economic issues, at the local, regional and national levels.
 - Enlarging the range of partnerships with internationally recognised universities and research institutions.
 - Approaching as many as possible applied research topics, in accordance with the economic environment needs, within the doctoral and post-doctoral research.



LIST OF ABBREVIATIONS

- ANCS - National Authority for Scientific Research
- ANPCDEFP - National Agency for Community Programmes in the Field of Education and Vocational Training
- APAIE - Asia-Pacific Association for International Education
- ARACIS - Romanian Quality Assurance Agency for Higher Education
- AUF - Francophone University Agency
- BRI - International Relations Office
- CASEE - The ICA Regional Network for Central and South Eastern Europe
- CCOC - Center for Career Orientation and Guidance
- CDI - Research, Development and Innovation Projects
- CEAC – Committee for Quality Evaluation and Assurance
- CITTASA - Regional Cluster of Research, Innovation and Technology Transfer in Agriculture and Food Safety
- CNATDCU - National Council for Attesting Titles, Diplomas and Certificates
- CNCIS - National Qualifications Framework in Higher Education
- CNFIS – National Council for Higher Education Financing
- CNR – National Council of Rectors
- CSUD - Council for Doctoral Studies
- DAAD - German Academic Exchange Service
- DAC - Department for Quality Assurance
- DCITT - Department of Research, Innovation and Technological Transfer
- DPPD - Teacher Training Department
- EAEVE - The European Association of Establishments for Veterinary Education
- EAIE - European Assembly for International Education
- EHEA - European Higher Education Area
- ERA - European Research Area
- ESCO - European Skills/Competences, Qualifications and Occupations
- EUA - European University Association
- Granturi EEA - European Economic Area Grants
- IAESTE România - The International Association for the Exchange of Students for Technical Experience
- IEP - Institutional Evaluation Programme
- ICA - Association for European Life Science Universities
- ICAM – Research Institute for Agriculture and Environment
- IMAGO-MOL - The Innovative Regional Cluster of Structural and Molecular Imaging
- ISCED - International Standard Classification of Education
- MAE – Ministry of Foreign Affairs
- MEN - Ministry of National Education
- NAFSA – Association of International Educators
- POCU – Operational Programme "Human Resources"
- POSDRU – Sectoral Operational Programme Human Resources Development
- RIFEFF - Réseau International Francophone des Etablissements de Formation de Formateurs / International Francophone Network of Training Institutions Trainers
- UEFISCDI – Executive Agency for Higher Education, Research, Development and Innovation Funding
- UMS - University Management System
- USAMV -"Ion Ionescu de la Brad" University of Agricultural Sciences and Veterinary Medicine of Iași

APPENDIX 1

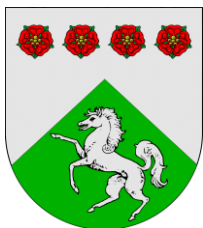
**NUMBER
of students enrolled between 2015 – 2018 in Bachelor and Master programmes**

Faculty	Programme	2015-2016			2016-2017			2017-2018		
		TOTAL	Out of which		TOTAL	Out of which		TOTAL	Out of which	
			Men	Women		Men	Women		Men	Women
BACHELOR STUDIES										
Agriculture	Agriculture	386	294	92	383	297	86	357	261	96
	Agriculture in Mountainous Regions	95	78	17	91	70	21	74	57	17
	Exploitation of Machines and Equipment for Agriculture and Food Industry	37	37	0	50	50	0	67	67	0
	Economic Engineering in Agriculture	214	81	133	204	84	120	202	78	124
	Technology of Processing Agricultural Products	276	99	177	235	159	76	213	71	142
	Consumer and Environment Protection	52	15	37	110	32	78	135	37	98
	Biology	63	11	52	52	8	44	48	7	41
	Total per faculty	1123	615	50	1125	627	498	1096	579	517
Horticulture	Horticulture	245	149	96	230	151	79	211	142	69
	Landscape design	160	40	120	142	43	99	125	37	88
	Environmental engineering	145	77	68	124	58	66	98	50	48
		Total per faculty	550	266	284	496	252	244	434	223
Animal husbandry	Animal husbandry	222	159	63	193	135	58	167	118	49
	Fish breeding and aquaculture	73	55	18	41	28	13	25	18	7
	Engineering and management in food public service and agritourism	217	51	166	199	44	155	198	44	154
	Control and Expertize of Alimentary Products	254	44	210	232	39	193	233	55	178
		Total per faculty	766	309	457	665	246	419	623	235
Veterinary medicine	Med.vet. RO	771	251	520	783	264	519	812	292	520
	Med.vet. EN	5	3	2	24	8	16	49	16	33
	Total per faculty	776	254	522	807	272	535	861	308	553
Total students in Bachelor programmes		3215	1444	1771	3093	1427	1666	3014	1345	1669
MASTER STUDIES										
Agriculture	13 master programmes	311	147	164	322	182	140	358	174	184
Horticulture	5 master programmes	225	115	110	235	117	118	205	111	94
Animal husbandry	5 master programmes	181	90	91	180	103	77	165	89	76
Total students in Master programmes		717	352	365	737	402	335	728	374	354

Appendix 02

Teaching staff per faculties and ratio per student

Faculty		Agriculture			Horticulture			Animal Husbandry			Veterinary Medicine			USAMV Total		
Academic year		2015 /2016	2016 /2017	2017 /2018	2015 /2016	2016 /2017	2017 /2018	2015 /2016	2016 /2017	2017 /2018	2015 /2016	2016 /2017	2017 /2018	2015 /2016	2016 /2017	2017 /2018
Tenured professor	occupied	14	17	17	6	7	8	7	9	8	8	8	8	35	41	41
	vacated	4	2	2	2	1	1	3	2	1	3	2	2	12	7	6
Associate professor	occupied	11	8	12	7	7	6	2	2	3	12	13	14	32	30	35
	vacated	2	4	2	2	1	1	3	1	3	3	1	1	10	7	7
Lecturer	occupied	25	28	24	15	13	14	12	11	11	14	15	15	66	67	64
	vacated	29	28	29	15	20	20	19	24	20	5	3	3	68	75	72
Assistant professor	occupied	11	9	12	10	8	9	10	7	8	16	13	15	47	37	44
	vacated	10	15	14	8	8	6	3	2	2	9	16	14	30	41	36
Junior assistant	occupied	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0
	vacated	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total positions	vacated	62	62	65	38	35	37	31	29	30	50	49	52	181	175	184
	occupied	45	49	47	27	30	28	28	29	26	20	22	20	120	130	121
Occupancy degree (%)		57.9	55.9	58.0	58.5	53.8	56.9	52.5	50.0	53.6	71.4	69.0	72.2	60.1	57.4	60.3
TOTAL no. of students		1434	1447	1454	775	731	639	947	845	788	776	807	861	3932	3830	3742
Students/ total positions		13.4	13.0	13.0	11.9	11.2	9.8	16.1	14.6	14.1	11.1	11.4	12.0	13.1	12.6	12.3
Students/ total occupied positions		23.1	23.3	22.4	20.4	20.9	17.3	30.5	29.1	26.3	15.5	16.5	16.6	21.7	21.9	20.3



Appendix 03 -The research and investment projects accessed during 2015 - 2017

POSCCE PROJECTS

No.	CODE	Time frame	Topic	Director	Value (RON)
1	247/28.09 .2010	2010- 2015	Institutul de Cercetări pentru Agricultură și Mediu / I.C.A.M.	JITAREANU GERARD	6953640,42*
TOTAL					6953640,42

* out of which 5,14% co-financing of UASVM

POC PROJECTS

No.	CODE	Time frame	Topic	Director	Value (RON)
1	POC 143/13.10.2016 ID P-36-598 Cod SMIS 2014+	2016- 2019	Centrul regional de cercetări avansate pentru boli emergente, zoonoze și siguranță alimentară ROVETEMERG	SAVUȚA GHEORGHE	1000326,36
TOTAL					1000326,36

CROSS-BORDER PROJECTS

No.	CODE	Time frame	Topic	Director	Value (RON)
1	MIS-ETC 2/1/32/1549	2013-2015	„Promoting sustainable production and implementation of good practices in the bovine farms from Romania, the Republic of Moldova and Ukraine cross-border region”	MACIUC VASILE	12512000,00
TOTAL					12512000,00

PARTNERSIPS IN PRIORITY DOMAINS PROJECTS PN-II-PCCA TIP II

No.	CODE	Time frame	Topic	Director	Value (RON)
1	97	2012- 2016	Screeningul toleranței la salinitate a unor populații locale de legume în vederea conservării potențialului genetic și a biodiversității (S-STRESS)	JITĂREANU CARMENICA DOINA	158800,00
2	158	2014- 2016	Tehnologii și echipamente inovative pentru implementarea în agricultura irigată a conceptului modern de fertilizație (FERTIRIG)	TENU IOAN	117104,00
3	67	2014- 2016	Utilizarea resurselor energetice regenerabile pentru creșterea independenței energetice a miniserelor și	MUNTEANU NECULAI	28911,00

No.	CODE	Time frame	Topic	Director	Value (RON)
			solarilor		
4	132 PN-II-PT- PCCA- 2013-4- 2287	2014- 2016	Suporturi magnetice biomimetice ca strategie pentru ingineria și repararea țesutului osos (MAGBIOTISS)	MAREȘ MIHAI	149999,89
TOTAL					454814,89

PN III BRIDGE GRANTS

No.	CODE	Time frame	Topic	Director	Value (RON)
1	7BG/2016	2016-2018	Creșterea performanței tehnologice în producția de struguri și vin din centrul viticol Averești – Podgoria Huși, prin adaptarea tehnologiilor la potențialul viticol al arealului	IRIMIA LIVIU	276499,07
2	29 BG/2016	2016-2018	Covor vegetal adecvat pentru îmbunătățirea condițiilor de agroecosistem în livezi intensive cu măr	MIHAI TALMACIU	185999,54
TOTAL					462498,61

PN III – EXPERIMENTAL DEMONSTRATIVE PROJECTS

No.	CODE	Time frame	Topic	Director	Value (RON)
1	18PED/2017	2017-2018	Dezvoltarea unui nou model inovativ de uscător vertical cu recuperare de căldură pentru deshidratarea semințelor de cereale	CÂRLESCU PETRU MARIAN	305000,00
TOTAL					305000,00

PN III – INNOVATION CHEQUES

No.	CODE	Time frame	Topic	Director	Value (RON)
1	7CI/2017 PN-III-P2- 2.1-CI- 2017-0123	2017	Elaborarea unor practici prietenoase mediului prin exploatarea potențialului biopesticid și biofertilizant al plantelor medicinale	BREZEANU CREOLA	36500,00
2	127CI/2017 PN-III-P2- 2.1-CI- 2017-0696	2017-2018	Soluții inovative privind fertilizarea culturilor legumicole în spații solarie - ECOFERT	STOLERU VASILE	27820,00
TOTAL					64320,00

PN III – HUMAN RESOURCES. MOBILITY FOR RESEARCHERS

No.	CODE	Time frame	Topic	Director	Value (RON)
3	PN-III-P1-1.1- MC-2017-1746	2017-2018	Proiect mobilitate cercetători. Stagiul de pregătire	BRÎNZĂ MARIA	10500,00
4	PN-III-P1-1.1-	2017	Finanțarea de către UEFISCDI și execuția de	MAREȘ	7984,50

No.	CODE	Time frame	Topic	Director	Value (RON)
	MC-2017- 0179		către contractor a proiectului de mobilitate	MIHAI	
5	PN-III-P1-1.1-MC-2017- 2474	2017-2018	Finanțarea de către UEFISCDI și execuția de către contractor a proiectului de mobilitate	CIORNEI ȘTEFAN	3500,00
7	PN-III-P1-1.1-MC-2017-1061	2017-2018	Finanțarea de către UEFISCDI și execuția de către contractor a proiectului de mobilitate	BĂISAN RADU ANDREI	954,00
TOTAL					22941,5

FDI (INSTITUTIONAL DEVELOPMENT FUND) PROJECTS

No.	CODE	Time frame	Topic	Director	Value (RON)
1	CNFIS-FDI-2017-0163	2017	Bune practici pentru incluziunea studenților aflați în situații de risc, în vederea creșterii echității sociale la nivel instituțional	STOLERU VASILE	162000,00
2	CNFIS-FDI-2017-0299	2017	Dezvoltarea procesului de internaționalizare a învățământului superior din USAMV Iași	MIRON LIVIU	208000,00
3	CNFIS-FDI-2017-0560	2017	Registrul Matricol Unic – funcționalitate, intercooperare și compatibilitate a informațiilor privind gestionarea studenților	PĂȘĂRIN BENONE	91000,00
4	CNFIS-FDI-2017-0244	2017	Optimizarea activităților practice prin dezvoltarea bazei materiale la Stațiunea Didactică a USAMV Iași (acronim PRACTIPREG)	LIPȘA FLORIN	240000,00
5	CNFIS-FDI-2017-0325	2017	Modernizarea managementului universitar și a transferului de cunoaștere spre mediul de afaceri în cadrul USAMV Iași	SOLCAN GHEORGHE	182000,00
6	CNFIS-FDI-2017-0500	2017	Mecanisme de îmbunătățire a activității didactice și promovarea eticii actului academic în USAMV Iași	CHIRUȚĂ CIPRIAN	192000,00
7	CNFIS-FDI-2017-0477	2017	Absolventul, veriga centrală în procesul de corelare a ofertei educaționale a USAMV Iași cu cererea pieței muncii (WORK-INSERT)	CONDREA MIHAI	106000,00
TOTAL					1181000,00

INTERNATIONAL RESEARCH AND INVESTMENTS CONTRACTS (SCOPES, FP7, COST, AUF, HORIZON 2020, ETC):

No.	CODE	Time frame	Topic	Director	Value (RON)
1	C511/2/1/S/08/00/03/S 2 din 31.07.2014	2014-2015	Înființarea și Sprijinirea Rețelei Naționale de Dezvoltare Rurală	IGNAT GABRIELA	152922.00
2	LIFE13ENV/FR/0015 12/02.07.2014	2014-2019	Adaptation of Viticulture to CLIMate change: High resolution observation of adaptation scenarii for viticulture – ADVICLIM	IRIMIA LIVIU MIHAI	13272389.2
	04-4-1069-2009/2011	2011-2016	Investigation of Nanosystems and Novel Materials by Neutron Scattering Methods	MIRON LIVIU	18364.38
4	17627/28.08.2015 IZ74ZO_1 60429	2015-2017	AMSAR: Arbovirus Monitoring, SurveillAnce and Research – capacity building on mosquitoes and biting midges	SAVUTA GHEORGHE	54719.17
5	655/23.01.2014 S0112COV	2014-2018	La mise en place d'un centre de réussite universitaire	PETREA ELENA	9200.00

No.	CODE	Time frame	Topic	Director	Value (RON)
	65402				
	720726 Horizon 2020	2016-2020	Lupinus mutabilis for increased Biomass from marginal lands and value for BIOrefineries (partener) LIBBIO	SIMIONIUC PETRU-DĂNUȚ	236856.20
	35/BM	2016-2018	Substituirea aditivilor alimentari sintetici cu componenți bioactivi extrași din resurse naturale regenerabile (partener)	PATRAȘ ANTOANELA	1025.85
	2016-1-RO01- KA203- 024732	2016-2019	Erasmus+: Online courses with videos for the field of veterinary communication dealing with prevention, diagnosis and treatment of diseases from animals to humans	MIRON LIVIU	68012.84
	18- AUF/16.08 .2016	2016-2017	Optimizarea parametrilor reproductivi, genetici și de sănătate în ameliorarea producției populațiilor de caprine (Acronim: O, MA CHEVRE!)	SAVUTA GHEORGHE	109693.75
	48 BM/2016	2016-2017	Noi metode de mărire a potențialului sanogen al germeilor (coordonator: USAMV Iasi, partener: China)	PATRAȘ ANTOANELA	25030.00
	109BM/20 17	2017-2018	Noi eco-betoane pentru creșterea eficienței energetice la construcțiile agro-zootehnice	BUCUR ROXANA DANA	8204.00
	04-4-1069- 2009/2011	2011-2017	IUCN DUBNA	MIRON LIVIU	15701.98
	585603- EPP-1- 2017-1- DE- EPPKA2- CBHE-JP	2017	From theoretical – oriented to practical education in agrarian studies (partener)	LIPȘA FLORIN	4498629.8
TOTAL					18470749.17

ADER 2020 SECTORIAL PLAN CONTRACTS

No.	CODE	Time frame	Topic	Director	Value (RON)
1	ADER 3.3.11/28.10.2015	2015-2018	Metode inovative de obținere a nucleului altoit pentru înființarea plantațiilor ecologice în perspectiva schimbărilor climatice majore pe plan mondial	TĂLMACIU NELA	6240,41
2	ADER 5.2.2/03.08.2015	2015-2018	Conservarea și prezervarea taurinelor pe cale de dispariție, respectiv rasa Sura de stepă în vederea asigurării biodiversității resurselor genetice a populațiilor de animale	GRĂDINARU ANDREI/ SIMEANU DANIEL	41448,86
3	ADER 5.1.9/22.10.2015	2015-2018	Cercetări privind evaluarea stadiului actual al formării unei noi linii de ovine specializată pentru producția de lapte prin încrucișarea oilor țigaie cu berbeci awassi, adaptată zonei de podiș din partea de nord-est a României	PASCAL CONSTANTIN	32774,64
TOTAL					80463,91

EUROPEAN FUNDING – PNDR PROJECTS

No.	CODE	Time frame	Topic	Director	Value (RON)
1	14/31.10.2014	2014-2015	Programul Operațional pentru pescuit – contract de MADR – Servicii de monitorizare științifică a proiectelor	PĂSĂRIN BENONIE	143840,10

No.	CODE	Time frame	Topic	Director	Value (RON)
			pilot aflate în derulare		
2	C411111011212409534/ 18.06.2015	2015	Furnizarea serviciilor de formare profesională, informare și difuzare de cunoștințe pentru fermierii de pe teritoriul GAL Colinele Iașilor	BODESCU DAN	39415,10
TOTAL					39415,10

**POSDRU (OPERATIONAL SECTORIAL PLAN FOR HUMAN RESOURCES DEVELOPMENT)
PROJECTS**

No.	CODE	Time frame	Topic	Director	
1	FSE- POSDRU	LEONTE CONSTANTIN	Practica pentru o piață a muncii competitive POSDRU/161/2.1/G/139241	1129697,00	
2	FSE- POSDRU	VINTU VASILE	Investiția în Resurse Umane – Calitate și Eficiență în Agricultură și Servicii (IRU-CEAS) POSDRU/164/2.3/S/138071	161607,43	
3	FSE- POSDRU	ROTARU LILIANA	Programe doctorale și postdoctorale pentru promovarea excelenței în cercetare, dezvoltare și inovare în domenii prioritare - agronomic și medical veterinar ale societății bazate pe cunoaștere POSDRU/159/1.5/S/132765	1790012,10	
4	FSE- POSDRU	SAMUIL COSTEL	SP ² = Șanse Profesionale prin Stagii de Practică POSDRU/189/2.1/G/156171	688247,51	
TOTAL					3769564,04

R.O.S.E. (ROMANIAN SECONDARY EDUCATION PROJECT)

No.	CODE	Time frame	Topic	Director	Value (RON)
1	AG 59/SGU/NC/1	21.11.2017- 20.10.2020	Șanse de succes pentru studenții agronomi din anul I - AGROSTUDIS	LIPȘA FLORIN DANIEL	136336,00
TOTAL					136336,00

PARTNERSHIPS WITH PRIVATE (BUSINESS) ENTITIES PROJECT

No.	CODE	Time frame	Topic	Director	Value (RON)
1	16/26.04.2 008	2008- 2015	Apresiasi vierilor de reproducție după indicatori sintetici	PĂSĂRIN BENONE	5000,00
2	531/04.03. 2008	2008- 2015	Studii privind optimizarea criteriilor de apreciere a carcaselor corespunzător normelor europene	PĂSĂRIN BENONE	8000,00
3	3362/28.03 .2009	2009- 2015	Trasabilitatea materiilor prime furajere - normă europeană a sănătății animalelor și oamenilor	PĂSĂRIN BENONE	5500,00
4	913/23.03. 2010	2010- 2015	Studii privind optimizarea criteriilor de apreciere a carcaselor la porcii sacrificați, corespunzător normelor UE	PĂSĂRIN BENONE	6700,00

No.	CODE	Time frame	Topic	Director	Value (RON)
7	759/24.01.2014	2014-2016	Cercetări privind optimizarea structurii și rotației culturilor la SC AGROMER SRL în funcție de procesele de degradare a solului (eroziune, salinizare, scăderea conținutului de materie organică, compactare, etc.)	UNGUREANU GEORGE	40000,00
8	7151/04.06.2015	2015	Testarea unor cultivare de sfeclă pentru zahăr și optimizarea tehnologiei de combatere a ciupercii <i>Cercospora beticola</i> Sacc.	SIMIONIUC VIOLETA	20000,00
9	76/2013	2013-2015	Utilizarea unor resurse furajere și aditivi furajeri în producția animală și posibilități de influențare a calității produțiilor animale (beneficiar SC ProFeed București)	POP MIRCEA	17023,00
10	21180/02.09.2014	2014-2015	Performance trial with broilers: agreement (beneficiar KEMIN Europa N.V.)	POP MIRCEA	57110,71
11	16772/14.10.2015	2015-2018	Cercetări privind utilizarea unor aditivi și resurse furajere în alimentația animalelor și performanțele obținute în producția animală	POP MIRCEA	85000,00
12	2608/09.03.2015	2015-2016	Utilizarea unor resurse furajere sau aditivi furajeri în hrana păsărilor în scopul influențării calității producției obținute – Nutriția și alimentația animalelor; Calitatea produselor agro-alimentare	POP MIRCEA	10500,00
13	14703/05.08.2014	2014-2017	Testarea unor cultivare de grâu, rapiță, sfeclă de zahăr și porumb pentru optimizarea tehnologiei de aplicare a produsului tip – soil conditioning - MATAB	CAZACU DAN	16500,00
14	1013/30.10.2014	2014-2017	Realizarea unei colecții de trandafiri în vederea monitorizării comportării în cultură și a evlaurii caracterelor ornamentale	CHELARIU LILIANA	53724,69
15	4461/14.04.2015	2015-2017	Sustainable and unpolluted research regarding the use of bioproducts for the vegetable crops management to increase food safety	STOLERU VASILE	9342,38
16	4267/07.04.2015	2015-2017	Studii și cercetări privind posibilitățile de creștere a eficienței economice prin optimizarea structurii culturilor și a strategiei de distribuție și valorificare a producției agricole vegetale în condițiile SC NORDAGROTEHNIK SRL Botoșani	GÎNDU ELENA	31500,00
17	104/30.09.2015	2015-2018	Model etnico-economic performant de exploatare apicolă producătoare de roiuri și familii de albine	BODESCU DAN	12500,00
18	20265/11.12.2015	2015-2017	Studii și cercetări privind impactul optimizării structurii producției vegetale și a valorificării acesteia, asupra eficienței economice la S.C. AGRAR-M SERV S.R.L. Lișcoteanca, județul Brăila	CHIRAN AUREL	9000,00
19	8263/23.06.2016	2016-2017	Testarea unor hibrizi de sfeclă de zahăr selectați pentru reducerea cantității de sol aderent	SIMIONIUC VIOLETA	5160,00
20	743/26.09.2016	2016	Efectuarea de cercetări referitoare la analiza comparativă a unor însușiri fizice ale seminței de la unele cultivare de porumb (prestări servicii USAMV Iași – S.C. KWS SEMINȚE SRL)	SAMUIL COSTEL	3000,00
21		2016	Cargill Agricultura SRL	SAMUIL COSTEL	4477,00

No.	CODE	Time frame	Topic	Director	Value (RON)
22	5586/28.04.2016	2016	Prestări servicii de laborator pentru testarea in vivo a unor biomateriale pe bază de titan utilizate ca implanturi osoase la animale	TRINCĂ LUCIA	29000,00
23	18512/23.11.2016	2016-2018	Cercetări privind optimizarea calității unor produse alimentare procesate traditional în corelare cu cerințele legislației naționale	TRINCĂ LUCIA	24000,00
24	6451/19.05.2016	2016	Cuantificarea acțiunii analgezice și antiinflamatoare a combinației: ciclobenzaprina clorhidrat, lidocaina și piroxicam la animale de laborator	BESCHEA-CHIRIAC SORIN	8371,80
25	6984/22.05.2017	2017	Testarea unor hibridi de sfeclă de zahăr selectați pentru reducerea cantității de sol aderent (continuare)	SIMIONIUC VIOLETA	6758,01
26	4274/31.03.2017	2017	Determinarea unităților formatoare de colonii din specia "Bradyrhizobium japonicum" pe diferite probe de semințe și de plante de soia	LIPȘA FLORIN	17626,40
27	21029/13.12.2017	2017-2018	Studii privind influența microbiotei solurilor asupra principalilor indicatori de creștere a producției agricole	LIPȘA FLORIN	0,00
28	8239/15.06.2017	2017 - 2020	Studii și cercetări privind posibilitățile de creștere a eficienței economice prin metode de analiză economico-financiară în condițiile S.C. Rural Moldova SRL Frumușica, județul Botoșani	DONOSA DAN	15000,00
29	6686/16.05.2017 676/28.04.2017	2017-2018	Testare produse prin organizare de loturi demonstrative/comparative	RĂUS LUCIAN	9900,00
30	18334/27.10.2017	2017	Testarea de produse azotoase Timac	RĂUS LUCIAN	10799,00
31	8512/21.06.2017	3 ani (2017-2020)	Cercetări asupra unor factori de stres care pot influența cantitatea și calitatea producției la unele plante de cultură (S.A. Agroind Berezeni)	TALMACIU MIHAI	15000,00
32	10531/19.07.2017	2017-2019	Cercetări privind utilizarea unor aditivi și resurse furajere în alimentația animalelor și performanțele obținute în producția animală	POP MIRCEA	8000,00
33	12819/31.07.2017	aug. 2017-ian. 2019	Cercetări privind optimizarea alimentației unor specii de animale de companie și pești	DOLIȘ MARIUS GHEORGHE	10000,00
34	8152/14.06.2017	2017-2018	Optimizarea unor metode de diagnostic parazitologic și tratament în tulburările gastrointestinale la rumegătoare și reducerea pierderilor economice	IACOB OLIMPIA	23800,00
35	12523/27.07.2017	2017-2018	Cercetări privind impactul supravegherii stării de sănătate a regiunii acropodiale, la ovine și caprine, asupra performanțelor obținute în producția animală	BURTAN LIVIU CĂTĂLIN	15000,00
36	20174/28.11.2017	24 luni (2017-2019)	Studii cu privire la creșterea găinilor ouătoare și optimizarea producțiilor acestora	USTUROI ALEXANDRU	46460
TOTAL					639752,99

PROJECTS FINANCED FROM OWN USAMV FUNDS

No.	CODE	Time frame	Topic	Director	Value (RON)
-----	------	------------	-------	----------	-------------

No.	CODE	Time frame	Topic	Director	Value (RON)
AGRICULTURE					
1	5529/25.04.2013	2013-2015	Cercetări privind implicațiile agenților patogeni ai grâului asupra pierderilor cantitative și calitative cu privire specială asupra conținutului de micotoxine	Bălău Andreea Mihaela	8897.06
3	5530/25.04.2013	2013-2015	Managementul resturilor vegetale la suprafața solului. factor cheie în atenuarea efectelor secetei și maximizarea producției	Țopa Denis Constantin	17387.72
TOTAL					26284.78
HORTICULTURE					
1	5526/25.04.2013	2013-2015	Studii asupra profilului de aromă a vinurilor românești	Colibaba Lucia Cintia	4438.95
2	5525/25.04.2013	2013-2015	Separarea unor compuși bioactivi din vin pe materiale inerte nanoporoase	Luchian Camelia Elena	6203.04
TOTAL					10641.99
ANIMAL HUSBANDRY					
1	5528/25.04.2013	2013-2015	Studiu comparativ asupra valorii nutritive și sanogenității produselor avicole obținute în sisteme de producție ecologice și convenționale	Radu Rusu Răzvan Mihail	1559.60
2	5531/25.04.2013	2013-2015	Studii comparative cu privire la calitatea ouălor provenite de la găinile exploatate în sistemele de creștere agreeate în Uniunea Europeană	Usturoi Alexandru	6000.00
TOTAL					7559.6
VETERINARY MEDICINE					
1	5524/25.04.2013	2013-2015	Evaluarea prin tehnici de biologie moleculară a markerilor moleculari ai apoptozei COX2, BCL-2 și p53; impactul acestora în dezvoltarea fibropapiloamelor cutanate induse natural la bovine	Bocăneți Florentina (Daraban)	5627.22
2	5522/25.04.2013	2013-2015	Aplicabilitatea biotehnologiilor de reproducție la rasa Mangalița	Ciornei Ștefan Gregore	4538.39
TOTAL					10165,61

INTERUNIVERSITARY PARTNERSHIPS

No.	CODE	Time frame	Topic	Director	Value (RON)
1	5489/27.04.2016	2016	Acord de parteneriat în cadrul proiectului: „Safe&Sustainable Use Initiative” (USAMV Cluj – USAMV Iași)	CAZACU DAN	6758.47
TOTAL					6758.47

**UNIVERSITY OF AGRICULTURAL SCIENCES AND VETERINARY
MEDICINE OF IASI
ANIMAL HUSBANDRY FACULTY
BACHELOR PROGRAMME: Control and Expertise of Alimentary Products
Course title: **Enzymatic and immunological analyses in food industry****

2nd Year of study, 3rd SEMESTER

Credit value (ECTS) 5

Course category

Domain (Imposed)

Course holder:

Assoc. prof. Răzvan RADU-RUSU, PhD

Discipline objectives (course and practical works)

The course is focused on transferring to the students of basic knowledge related to identification, description and proper usage of the notions in food biochemistry, linked to the existing enzymatic species and of their dynamics throughout the food processing, storage or trading.

In practical works, the students get used to the enzymatic analytical methods applied in monitoring and inspection of the technological processes in the food industry, identification of the abnormal situation and solutions finding. The graduates will be able to run inspection and expertise of food products, within consumers' affairs protection, through designing and applying of methods and systems of commodity quality assessment and food safety inspection, using enzymatic reactions, both qualitative and quantitative.

Contents (syllabus)

Course
1. Introduction in enzymology: brief history, usefulness
2. Enzymes nomenclature, structure and biochemical properties
3. Enzymatic reactions dynamics and interactions in the organisms yielding foodstuffs and in food products
4. Enzymes usage as markers of food safety status
5. Enzymes usage in dairy products industry and in their quality inspection
6. Enzymes usage in meat products industry and in their quality inspection
7. Enzymes usage in alcoholic beverages industry and in their quality inspection
8. Enzymes usage in non-alcoholic beverages industry and in their quality inspection
9. Enzymes usage in milling and bakery products industry and in their quality inspection
10. Enzymes usage in other food products industry and in their quality inspection
11. Enzymes usage in producing dietetic, functional food designed for special needs consumers

Practical works
1. Safety regulations in analytical laboratories. Overview on the enzymatic analyses laboratory.
2. Acquiring and training of the abilities in using laboratory equipment: handling and accuracy

3. Quantitative analysis of the enzymatic activity. Overview on the analytical methods – spectrophotometry, fluorimetry, polarimetry, titrimetry, radiometry (description, advantages, disadvantages, limitations)
4. Enzymatic assessment of lactic acid
5. Enzymatic assessment of ethylic alcohol
6. Enzymatic assessment of glucose
7. Microbiological assessment of milk – reductase test (blue methylene and resazurine dyes)
8. Microbiological assessment of milk – catalase test
9. Inspection of low and high temperature pasteurisation of milk – phosphatase test
10. Inspection of middle temperature pasteurisation of milk – peroxidase test
11. Testing the efficacy of the enzymatic coagulation products used in dairy industry
12. Inspection of yolk and egg powder pasteurisation using the alpha-amylase test
13. Measuring of enzymatic activity via automated equipment (miniApi and biochemistry)
14. Using the real-time PCR technique in dynamic enzymatic assays

Bibliography

- Cojocaru D. C., 2005 - Enzimologie practică, Editura Tehnopress, Iași.
- Cojocaru D. C., Zenovia Olteanu, Elena Ciornea, 2010 - Enzimologie generală, Editura Tehnopress, Iași.
- Dabija A., Rusu L., Alexa I.C., 2007 - Enzimologie industrială, Editura Alma Mater, Bacău.
- Filip C., 2007 - Enzime și coenzime, Editura Pim, Iași.
- Jurcoane Ș., 2000 - Biotehnologii : fundamente, bioreactoare, enzime, Editura Tehnică, București.
- Fleschin S., 2001 - Enzimologie analitică, Editura Ars Docendi, București.
- Manolescu B. N., 2012 - Exerciții și teste grilă comentate de enzimologie aplicată, Editura Niculescu, Iași.
- Radu-Rusu R.M., 2016 – Analize enzimatică și imunologice în industria alimentară, Suport de curs, Lito USAMV Iași

Evaluation

Evaluation form	Evaluation Methods	Percentage of the final grade
Exam	Written examination	70%
Evaluation of the activity during the semester	Oral assessment during the semester, progress tests and assessment of practical abilities in running analytical methods.	30%

Contact

Assoc prof. Răzvan RADU-RUSU, PhD
 Animal Husbandry Faculty - UASVM Iasi
 8 Mihail Sadoveanu Alley, Iasi, 700490, Romania
 phone: 0040 232 407375, fax: 0040 232 267504
 e-mail: radurazvan@uaiasi.ro

Appendix 05 Teaching staff structure per faculties and demographic criteria (gender and age)

No.	Faculty	Gender/age	Tenured professor	Associate professor	Lecturer	Assistant professor	Junior assistant	TOTAL TEACHING STAFF
A. ACADEMIC YEAR 2015/2016								
1.	AGRICULTURE	Men	12	7	12	7	0	38
		Women	2	4	13	4	1	24
		TOTAL	14	11	25	11	1	62
		Under 35 years old	0	0	1	6	1	8
2.	HORTICULTURE	Men	4	3	5	1	0	13
		Women	2	4	8	8	0	22
		TOTAL	6	7	13	9	0	35
		Under 35 years old	0	0	2	7	0	9
3.	ANIMAL HUSBANDRY	Men	7	3	5	1	0	16
		Women	0	4	8	8	0	20
		TOTAL	7	7	13	9	0	36
		Under 35 years old	0	0	2	7	0	9
4.	VETERINARY MEDICINE	Men	6	8	9	5	0	28
		Women	2	4	4	11	0	21
		TOTAL	8	12	13	16	0	49
		Under 35 years old	0	0	0	10	0	10
5.	USAMV IASI	Men	29	21	31	14	0	95
		Women	6	16	33	31	1	87
		TOTAL	35	37	64	45	1	182
		Under 35 years old	0	0	5	30	1	36

No.	Faculty	Gender/age	Tenured professor	Associate professor	Lecturer	Assistant professor	Junior assistant	TOTAL TEACHING STAFF
B. ACADEMIC YEAR 2016/2017								
6.	AGRICULTURE	Men	14	5	14	5	0	38
		Women	3	3	14	4	0	24
		TOTAL	17	8	28	9	0	62
		Under 35 years old	0	0	20	6	0	26
7.	HORTICULTURE	Men	4	4	4	1	0	13
		Women	3	3	9	7	0	22
		TOTAL	7	7	13	8	0	35
		Under 35 years old	0	0	1	6	0	7
8.	ANIMAL HUSBANDRY	Men	9	0	4	3	0	16
		Women	0	2	9	5	0	16
		TOTAL	9	2	13	8	0	32
		Under 35 years old	1	0	1	2	0	4
9.	VETERINARY MEDICINE	Men	6	9	10	4	0	29
		Women	2	4	5	9	0	20
		TOTAL	8	13	15	13	0	49
		Under 35 years old	0	0	0	6	0	6
10.	USAMV IASI	Men	33	18	32	13	0	96
		Women	8	12	37	25	0	82
		TOTAL	41	30	69	38	0	178
		Under 35 years old	1	0	22	20	0	43

No.	Faculty	Gender/age	Tenured professor	Associate professor	Lecturer	Assistant professor	Junior assistant	TOTAL TEACHING STAFF
C. ACADEMIC YEAR 2017/2018								
11.	AGRICULTURE	Men	14	7	12	7	0	40
		Women	3	5	12	5	0	25
		TOTAL	17	12	24	12	0	65
		Under 35 years old	0	0	19	8	0	27
12.	HORTICULTURE	Men	4	4	4	2	0	14
		Women	4	2	10	7	0	23
		TOTAL	8	6	14	9	0	37
		Under 35 years old	0	0	9	4	0	13
13.	ANIMAL HUSBANDRY	Men	8	1	6	3	0	18
		Women	0	2	5	5	0	12
		TOTAL	8	3	11	8	0	30
		Under 35 years old	0	0	0	4	0	4
14.	VETERINARY MEDICINE	Men	6	9	11	5	0	31
		Women	2	5	4	10	0	21
		TOTAL	8	14	15	15	0	52
		Under 35 years old	0	3	0	6	0	9
15.	USAMV IASI	Men	32	21	33	17	0	103
		Women	9	14	31	27	0	81
		TOTAL	41	35	64	44	0	184
		Under 35 years old	0	3	28	22	0	53

**"Ion Ionescu de la Brad" UNIVERSITY OF AGRICULTURAL SCIENCES
AND VETERINARY MEDICINE OF IAȘI**
International Relations Office

**INTERNATIONAL (FOREIGN) STUDENTS ENROLLED FOR STUDIES
IN USAMV IAȘI
IN 2018-2019 ACADEMIC YEAR**

No.	Country of origin	Faculty	Number of students
EU students (60 st.; 29.4%)			
1	Switzerland	Veterinary Medicine	1
2	Finland	Veterinary Medicine	1
3	France	Horticulture	1
		Veterinary Medicine	39
4	Greece	Veterinary Medicine	15
5	Ireland	Veterinary Medicine	1
6	Italy	Veterinary Medicine	1
7	Romania with foreign citizenship	Veterinary Medicine	1
NON-EU students (144 st.; 61.6%)			
8	Israel	Veterinary Medicine	25
9	Morocco	Veterinary Medicine	1
10	Mauritius	Veterinary Medicine	1
11	Republic of Moldova	Agriculture	34
		Horticulture	15
		Animal Husbandry	27
		Veterinary Medicine	33
12	Turkmenistan	Agriculture	2
13	Ukraine	Agriculture	1
		Veterinary Medicine	5
Total General			204

USAMV Iași

Faculty:

Department:

Course(s):

SELF-EVALUATION FORM Academic year 2018-2019

Personal data:

Name and surname:

Academic rank:

Position:

Work experience (years):

Work experience in higher education (years):

Evaluation criteria:

A. Teaching activity (to score 0-25 pts. /criterion):	Granted score
1. Teaching norm size	
2. Quality of teaching activity - Way of presentation - Interactivity - Knowledge transfer	
3. Usage of teaching means and methods	
4. Course content - courses up to date - connection with the practical and scientific activities - design of new teaching materials and auxiliaries	
Total score criterion A	
Percentage of criterion A	45%

B. Scientific activity (to score 0-25 pts. /criterion):	
1. Research grants and contracts: - manager/responsible - member	
2. Published scientific articles: - single or main author - co-author	
3. Published books and handbooks - single or main author - co-author	
4. Auditor of third party research reports	
5. Other activities	
Total score criterion B	
Percentage of criterion B	25%

C. Other activities useful for the educational process (to score 0-20 pts. /criterion):	
1. Member in professional/scientific associations	
2. Member in graduation exams committees	
3. Member in PhD committees	
4. Responsible of scientific groups for students	
5. Other teaching activities for educational support	
Total score criterion C	
Percentage of criterion C	15%

D. Personal traits (to score 0-25 pts. /criterion):	
1. Attitude towards changing	
2. Creative problems solving	
3. Moral integrity and altruism	
4. Self-discipline	
5. Respect and support provided to colleagues	
Total score criterion D	
Percentage of criterion D	15%

TOTAL SCORE (A x 0.45 + B x 0.25 + C x 0.15 + D x 0.15)	
--	--

Scoring scale ranks:

- Very good (VG) – 80-100 points;
- Good (G) – 70-79 points;
- Acceptable (A) - 60-69 points;
- Satisfying (S) – 50-59 points;
- Unsatisfying (U) - < 50 points.

ACHIEVED RANK:

Signature:

Faculty

Study programme:, year of study:

EVALUATION FORM

Course:; **semester I, year 2018-2019**

Name of the evaluated teacher:

This form was designed to be filled in by students, in order to evaluate the teaching staff activity and to continuously improve the quality of the educational process. You have the opportunity to express your opinion on the quality of the teaching staff member and you are kindly asked to answer objectively and sincerely. All answers and comments are anonymous and confidential and they will not affect your academic status.

A. To what extent were you attend these activities related to the teaching process?

Activity	75%-100%	50%-75%	25%-50%	0-25%	Not at all
Lectures attendance					
Laboratory works/seminar/project attendance					

B. Please answer all items, checking by an X mark the appropriate answer, upon your opinion: A-most likely; B-likely; C-partially; D-less likely; E-not at all

No.	Items	Evaluation				
		A	B	C	D	E
1	Does your teacher is always on time for classes and use the whole available time to explain the topics of the course?					
2	Do the explanations of the teacher are clear and have and appropriate scientific quality?					
3	Does the teacher use methods and means to facilitate the understanding of the topic?					
4	Do the lectures/laboratory works/seminaries comprise updated and relevant information?					
5	Does the teacher provide you practical/concrete examples/explanations?					
6	Do the applied activities in laboratory/seminar/project are in accordance with the notions you were taught in course classes?					
7	Do the teaching style and the used content are attractive, interesting, stimulating for your will of knowledge in the field of the course?					
8	Does the teacher accepts and supports students’ questions, alternative opinions? Does the teacher stimulates the bi-directional, interactive way of communication?					
9	Does the teacher encourage/appreciate the attendance of students in classes (both lecture and practical training)?					
10	Do the recommended supplemental literature references help you to better understand the taught notions?					
11	Did the teacher presented and explained, by the beginning of the semester, the criteria used in your evaluation and the criteria to graduate the course?					
12	Does the teacher evaluate the students, throughout the semester activities, in a correct/impartial/transparent manner?					
13	Did the objectives and the purpose of the course were clearly presented to you, in connection with your professional development?					
14	Do you find the course relevant in connection with the competencies and skills (objectives) to be trained to you within the academic programme you follow?					
15	Did the teacher appoint an advising schedule and provide you unconditional support to understand the taught notions and topics?					
16	How do you appreciate the professional level of the teacher in charge with lecture/seminar/laboratory works/project?					
17	Does the teacher is available for dialogue and treat the students with proper respect and consideration?					
18	Did your knowledge was improved and the previously unknown/not understood aspects were clarified after you studied this course?					

Please add any comments and suggestions related to: this form structure, content of the evaluated course, teaching manner etc.

.....
.....
.....

Your average mark from the previous academic year: 5 – 6; 6 – 7; 7 – 8; 8 – 9; 9 – 10;

Thank you indeed!

USAMV Iași
 Faculty:.....
 Department:.....

PEER (COLLEGIAL) EVALUATION FORM

Academic year 2018-2019

Personal data:

Name and surname of the evaluated colleague:

Academic rank:

Position:

Work experience (years):

Work experience in higher education (years):

A. Peer evaluation

Evaluation criteria:	Granted score
1. Accomplishment of performance criteria (to score 0-25 pts. /criterion):	
1.1. Size of teaching norm	
1.2. Quality of didactic activity	
1.3. Efficient usage of teaching means and methods	
1.4. Way of lecture presentation	
Total score criterion 1	
Percentage of criterion 1	40%
2. Scientific activity (to score 0-25 pts. /criterion):	
2.1. Research grants and contracts	
2.2. Published scientific articles	
2.3. Published books and handbooks	
2.4. Auditor of third party research reports	
Total score criterion 2	
Percentage of criterion 2	25%
3. Adaptation to work environment complexity (to score 0-25 pts. /criterion):	
3.1. Capacity of design, analysis, synthesis	
3.2. Interactivity	
3.3. Team work	
3.4. Teaching skill	
Total score criterion 3	
Percentage of criterion 3	15%
4. Initiative and creativity (to score 0-50 pts. /criterion):	
4.1. Receptivity to novelties	
4.2. Creative problems solving	
Total score criterion 4	
Percentage of criterion 4	10%

5. Personal traits (to score 0-25 pts. /criterion):	
5.1. Moral integrity	
5.2. Self-discipline	
5.3. Respect and support provided to colleagues	
5.4. Communication	
Total score criterion 5	
Percentage of criterion 5	6%

6. Other activities useful for the educational process (to score 0-25 pts. /criterion):	
6.1. Member in professional/scientific associations	
6.2. Member in graduation exams committees	
6.3. Member in PhD committees	
6.4. Responsible of scientific groups for students/responsible of academic programmes	
Total score criterion 6	
Percentage of criterion 6	4%

TOTAL SCORE	
--------------------	--

Scoring scale ranks:

- Very good (VG) – 80-100 points;
- Good (G) – 70-79 points;
- Acceptable (A) - 60-69 points;
- Satisfying (S) – 50-59 points;
- Unsatisfying (U) - < 50 points.

ACHIEVED RANK:

Name and surname of the evaluator:

Signature:

USAMV Iași

Faculty:.....

Department:.....

MANAGERIAL EVALUATION FORM

Academic year 2018-2019

Personal data:

Name and surname of the evaluated colleague:

Academic rank:

Position:

Work experience (years):

Work experience in higher education (years):

A. Managerial evaluation run by the Director of Department

Evaluation criteria:	Granted score
1. Accomplishment of performance criteria (to score 0-25 pts. /criterion):	
1.1. Size of teaching norm	
1.2. Quality of didactic activity	
1.3. Efficient usage of teaching means and methods	
1.4. Way of lecture presentation	
Total score criterion 1	
Percentage of criterion 1	40%
2. Scientific activity (to score 0-25 pts. /criterion):	
2.1. Research grants and contracts	
2.2. Published scientific articles	
2.3. Published books and handbooks	
2.4. Auditor of third party research reports	
Total score criterion 2	
Percentage of criterion 2	25%
3. Adaptation to work environment complexity (to score 0-25 pts. /criterion):	
3.1. Capacity of design, analysis, synthesis	
3.2. Interactivity	
3.3. Team work	
3.4. Teaching skill	
Total score criterion 3	
Percentage of criterion 3	15%
4. Initiative and creativity (to score 0-50 pts. /criterion):	
4.1. Receptivity to novelties	
4.2. Creative problems solving	
Total score criterion 4	
Percentage of criterion 4	10%
5. Personal traits (to score 0-25 pts. /criterion):	

5.1. Moral integrity	
5.2. Self-discipline	
5.3. Respect and support provided to colleagues	
5.4. Communication	
Total score criterion 5	
Percentage of criterion 5	6%

6. Other activities useful for the educational process (to score 0-25 pts. /criterion):	
6.1. Member in professional/scientific associations	
6.2. Member in graduation exams committees	
6.3. Member in PhD committees	
6.4. Responsible of scientific groups for students/responsible of academic programmes	
Total score criterion 6	
Percentage of criterion 6	4%

TOTAL SCORE	
--------------------	--

Scoring scale ranks:

- Very good (VG) – 80-100 points;
- Good (G) – 70-79 points;
- Acceptable (A) - 60-69 points;
- Satisfying (S) – 50-59 points;
- Unsatisfying (U) - < 50 points.

ACHIEVED RANK:

DEPARTMENTAL DIRECTOR,

Signature:



AGENȚIA ROMÂNĂ DE ASIGURARE A CALITĂȚII ÎN ÎNVĂȚĂMÂNTUL SUPERIOR
ROMANIAN AGENCY FOR QUALITY ASSURANCE IN HIGHER EDUCATION

Membră ENQA – Full member of ENQA
Înregistrată în EOAR – Registered in EOAR

CERTIFICAT CERTIFICATE

**Universitatea de Științe Agricole și Medicină Veterinară "Ion
Ionescu de la Brad" din Iași**

a obținut, în urma evaluării instituționale, calificativul
GRAD DE ÎNCREDERE RIDICAT

pentru perioada 2018-2023

following institutional evaluation, attained the HIGH DEGREE OF CONFIDENCE rating for the period 2018-2023

BIROUL EXECUTIV AL CONSILIULUI ARACIS
EXECUTIVE BUREAU OF ARACIS

Președinte
President

Prof. univ. dr. **Petrescu Iordan**

Director Departament de Evaluare Externă a Calității
Director of the Evaluation Department

Conf. univ. dr. **Bunoiu Mădălin**

Data eliberării/Release date:
27.09.2018

Secretar General
General Secretary

Prof. univ. dr. **Ianoș Ioan**

Vicepreședinte
Vice President

Prof. univ. dr. **Ghițuică Cristina**

Director Departament de Acreditare
Director of the Accreditation Department

Prof. univ. dr. ing. **Lache Simona**

Nr. 157/2018

**MINISTRY OF NATIONAL EDUCATION
'ION IONESCU FROM BRAD' UNIVERSITY OF AGRICULTURAL SCIENCES AND VETERINARY
MEDICINE FROM IAȘI**

3 Mihail Sadoveanu Avenue, post code 700490 – Iași, Romania

Tel: +40-232-213069/260650 Fax: +40-232-260650

Fiscal code: 4541840

E-mail: rectorat@uaiasi.ro, Website: <http://www.uaiasi.ro>

**RECTOR,
Prof. Vasile VÎNTU, PhD**

**ANNUAL OPERATIONAL PLAN
- 2018 -**

According to the National Educational Law nr. 1/2012, of the Order no. 75/2005 approved by law nr. 87/2006 on the Educational Quality Assurance of the University Charter, 'Ion Ionescu from Brad' University of Agricultural Sciences and Veterinary Medicine from Iași drew up the Operational Plan on the year 2018.

The document is drawn up in accordance with the Operational plans of the faculties and the Strategic Plan of the University for facilitating the efficient establishment of the methods through which the university's management and the academic community on the whole, can achieve the coherent and permanent development of UASVM Iași.

A. MISSION AND VISION OF THE UNIVERSITY

The assumed mission of the USAMV is to provide education and scientific research through curricula for all postgraduate education cycles in order to meet the expectations of a developing society.

Thus, UASVM aims at generating knowledge through fundamental and application-oriented research, development, innovation and technological transfer, high-level vocational training, attraction to academic activity of the best specialists and young people with a high potential for scientific professional training.

The vision of UASVM Iași is to be a national leader in education and scientific research in plant and animal resource engineering, engineering and management in agriculture and rural development, food engineering, environmental engineering and veterinary medicine and to count among the best European universities in the field.

B. OBJECTIVES OF THE UNIVERSITY

1. RESEARCH, INNOVATION AND TECHNOLOGICAL DEVELOPMENT

1.1. Excellence in research

Upgrading and operationalizing research centers within the Department of Research, Innovation and Technological Transfer (Center for Agricultural Research, Center for Horticultural Research, Research Center in Animal Sciences, University Center for Veterinary Medical Research);

Responsible persons: the prorector for the scientific research, innovation, technological transfer and international relations; Manager of Department of Research, Innovation and Technological Development; Deans; Manager of IRAE; term: indefinite.

- carrying out research activities contracted with NBSR, National RDI Plan 2014-2020 (PN III), coordinators of other programs financed from national, European funds, the economic environment, according to approved schedules;

Responsible persons: the prorector for the scientific research, innovation, technological transfer and international relations; Manager of Department of Research, Innovation and Technological Development; Scientific Board of IRAE; Deans; Managers of teaching departments; term: indefinite.

- participation with proposals for research projects financed at national level (NASR: NBSR), european level (FP7, POC- COST, bilateral, etc.) or by economic agents;

Responsible persons: the prorector for the scientific research, innovation, technological transfer and international relations; Manager of Department of Research, Innovation and Technological Development; Scientific Board of IRAE; Deans; Managers of teaching departments; term: indefinite.

- increasing contracting value for activities of scientific research, consulting and performing expertise;

Responsible persons: the prorector for the scientific research, innovation, technological transfer and international relations; Manager of Department of Research, Innovation and Technological Development; Scientific Board of IRAE; Deans; Managers of teaching departments; term: indefinite.

- co-financing projects contracted with national / international bodies through programs with non-repayable European funds;

Responsible persons: the management board; Manager of Department of Research, Innovation and Technological Development; Deans; term: indefinite.

- publishing more than 100 articles in indexed journals in BDIs and increasing the number of scientific papers in journals rated by ISI with the publication fees paid from University funds;

Responsible persons: the prorector for the scientific research, innovation, technological transfer and international relations; Manager of Department of Research, Innovation and Technological Development; Deans; Managers of teaching departments; term: indefinite.

- increasing the number of patents by logistical support from the *Department of Research, Innovation and Technological* and Financial Development from the University's own income / research contracts;

Responsible persons: the prorector for the scientific research, innovation, technological transfer and international relations; Manager of Department of Research, Innovation and Technological Development; Deans; Managers of teaching departments; term: indefinite.

- capitalising the research infrastructure of the Institute of Research for Agriculture and Environment – IRAE Iași;

Responsible persons: the management board; the prorector for the scientific research, innovation, technological transfer and international relations; the prorector for institutional development; Manager of Department of Research, Innovation and Technological Development; Deans; Manager of IRAE; Managers of teaching departments; term: indefinite.

- analyzing and, where appropriate, redistributing scientific research equipment in order to make their use more efficient;

Responsible persons: the prorector for the scientific research, innovation, technological transfer and international relations; Manager of Department of Research, Innovation and Technological Development; Deans; Managers of teaching departments; term: indefinite.

- the accomplishment of international research programs on interdisciplinary topics of the university resulting from existing bilateral contracts and agreements;

Responsible persons: the prorector for the scientific research, innovation, technological transfer and international relations; Prorector for institutional development; Office of International Relations; Manager of Department of Research, Innovation and Technological Development; Deans; Managers of teaching departments; term: indefinite.

- the publication of 4 scientific journals *Scientific papers*, *Agronomy series*, *Scientific papers*, *Horticulture Series*, *Scientific papers*, *Veterinary Medicine series*, focusing on the quality of scientific articles and indexation in specialized international databases (CAB International, DOAJ, SCOPUS etc);

Responsible persons: the prorector for the scientific research, innovation, technological transfer and international relations; Manager of Department of Research, Innovation and Technological Development; Deputy deans; term: indefinite.

- continuation to improve the editorial standards of the *Journal of Agronomic Research in Moldova* for ISI indexation;

Responsible persons: the prorector for the scientific research, innovation, technological transfer and international relations; Manager of Department of Research, Innovation and Technological Development; term: indefinite.

- diversification of the forms of capitalization of the research results by publishing in ISI-rated journals, indexed in international databases, volumes of international and national events, respectively by Ion Ionescu de la Brad Publishing House of UASVM Iași or Agricultural Chambers;

Responsible persons: the prorector for the scientific research, innovation, technological transfer and international relations; Manager of Department of Research, Innovation and Technological Development; Deans; term: indefinite.

- improving the management and internal audit mechanisms of scientific research, the processes of selecting the themes and programs, methods of the financing and capitalizing of its results, including by ensuring the technological transfer;

Responsible persons: the prorector for the scientific research, innovation, technological transfer and international relations; Manager of Department of Research, Innovation and Technological Development; Department for Quality Assurance; term: indefinite.

- completing the endowment and operationalization of specialized laboratories for expertise in areas of national interest;

Responsible persons: the management board; the prorector for the scientific research, innovation, technological transfer and international relations; the prorector for institutional development; Manager of Department of Research, Innovation and Technological Development; Deans; term: indefinite.

- attracting the most talented young people, students / master students / PhD students, in the scientific research activity and its capitalization;

Responsible persons: the management board; the prorector for the scientific research, innovation, technological transfer and international relations; Manager of Department of Research, Innovation and Technological Development; Manager of BUDS; Managers of Doctoral Schools; term: indefinite.

- supporting postdoctoral programs as an element of strengthening the research capacity of the university;

Responsible persons: the management board; the prorector for the scientific research, innovation, technological transfer and international relations; Manager of Department of Research, Innovation and Technological Development; Manager of BUDS; Managers of Doctoral Schools; term: indefinite.

- organizing scientific events related to the main fields of activity;

Responsible persons: the prorector for the scientific research, innovation, technological transfer and international relations; Manager of Department of Research, Innovation and Technological Development; Manager of BUDS; Managers of Doctoral Schools; Deans; Student league; term: indefinite.

- encouraging and supporting the participation of professors (main author) with scientific papers at prestigious events organized in the country and abroad, where articles are published in rated/indexed magazines / volumes (a national scientific event / professor, every year; an international scientific event/ professor, every 2 years);

Responsible persons: the management board; the prorector for the scientific research, innovation, technological transfer and international relations; Manager of Department of Research, Innovation and Technological Development; Manager of BUDS; Managers of Doctoral Schools; Deans; term: indefinite.

- the continuation of book and magazine purchases, of major interest for university fields;

Responsible persons: the management board; the prorector for the scientific research, innovation, technological transfer and international relations; the Directorate of library; term: indefinite.

- supporting online access to international databases, through the presence in the Anelis Plus Association;

Responsible persons: the management board; the prorector for the scientific research, innovation, technological transfer and international relations; Manager of BUDS; the Directorate of library; the Service of Applied Computer Science; term: indefinite.

- analysis of the promotion of research grants for young people (research assistants, assistants and lecturers), on disciplinary / multidisciplinary themes, of national interest, in accordance with the University's strategy, financed from the own revenues of UASVM Iași;

Responsible persons: the management board; the prorector for the scientific research, innovation, technological transfer and international relations; Manager of Department of Research, Innovation and Technological Development; term: June 2018.

- the centralization, verification and reporting of the results of the class of quality indicators 'Scientific Research' on the NSA platform;

Responsible persons: the prorector for the scientific research, innovation, technological transfer and international relations; the prorector for institutional development; Deans; Department Managers; Manager of Department of Research, Innovation and Technological Development; term: 15th January 2018.

2. EDUCATIONAL ACTIVITY

- Improving the performance of all Bachelor study programs;

Responsible persons: the prorector for the educational activity; Deans; Department for quality assurance; term: indefinite.

- pursuing the transmission of knowledge and training the necessary skills for graduates to quickly integrate into the labor market;

Responsible persons: the prorector for the educational activity; the prorector for student activities; Deans; Department for quality assurance; term: indefinite.

- consulting representatives of the business environment in order to adapt the educational offer to the changing demands of the labor market;

Responsible persons: the Management Board; the prorector for the educational activity; the prorector for institutional development; the UASVM advisory board; Deans; term: indefinite.

- the use of multimedia platforms, the modularization of some disciplines, the increase of the weight of activities such as essay, case study, in order to increase the acquisition of professional skills;

Responsible persons: the prorector for the educational activity; Deans; Department for quality assurance; Managers of teaching departments; term: indefinite.

- improvement of the methods of performing the practice of the students by using their own practice bases (Făcăieni, Plaiu Șarului, Frasin, Ezăreni, V. Adamachi, Reditu) and through partnerships with the business environment;

Responsible persons: the prorector for the educational activity; Deans; Department for practice; Managers of teaching departments; term: indefinite.

- identifying new bases of practice for students from the specializations *Biology, Consumer and environmental protection, Exploitation of machines and installations for agriculture and food industry, Fisheries and aquaculture*;

Responsible persons: the prorector for the educational activity; Deans; Department for practice; Managers of teaching departments; term: September 2018.

- supporting the temporary mobility of students, master students, PhD students and professors through the Erasmus+ Program at prestigious universities in the EU and other countries;

- stimulating internal temporary mobility, especially within the Consortium of Universities of Agronomy and Veterinary Medicine;

Responsible persons: the prorector for the educational activity; Prorector for student activities; Deans; Student league; Board for Doctoral Studies; term: indefinite.

- improving distance learning in the online environment at the following study programs: Agriculture, Economic Engineering in Horticulture and Animal Sciences;

Responsible persons: the prorector for the educational activity; Deans; Department for Quality Assurance; Managers of teaching departments; term: indefinite.

- promoting excellence in teaching, research and in the assessment process;

Responsible persons: the prorector for the educational activity; the prorector for the scientific research, innovation, technological transfer and international relations; Deans; Department for Quality Assurance; the Board for Quality Assessment and Assurance (BQAA); Department of Permanent Education and Distance Education; Department for the training of Teaching Staff; term: indefinite.

- periodical analysis and update of study programs, curricula and content of disciplines in line with labor market requirements and prestigious universities in the EU;

Responsible persons: the prorector for the educational activity; Deans; BQAA; Department for Quality Assurance; Managers of teaching departments; term: indefinite.

- the correlating of the educational offer through master programs and postgraduate courses with the labor market requirements and internationalization growth;

Responsible persons: the prorector for the educational activity; Deans; Office of international relations; Department for Quality Assurance; term: indefinite.

- development and improvement of doctoral studies according to the legislation in force, in accordance with the corresponding quality standards;

Responsible persons: Manager of BUDS; Managers of Doctoral Schools; BQAA; term: indefinite.

- promotion of the educational offer and the University's image;

Responsible persons: the prorector for the educational activity; Deans; BQAA; Department for Quality Assurance; Managers of teaching departments; term: indefinite.

- use of the Online Collaboration Platform integrated with eLearning (Computer Assisted Learning) on telepresence infrastructure with 3D interactive support in the teaching process;

Responsible persons: the prorector for the educational activity; Deans; Service of Applied Computer Science; term: indefinite.

- identifying the possibilities of expanding the educational offer (proposing new master and bachelor programs);

Responsible persons: the prorector for the educational activity; Deans; Managers of teaching departments; Department for Quality Assurance; term: indefinite.

3. ACADEMIC MANAGEMENT AND CONTINUOUS QUALITY ASSURANCE

- promoting quality culture and internal audit to ensure excellence in educational and scientific research;

Responsible persons: BQAA; Deans; Department for Quality Assurance; Managers of teaching departments; Student league; term: indefinite.

- updating the manual of procedures for assessing and assuring the quality of education and research;

Responsible persons: the prorector for the educational activity; the prorector for the scientific research, innovation, technological transfer and international relations; Manager of Department of Research, Innovation and Technological Development; Deans; Managers of teaching departments; Manager of IRAE; term: indefinite.

- external institutional assessment of UASVM and periodic assessment of the following Bachelor programs: Agriculture, Horticulture, Zootechnics, Veterinary Medicine and Biology;

Responsible persons: the prorector for the educational activity; Deans; Department for Quality Assurance; term: indefinite.

- periodic assessment of Master's degree areas;

Responsible persons: the prorector for the educational activity; Deans; Department for Quality Assurance; term: indefinite;

- correlation of curricula with the new standards set by the The Romanian Agency for Quality Assurance in Higher Education (RAQAHE);

Responsible persons: the prorector for the educational activity; Deans; Department for Quality Assurance; term: indefinite.

- annual assessment of Bachelor study programs and proposals for improving quality;

Responsible persons: the prorector for the educational activity; Deans; Department for Quality Assurance; term: indefinite.

- internal assessment of Master study programs and quality improvement proposals for accreditation in accordance with the national law;

Responsible persons: the prorector for the educational activity; Deans; BQAA; Department for Quality Assurance; Managers of teaching departments; term: indefinite.

- external assessment of Doctoral schools and quality improvement proposals, in order to maintain accreditation in accordance with the national legislation;

Responsible persons: the prorector for the educational activity; Deans; Manager of BUDS; Managers of Doctoral Schools; Department for Quality Assurance; term: indefinite.

- performing online assessment of the teaching staff through the UMS system;

Responsible persons: the prorector for the educational activity; Deans; Managers of teaching departments; Department for Quality Assurance; term: indefinite.

- promoting quality in teaching and in the assessment process, through courses in foreign languages, for the development of some Bachelor and Master's degrees specializations with foreign language teaching;

Responsible persons: the prorector for the educational activity; Deans; Department for Quality Assurance; Managers of teaching departments; Department for training the teaching staff; term: indefinite.

- promoting participatory management to meet the challenges and expectations of an increasingly dynamic society;

Responsible persons: the Management Board; the General-Administrative Directorate; Deans; Managers of teaching departments; term: indefinite.

- providing the organizational framework to create the favorable climate for achieving the performance by the members of the academic community;

Responsible persons: the Management Board; Deans; Managers of teaching departments; Department for Quality Assurance; term: indefinite.

- harmonization and compatibilization of academic management with the one promoted in prestigious universities in Europe and worldwide;

Responsible persons: the Management Board; Deans; Managers of teaching departments; BQAA; term: indefinite.

- creation of some working procedures at the level of the Management Board, but also in relation to the University's Senate, faculties and departments of the university, based on efficiency, flexibility and rigor to ensure the fluency of the activities specific to each department;

Responsible persons: the Management Board; Deans; Managers of teaching departments; BQAA; Department for Quality Assurance; term: indefinite.

- increasing the role and responsibilities of Deans and Department Managers by decentralizing the decision-making process;

Responsible persons: the Management Board; Deans; Managers of teaching departments; term: indefinite.

- coopting personalities from the economic and social environment to the external assessment structure of the University;

Responsible persons: the Management Board; Deans; the Advisory Board; Managers of teaching departments; term: indefinite.

- increasing the role of the Department for Quality Assurance by providing operative informational support in the drawing up the specific documents requested in the assessment processes of the study programs by elaborating the procedures regarding the organization of the teaching activity for Bachelor, Master, PhD and postgraduate university studies, respectively assessment of curricula; periodic monitorization and assessment of study programs;

Responsible persons: the prorector for the educational activity; Deans; BQAA; Manager of BUDS; term: indefinite.

- improvement of the procedures for assessing the quality of teaching, research and managerial-administrative activity;

Responsible persons: the Management Board; Deans; Managers of teaching departments; BQAA; Department for Quality Assurance; the Student League; term: indefinite.

- the annual assessment of professors, teaching and non-teaching auxiliary staff and the use of achieved results in order to boost performance and motivation;

Responsible persons: the prorector for the educational activity; the prorector for the scientific research, innovation, technological transfer and international relations; the General-Administrative Directorate; BQAA; Department for Quality Assurance; Deans; Managers of teaching departments; term: May 2018.

- improving the circulation of information in both ways for efficient resource allocation by simplifying procedures and information flows;

Responsible persons: the Management Board; Deans; Managers of teaching departments; BQAA; Department for Quality Assurance; the Student League; term: indefinite.

- the promotion of quality management system and internal audit that favours the boost of activity efficiency;

Responsible persons: the Management Board; Deans; Managers of teaching departments; BQAA; Department for Quality Assurance; term: indefinite.

- improving the relations between university management and student associations through regular meetings at the level of the university management and by fields of activity;

Responsible persons: the Management Board; the prorector for student activities; Deans; Student League; term: indefinite.

4. FIELD OF HUMAN RESOURCES MANAGEMENT

- optimizing the ratio between filled and vacant positions at all university structures;

Responsible persons: the Management Board; Deans; Managers of teaching departments; BQAA; Department for Quality Assurance; Human Resources Service; term: indefinite.

- the recruitment of research academic staff, based on contest, among the graduates who achieved the best professional results, specialised through a PhD and proving obvious research skills;

Responsible persons: the Management Board; Deans; Managers of teaching departments; BQAA; term: indefinite.

- attracting recognized personalities from the academic, scientific or economic environment from the country and from abroad for some teaching/practical training activities;

Responsible persons: the Management Board; Deans; the Advisory Board; Managers of teaching departments; BQAA; term: indefinite.

- identifying strategies for completing the vocational training of the teaching staff by developing career development plans and participating in lifelong learning activities;

Responsible persons: the prorector for the educational activity; Deans; Managers of teaching departments; the Department for Teaching Staff Training (DTST); Department for Quality Assurance; term: indefinite.

- the integration of retired professors into scientific research and consultancy activities, in order to transfer their experience to young teaching staff;

Responsible persons: the prorector for the educational activity; Deans; Managers of teaching departments; Manager of BUDS; term: indefinite.

- the participation of the teaching staff in professional training refresher activities (internal and international scientific events, ERASMUS mobilities and through bilateral agreements, research / consultancy programs, etc.);

Responsible persons: the prorector for the educational activity; Deans; Managers of teaching departments; Manager of BUDS; term: indefinite.

- improving the training of administrative and auxiliary staff by holding courses and periodically verifying the professional knowledge and skills;

Responsible persons: the Management Board; the General-Administrative Directorate; BQAA; Department for Quality Assurance; term: indefinite.

- promotion of auxiliary teaching and non-teaching staff to ranks and professional positions, depending on the quality of the carried out activities;

Responsible persons: the Management Board; the General-Administrative Directorate; Department for Quality Assurance; term: indefinite.

5. PARTNERSHIP WITH STUDENTS

- assuring student access to quality university services;

Responsible persons: the prorector for the educational activity; Deans; Managers of teaching departments; Manager of BUDS; the Department of Permanent and Distance Education (DPDE); Department for Quality Assurance; the Student League; term: indefinite.

- maintaining a partnership relation between the University and students in order to ensure educational success;

Responsible persons: the Management Board; the prorector for the educational activity; the prorector for student activities; Deans; the Student League; term: indefinite.

- supporting the tutorship and establishing a partnership relation between the student and the teaching staff;

Responsible persons: the prorector for student activities; Deans; Managers of teaching departments; the Center for Counseling and Career Orientation (CCCO); the Student League; term: indefinite.

- providing conditions in the university campus and canteen-restaurant compliant with the EN ISO 22000 quality standard for social-student services, implemented in 2009;

Responsible persons: the Management Board; the General-Administrative Directorate; the prorector for student activities; Deans; the Student League; term: indefinite.

- providing students achieving outstanding professional, scientific, sporting or cultural results with incentives;

Responsible persons: the Management Board; the prorector for student activities; Deans; the Student League; term: indefinite.

- improving student counseling through the Center for Counseling and Career Orientation (CCCO) and the Student Entrepreneurship Society (SES);

Responsible persons: the prorector for the educational activity; Deans; Managers of teaching departments; CCCO; SES; term: indefinite.

- providing counseling and logistic support for holding and participating in professional, cultural and sporting activities: Student Scientific Symposium, Agronomiada 2018 Professional-Scientific and Sporting Contest, Student Folk Festival "Such Is The Life of Man", Sporting

Championship, Festudis, Mens Sana in Corpore Sano, Job Fair, Open Doors Day, Graduate March. Photomathon, Horticultural Evenings, Campus Greening, Apple Harvest Day, Junior Prom, Christmas Feast, etc.

Responsible persons: the prorector for student activities; Deans; SES; the Student League; term: indefinite.

- promoting students and deserving graduates in the promotion of the University's educational offer;

Responsible persons: the prorector for the educational activity; the prorector for student activities; Deans; the Center for Counseling and Career Orientation; the Student League; term: indefinite.

- monitoring the insertion of the University graduates on the labor market;

Responsible persons: the prorector for student activities; Deans; the Service for Promotion and Image; CCCO; term: indefinite.

- holding meetings with representatives of the business environment and successful graduates to facilitate employment at university on the graduation of university studies;

Responsible persons: the prorector for student activities; the prorector for institutional development and relation with the business environment; Deans; the Center for Counseling and Career Orientation; term: indefinite.

- supporting students with precarious social problems;

Responsible persons: the prorector for student activities; Deans; the Center for Counseling and Career Orientation; the Student League; term: indefinite.

- developing structural projects to improve students' practical skills;

Responsible persons: the prorector for the educational activity; the prorector for the scientific research, innovation, technological transfer and international relations; the prorector for student activities; Deans; the Student League; term: indefinite.

- improving the activity of the Student Entrepreneurship Society (SES);

Responsible persons: the prorector for the educational activity; the prorector for student activities; Deans; the Student League; term: indefinite.

- maintaining and improving internship and volunteer activity;

Responsible persons: the prorector for the educational activity; the prorector for student activities; Deans; the Student League; term: indefinite.

6. INTERNATIONALIZATION OF UASVM IAȘI

- identifying partners, including strategic partners, to participate in joint research and education projects and identifying concrete possibilities for launching / developing external collaboration relationships;

Responsible persons: the Management Board; the prorector for the scientific research, innovation, technological transfer and international relations; Deans; term: indefinite.

- affiliation / maintaining of affiliation to regional, European or international academic bodies in accordance with the strategic mission and objectives, respectively capitalization within such bodies;

Responsible persons: the Management Board; the prorector for the scientific research, innovation, technological transfer and international relations; Deans; term: indefinite.

- assessment of existing agreements, their functionality and capitalization of examples of good practice in internationalization;

Responsible persons: the prorector for the scientific research, innovation, technological transfer and international relations; Deans; term: indefinite.

- identifying partners for the conclusion of bilateral and/or Erasmus+ interinstitutional agreements with educational/research organizations in the EU or outside the EU;

Responsible persons: the Management Board; the prorector for the scientific research, innovation, technological transfer and international relations; Deans; Manager of BUDS; term: indefinite.

- encouraging teaching staff and researchers to join international scientific and professional organizations in their own field of activity and taking part in the events held by them, in order to increase the visibility of UASVM worldwide and to establish new academic/professional contacts;

Responsible persons: the prorector for the scientific research, innovation, technological transfer and international relations; Deans; term: indefinite.

- conducting practice/applied research or documentation internships through international exchanges dedicated to students from Bachelor, Master and PhD academic cycles, in educational/research institutions/external partner enterprises;

Responsible persons: the prorector for the scientific research, innovation, technological transfer and international relations; the prorector for student activities; Deans; the Center for Counseling and Career Orientation; the Student League; term: indefinite.

- stimulating the organization and promotion of Master's degree programs with foreign language teaching, in partnership with EU universities / research institutions;

Responsible persons: the prorector for the educational activity; the prorector for the scientific research, innovation, technological transfer and international relations; Deans; term: indefinite.

- stimulating the organization by faculties of some bachelor's degree study programs with teaching in international languages;

Responsible persons: the prorector for the educational activity; the prorector for the scientific research, innovation, technological transfer and international relations; Deans; term: indefinite.

- encouraging Doctoral Schools to organize co-tutorship international programs;

Responsible persons: manager of BUDS; the prorector for the scientific research, innovation, technological transfer and international relations; Deans; Managers of Doctoral Schools; term: indefinite.

- inviting and integrating of some prestigious personalities of academic, research and socio-economic life from abroad into the academic community;

Responsible persons: the Management Board; the prorector for the scientific research, innovation, technological transfer and international relations; Deans; Manager of BUDS; term: indefinite.

- co-opting professors/researchers from the international academic environment as members of the boards of assessment and defense of doctoral theses from UASVM Iași, as well as as members of the editorial boards of the University's scientific journals;

Responsible persons: the Management Board; the prorector for student activities; the prorector for the scientific research, innovation, technological transfer and international relations; Deans; Manager of BUDS; term: indefinite.

7. ROLE OF UASVM IAȘI IN THE SOCIETY

- continuation of the University to assert itself as a higher education institution, whose teaching and research mission is recognised regionally and nationally;

Responsible persons: the Management Board; the prorector for institutional development and relation with the economic environment; the prorector for the scientific research, innovation, technological transfer and international relations; Deans; term: indefinite.

- promoting a lucrative environment for the University's staff to effectively contribute to the development of local and regional communities;

Responsible persons: the Management Board; the prorector for institutional development and relation with the economic environment; the prorector for the scientific research, innovation, technological transfer and international relations; Deans; term: indefinite.

- the intensification of training activity of experts in agricultural expansion and consultancy, inspectors from the field of food safety and agricultural researchers from the north-eastern region from the Center for Training and Information in Agriculture;

Responsible persons: the Management Board; the prorector for institutional development and relation with the economic environment; the Department for Permanent and Distant Education; term: indefinite.

- improvement and diversification of medical services within Veterinary Clinics;

Responsible persons: Dean's office of Veterinary Medicine; Managers of Teaching Department at Veterinary Medicine; term: indefinite.

- forming partnerships with secondary education facilities to promote the interests of the university among future students;

Responsible persons: the prorector for the educational activity; the prorector for student activities; Deans; Managers of teaching departments; term: indefinite.

- holding scientific, artistic and cultural events in partnership with representative professional associations and the Student League;

Responsible persons: the prorector for the scientific research, innovation, technological transfer and international relations; the prorector for student activities; Deans; the Student League; term: indefinite.

8. RELATION WITH THE ALUMNI COMMUNITY

- keeping in touch with graduates and pursuing career development through the Alumni Association;

Responsible persons: the prorector for student activities; Deans; CCCO; term: indefinite.

- development and operationalization of the online interaction platform between the Alumni community and the university;

Responsible persons: the prorector for student activities; Deans; CCCO; term: indefinite.

- increasing the Alumni community's participation in university projects;

Responsible persons: the prorector for student activities; the prorector for institutional development and relation with the economic environment; Deans; term: indefinite.

- supporting Alumni members in holding events related to university life;

Responsible persons: the prorector for student activities; the prorector for institutional development and relation with the economic environment; the General-Administrative Directorate; term: indefinite.

- attracting the Alumni community to the activities and processes for defining skills and university studies programs;

Responsible persons: the prorector for the educational activity; Deans; the Advisory Board; the Department for Quality Assurance; term: indefinite.

- attracting outstanding representatives of the Alumni community in the activities and processes of defining skills and university studies programs;

Responsible persons: the Management Board; the prorector for student activities; the prorector for institutional development and relation with the economic environment; BQAA; the SES Board; Deans; term: indefinite.

9. THE UASVM IAȘI INFRASTRUCTURE

9.1. Heritage management

- annual inventorying of the heritage and certification of legal status;

Responsible persons: The general-administrative manager; Head of financial-accounting service; the prorector for institutional development and relation with the economic environment; term: indefinite.

- maintaining the existing heritage and continuing the rearrangement of premises for academic activities;

Responsible persons: the General-administrative directorate; term: indefinite.

- improving the accommodation conditions, serving the meal for using the sports base;

Responsible persons: the Management Board; the General-administrative directorate; the prorector for institutional development and relation with the economic environment; Deans; term: indefinite.

- the modernization of the given communications network;

Responsible persons: the Management Board; the General-administrative directorate; the Service of Applied Computer Science; term: indefinite.

- the management of the Intranet and Internet network in the university campus and the academic network;

Responsible persons: The general-administrative manager; the Head of Service of Applied Computer Science; term: indefinite.

- periodic auditing of the ICT infrastructure performance level;

Responsible persons: The general-administrative manager; the prorector for institutional development and relation with the economic environment; the Head of Service of Applied Computer Science; term: indefinite.

- optimizing material expenses and utilities;

Responsible persons: the Management Board; the general-administrative manager; Deans; Heads of Services; term: indefinite.

9.2. Investment management

- continuing the endowment of the scientific research laboratories with modern equipment, specialized IT technique;

Responsible persons: the Management Board; Prorector for the institutional development and relationships with the economic environment; General-administrative manager; Deans; term: indefinite.

- elaboration of the documentation for the rehabilitation of the buildings and spaces that make up the Veterinary Clinics, in order to submit the funding application for attracting funds through the POR / 2014-2020 program.

Responsible persons: the Management Board; Prorector for the institutional development and relationships with the economic environment; General-Administrative Manager; Technical Service; Deanery of Veterinary Medicine – term: February 2018;

- elaboration of the documentation regarding the rehabilitation of the A-4 dormitory, in order to attract funds from national and European programs;

Responsible persons: the Management Board; Prorector for the institutional development and relationships with the economic environment; General-Administrative Manager; Head of the Technical Service; term: March 2018;

- carrying out the feasibility study and the project for the rehabilitation of the A2 dormitory, in order to file the documentation, attract funds from national and European programs.

Responsible persons: the Management Board; Prorector for the institutional development and relationships with the economic environment; General-Administrative Manager; Head of the Technical Service; term: October 2018;

- elaboration and submission of documentation to the Regional Center for Horticultural Research, in order to attract funds through the POC (Competitiveness Operational Program) program or other sources of funding;

Responsible persons: the Management Board; Prorector for the institutional development and relationships with the economic environment; General-Administrative Manager; Head of the Technical Service; term: February 2018;

- implementation of the POC project for the construction and endowment of the Regional Center for Advanced Research on Emerging Diseases, Zoonoses and Food Safety;

Responsible persons: the Management Board; Prorector for the institutional development and relationships with the economic environment; General-Administrative Manager; Head of the Technical Service; Deanery of Veterinary Medicine; term: indefinite;

- elaboration and submission of the documentation to the Regional Veterinary Hospital for Horses and Animals for Rent, in order to attract investment funds;

Responsible persons: the Management Board; Prorector for the institutional development and relationships with the economic environment; General-Administrative Manager; Head of the Technical Service; Deanery of Veterinary Medicine; term: March 2018;

- strengthening the modernization of the "Haralamb Vasiliu" Auditorium of the University of A-4, A-5, A-6.

Responsible persons: the Management Board; Prorector for the institutional development and relationships with the economic environment; General-Administrative Manager; Head of the Technical Service; term: September 2018;

- completion of the investment works at the TPAP headquarters;

Responsible persons: the Management Board; Prorector for the institutional development and relationships with the economic environment; General-Administrative Manager; Head of the Technical Service; term: indefinite;

- continuation of consolidation works, rehabilitation of Building A;

Responsible persons: the Management Board; Prorector for the institutional development and relationships with the economic environment; General-Administrative Manager; Head of the Technical Service; term: indefinite;

- starting the investment works for the A-6 dormitory.

Responsible persons: the Management Board; Prorector for the institutional development and relationships with the economic environment; General-Administrative Manager; Head of the Technical Service; term: September 2018;

- improving the external signage;

Responsible persons: the Management Board; Prorector for the institutional development and relationships with the economic environment; General-Administrative Manager; term: September 2018;

- maintenance of the Wi-fi access system in the University campus;

Responsible persons: the Management Board; Prorector for the institutional development and relationships with the economic environment; General-Administrative Manager; Technical Service; term: June 2018;

- refurbishment of green spaces in the campus;

Responsible persons: the Management Board; Prorector for the institutional development and relationships with the economic environment; General-Administrative Manager; Head of the Technical Service; term: September 2018;

- completion of rehabilitation works of the water supply network of veterinary clinics;

Responsible persons: the Management Board; Prorector for the institutional development and relationships with the economic environment; General-Administrative Manager; Head of the Technical Service; term: September 2018;

- continuation of the rehabilitation project of Plaiu Sarului Practice Base;

Responsible persons: the Management Board; Prorector for the institutional development and relationships with the economic environment; General-Administrative Manager; Head of the Technical Service; term: October 2018;

- making collections of breeds (sheep, goats, buffalo) and corresponding arrangements at Rediu Farm;

Responsible persons: the Management Board; Prorector for the institutional development and relationships with the economic environment; Faculty of Horticulture; General-Administrative Manager; Head of the Technical Service; term: October 2018;

- creating a winemaking line, refrigeration microdepositing and fruit microprocessing in Adamachi Farm;

Responsible persons: the Management Board; Prorector for the institutional development and relationships with the economic environment; Faculty of Horticulture; General-Administrative Manager; Head of the Technical Service; term: July 2018;

- modernization of the Sports Base: Replacement of synthetic lawn surfaces. Improving tribune, installing a tennis ball;

Responsible persons: the Management Board; Prorector for the institutional development and relationships with the economic environment; General-Administrative Manager; Head of the Technical Service; term: May 2018;

- creating a space for University archive storage;

Responsible persons: the Management Board; Prorector for the institutional development and relationships with the economic environment; Faculty of Horticulture; General-Administrative Manager; Technical Service; term: October 2018;

- elaboration of a project for the realization of a Technology Transfer Center; continuous training and professional reconversion at Ezareni Farm and attracting funds for implementation;

Responsible persons: the Management Board; Prorector for the scientific research, innovation, technology transfer and international relations; Prorector for the institutional development and relationships with the economic environment; Faculty of Horticulture; General-Administrative Manager; Technical Service; term: October 2018;

- proper fitting and management of parking spaces for car parking;

Responsible persons: the Management Board; Prorector responsible for the institutional development and relationships with the economic environment; General-Administrative Manager; Head of the Technical Service; term: November 2018;

9.3.Funding

- the optimization of the budget chapters of expenditures in accordance with the needs of the activities for the functioning of the university, in compliance with the law in force;

Responsible persons: the Management Board; Prorector for the institutional development and relationships with the economic environment; General-Administrative Manager; Chief Accountant; Deans; term: on a quarterly basis;

- achievement of quality indicators that ensure a percentage of over 27% of institutional funding, with additional excellent funding from the state budget;

Responsible persons: the Management Board; Prorector for the scientific research, innovation, technology transfer and international relations; Prorector for the institutional development and relationships with the economic environment; General-Administrative Manager; Chief Accountant; Deans; term: indefinite;

- fully capitalizing on the university's capacity to tax the school in terms of efficiency without affecting the qualitative level;

Responsible persons: the Management Board; Prorector responsible with educational activity; QAEC; Deans; term: indefinite;

- realizing own revenues to supplement the university budget;

Responsible persons: the Management Board; Prorector for the institutional development and relationships with the economic environment; General-Administrative Manager; Chief Accountant; Deans; term: indefinite;

- strengthening the role of research in delivering additional revenues;

Responsible persons: the Management Board; Prorector for the scientific research, innovation, technology transfer and international relations; Department of Research, Innovation and Technology Transfer; Deans; term: indefinite;

- identifying the use of extra-budgetary resources through participation in projects funded by European funds;

Responsible persons: the Management Board; Prorector for the scientific research, innovation, technology transfer and international relations; Department of Research, Innovation and Technology Transfer; Deans; term: indefinite;

- developing strategic partnerships / clusters with multinational or Romanian firms, associations and specialized professional organizations to provide funding for some activities of the University;

Responsible persons: the Management Board; Prorector for the institutional development and relationships with the economic environment; Prorector for the scientific research, innovation, technology transfer and international relations; General-Administrative Manager; Chief Accountant; Deans; term: indefinite;

- the judicious use of the University's land fund;

Responsible persons: the Management Board; Prorector for the institutional development and relationships with the economic environment; General-Administrative Manager; Chief Accountant; Deans; term: indefinite;

10. COMMUNICATION AND INSTITUTIONAL IMAGE

10.1. Image of the internal communication

- promoting the university by diversifying the actions undertaken within the Promotion and Image Service;

Responsible persons: the Management Board; Prorector for the educational activity; Promotion and Image Office; Deans; term: indefinite;

- the advertising offer for attracting candidates for admission by different means: personal webpage, Facebook. brochures, popularity posters, educational caravan, educational fair media, etc;

Responsible persons: the Management Board; Prorector for the educational activity; General-Administrative Manager; Deans; Promotion and Image Office - term: indefinite;

- providing unhindered access to documentation on the university's offer of study programs, the study conditions of the students, according to the specificity of each faculty;

Responsible persons: the Prorector for the educational activity; Deans; Promotion and Image Office - term: indefinite;

- promoting the values of the University;

Responsible persons: the Management Board; Deans; Promotion and Image Office - term: indefinite;

- optimizing the information flows between faculties and departments;

Responsible persons: Deans; Heads of the didactic departments - term: indefinite;

- organising of the International Scientific Congress of USAVM Iasi in October 2018, with the publication of the best papers in ISI quoted journals, based on contract;

Responsible persons: Prorector for the scientific research, innovation, technology transfer and international relations; Deans; Department of Research, Innovation and Technology Transfer; Promotion and Image Office – term: indefinite;

- organising homage manifestations on the anniversary of 200 years since the birth of Ion Ionescu from Brad;

Responsible persons: Prorector for the scientific research, innovation, technology transfer and international relations; Prorector for the institutional development and relationships with the economic environment; Dean of the Faculty of Agriculture; Promotion and Image Office – term: October 2018;

- organising the scientific student symposium;

Responsible persons: Prorector for the student activities; Deans; Department of Research, Innovation and Technology Transfer; League of students – term: April 2018;

- organising workshops in the faculties of USAVM Iasi and partnership activities with the business environment;

Responsible persons: Prorector for the scientific research, innovation, technology transfer and international relations; Prorector for the institutional development and relationships with the economic environment; Deans; Heads of didactic departments – term: October 2018;

- participation in the Agriculture Food Industry Fair – Agralim;
Responsible persons: the Management Board; Prorector for institutional development and relationships with the economic environment; Deans; Heads of didactic departments – term: September 2018;
- organization of fairs with traditional ecological products; participation in fairs and exhibitions;
Responsible persons: Prorector for the scientific research, innovation, technology transfer and international relations; Head of the Department of Research, Innovation and Technology Transfer; Prorector for institutional development and relationships with the economic environment; General-Administrative Manager; Deans – term: October 2018;

10.2. Image of the external communication

To increase visibility at national and international level as an institution with real potential for excellent research and education, the following directions of action are proposed:

- creating the Visual Identity Manual of the University;
Responsible persons: the Management Board; General-Administrative Manager; Deans – term: September 2018;
- highlighting the University as a valuable honest partner in our fields of activity;
Responsible persons: the Management Board; Prorector with the institutional development and economic environment; General-Administrative Manager; Deans; Promotion and Image Office – term: indefinite;
- improving the means of presenting the University study offer;
Responsible persons: the Management Board; Prorector with the educational activity; General-Administrative Manager; Deans; Promotion and Image Office – term: June 2018;
- objectively reflecting the image of the University by means of media in society;
Responsible persons: the Management Board; Prorector with the educational activity; General-Administrative Manager; Deans; Promotion and Image Office – term: indefinite;
- organizing press conferences to present events and achievements of the University;
Responsible persons: the Management Board; Deans; Promotion and Image Office – term: indefinite;
- promoting USAVM as an institution of excellence, adapted to the current socio-economic environment;
Responsible persons: the Management Board; Prorector with the institutional development and economic environment; Deans; Promotion and Image Office – term: indefinite;
- promoting the University through personalized objects with their own signs;
Responsible persons: the Management Board; General-Administrative Manager; Deans; Promotion and Image Department – term: indefinite;
- improving the University's website in a professional manner;
Responsible persons: Prorector for the scientific research, innovation, technology transfer and international relations; General-Administrative Manager; Deans – term: June 2018;
- the use of social networks in the process of promoting the University;
Responsible persons: Prorector for the student activities; Promotion and Image Office – term: indefinite;
- organization of scientific events with international participation, at the faculties of the University;

Responsible persons: Prorector for the scientific research, innovation, technology transfer and international relations; Deans; Department of Research, Innovation and Technology Transfer – term: indefinite;

- realization of scientific cultural manifestations in partnership with prestigious cultural institutions;

Responsible persons: Prorector for the scientific research, innovation, technology transfer and international relations; Head of the Department of Research, Innovation and Technology Transfer; General-Administrative Manager; Deans – term: indefinite;

- strengthening partnerships with prestigious universities in the EU from other parts of the globe for academic mobility and bilateral relations:

Responsible persons: Prorector for the scientific research, innovation, technology transfer and international relations; Deans; Erasmus Plus Office, Department of Research, Innovation and Technology Transfer – term: indefinite;

- participating in international educational fairs;

Responsible persons: Prorector for the scientific research, innovation, technology transfer and international relations; Deans; Erasmus Plus Office, Department of Research, Innovation and Technology Transfer – term: indefinite;

**Prorector for the institutional activity,
Prof. Teodor ROBU, PhD**

TRADUCERI EUROCONTACT S.R.L. – Translation Agency

Bd. Independentei nr.11, bl.D1-D2, mezanin – Iasi 700106, ROMANIA

Phone numbers: 0040 232 211510, 0040 740199878. Email: elena@euro-contact.ro. Website: euro-contact.ro

I, Irina Maria-Țurcanu, certified translator and interpreter for English, according to the license no. 19438 of 13 September 2007, issued by the Ministry of Justice, certify hereby the accuracy of the translation from **Romanian** into **English**, that the presented text was translated completely, without omissions and that, by translating it, the contents and the meaning of the document were not changed.

CERTIFIED INTERPRETER AND TRANSLATOR

Irina-Maria Țurcanu

2012



Ministerul Educației, Cercetării, Tineretului și Sportului
UNIVERSITATEA DE ȘTIINȚE AGRICOLE
ȘI MEDICINĂ VETERINARĂ
„ION IONESCU DE LA BRAD” DIN IAȘI
“University of Applied Life Sciences and Environment”



Se aprobă,
Rector,

REGULAMENT CU PRIVIRE LA ASIGURAREA CALITĂȚII ÎN UNIVERSITATEA DE ȘTIINȚE AGRICOLE ȘI MEDICINĂ VETERINARĂ IAȘI

CAPITOLUL 1 - DISPOZIȚII GENERALE

Art. 1. Prezentul regulament s-a elaborat în temeiul prevederilor **Legea educației naționale nr.1 din 2011**, a **Ordinului M.Ed.C. 3928/21 aprilie 2005**, privind asigurarea calității serviciilor educaționale în instituțiile de învățământ superior, **O.U. nr. 75/12 iulie 2005**, privind asigurarea calității educației, a **Cartei universității** și a **hotărârilor Senatului USAMV Iași**.

Art. 2. (1) Rectorul USAMV Iași este direct responsabil pentru managementul calității în cadrul universității, fiind coordonatorul Comisiei pentru evaluarea și asigurarea calității.

(2) **Conducerile** facultăților, departamentelor, serviciilor și a celorlalte structuri organizatorice, precum și **fiecare cadru didactic**, personal didactic auxiliar sau nedidactic **răspund personal de asigurarea calității** fiecărei activități pe care o desfășoară.

Art. 3. (1) **Comisia pentru evaluarea și asigurarea calității este alcătuită din 9 membri:** prorectorul cu activitatea didactică, care asigură conducerea operativă a comisiei, 3 cadre didactice. 2 reprezentanți ai studenților, 2 absolvenți și 1 angajator.

(2) Misiunea Comisiei este aceea de a implementa Hotărârea Senatului cu privire la asigurarea calității și de a elabora Raportul anual cu privire la asigurarea calității.

(3) La nivelul facultăților funcționează **comisii pentru calitate** care au rolul de a organiza și îndeplini acțiunile de monitorizare și evaluare anuală a calității programelor de studii și a celorlalte activități desfășurate în cadrul acestora.

(4) Activitatea Comisiei pentru evaluarea și asigurarea calității este asistată de un **serviciu de specialitate**, încadrat cu personal auxiliar sau în regim de cumul, compus dintr-un post de secretar și un post de analist-programator.

Art. 4. Atribuțiile Comisiei pentru evaluarea și asigurarea calității sunt:

(1) elaborează și coordonează aplicarea procedurilor și activităților de evaluare și asigurare a calității, aprobate de organismul de conducere:

(2) **elaborează anual**, până la data stabilită prin proceduri interne, un **raport** privind calitatea serviciilor educaționale din instituția respectivă și propune măsuri de ameliorare. Raportul este adus la cunoștința tuturor beneficiarilor direcți și indirecti ai serviciilor educaționale, prin afișare sau publicare pe pagina WEB: **raportul anual** rezumă autoevaluarea internă și este pus la dispoziția unui evaluator extern - Agenția Română de Asigurare a Calității în Învățământul Superior (A.R.A.C.I.S.):

(3) evaluează periodic, la intervale de maximum patru ani, calitatea activității fiecărui cadru didactic și a fiecărui program de studiu:

(4) realizează anual sondaje de investigare a opiniilor studenților, absolvenților și angajatorilor privind calitatea serviciilor educaționale:

(5) elaborează propria bază de date și informații privind calitatea serviciilor educaționale prestate, structurate pe standarde și indicatori de performanță la nivel instituțional și pe fiecare program de studiu:

(6) elaborează propuneri de îmbunătățire a calității ținând cont de standardele de referință și ghidul de bune practici elaborate de A.R.A.C.I.S.;

(7) cooperează cu Agenția Română specializată pentru Asigurarea Calității, cu alte agenții sau instituții din străinătate.

CAPITOLUL II - POLITICILE, STRATEGIILE ȘI PROCEDURILE PENTRU ASIGURAREA CALITĂȚII

Art. 5. (1) Una dintre preocupările constante în cadrul U.S.A.M.V. Iași o reprezintă **stabilirea unei politici de asigurare și îmbunătățire continuă a calității** la U.S.A.M.V. Iași;

(2) **Politica în domeniul calității** se referă la următoarele aspecte:

A. Realizarea unor înalte standarde academice, prin:

- asigurarea cu personal didactic de înaltă competență profesională;
- realizarea unei structuri echilibrate a personalului didactic pe categorii de posturi;
- realizarea unui grad ridicat de ocupare a posturilor didactice;
- ponderea corespunzătoare a profesorilor și conferențiarilor universitari din totalul personalului didactic;
- ponderea ridicată a personalului didactic cu titlu de doctor;
- ponderea ridicată a conducătorilor de doctorat din numărul profesorilor;
- concordanța între conținutul curriculum-ului universitar și standardele europene în domeniu;
- modul în care infrastructura universității susține un proces educațional și instructiv la nivel superior.

B. Creșterea volumului și a calității activității de cercetare științifică, prin:

- abordarea unor teme majore de cercetare în concordanță cu cererea în domeniu, pe piața internă și externă;
- realizarea unei activități de cercetare la standarde internaționale;
- asigurarea unui echilibru între cercetarea fundamentală și cea aplicativă;
- abordarea, cu prioritate, a unor proiecte de excelență;
- angajarea unor teme de cercetare interdisciplinară la care să lucreze echipe de cercetare alcătuite din personal cu specializări diferite.

C. Realizarea unui sistem de comunicații care să faciliteze performanța, prin:

- crearea unui sistem eficient de comunicare bazat pe intranet și internet;
- asigurarea operativității transmiterii informațiilor;
- existența feedback-ului comunicațional.

D. Crearea unui climat instituțional adecvat vieții academice, prin:

- controlul factorilor determinanți și menținerea unui climat instituțional favorabil unui proces instructiv-educativ și de cercetare calitativ superior;
- soluționarea într-o atmosferă de echitate a conflictelor de muncă.

E. Prezența unei preocupări permanente pentru crearea unei culturi a calității, cu participarea întregului personal al Universității, prin:

- promovarea setului de valori care să asigure calitatea pe ansamblul Universității;
- creșterea ponderii valorilor care promovează calitatea în cultura organizațională a Universității.

F. Promovarea unor factori motivaționali ai resurselor umane, prin:

- perfecționarea sistemului de salarizare;
- asigurarea unui set de stimulente morale;
- promovarea unor măsuri de protecție și siguranță a muncii.

G. Asigurarea promptitudinii serviciilor, prin:

- creșterea operativității rezolvării solicitărilor;
- realizarea unor modalități de sesizare a disfuncționalităților.

H. Realizarea unui proces de perfecționare continuă a personalului, prin:

- promovarea unor forme specifice de perfecționare pe categorii de personal;
- existența unor criterii corecte și transparente privind promovarea.

I. Asigurarea unui sistem eficient de control

J. Aplicarea unui management instituțional modern, prin:

- adoptarea celor mai eficiente metode de conducere;
- promovarea unui stil democratic privind actul managerial;
- implementarea unui management al calității totale privind actul managerial.

K. Promovarea acțiunilor de cooperare interuniversitară pe plan național și internațional, prin:

- elaborarea unor programe de cooperare cu universitățile de profil din țară și străinătate;
- participarea cadrelor didactice și studenților la manifestări științifice interne și internaționale;
- mobilități ale cadrelor didactice pentru documentare și perfecționare în universități de profil naționale și internaționale.

Art. 6. (1) În USAMV Iași există o strategie pentru calitate, un sistem de management al calității, proceduri de asigurare a calității, standarde ale programelor de studii și ale diplomelor.

(2) în realizarea **standardelor de calitate**, U.S.A.M.V. Iași are în vedere următoarele **repere strategice**:

- orientarea spre satisfacerea cerințelor și așteptărilor studenților, angajatorilor și celorlalte părți interesate;
- atitudinea proactivă a conducerii instituției în problema calității, care se exprimă prin crearea unui mediu adecvat performanței pe toate dimensiunile activității;
- abordarea problemei calității în termeni strategici: misiune, valori, principii, politici, strategii, obiective;
- menținerea sub control și îmbunătățirea continuă a proceselor din instituție;
- implicarea și responsabilizarea personalului;
- preocuparea pentru crearea unei culturi a calității, cu participarea tuturor părților interesate;
- identificarea unor indicatori relevanți ai calității și introducerea de mecanisme de evaluare internă a acestora;
- documentarea sistemului în vederea furnizării de dovezi obiective care să creeze încredere.
- organizarea de activități de *benchmarking* cu alte universități, eventual din străinătate, pentru identificarea și preluarea celor mai bune practici în domeniul asigurării calității;

Art. 7. Pentru a realiza un învâțământ de calitate, USAMV Iași își propune îndeplinirea următoarelor **criterii**:

- demonstrarea capacităților de realizare a obiectivelor calificărilor legal definite;
- satisfacerea exigențelor și așteptărilor beneficiarilor direcți și indirecti;
- garantarea respectării standardelor de calitate;
- aspirarea în mod consecvent la îmbunătățirea calității și la realizarea unor indicatori de excelență.

Art. 8. Obiectivele prioritare ale U.S.A.M.V. Iași privind asigurarea și creșterea calității sunt:

- planificarea strategică a activității instituției de învățământ, inclusiv și în domeniul asigurării calității pregătirii specialiștilor;
- revizuirea scopurilor și tehnologiilor educaționale în vederea alinierii lor la standardele educaționale moderne;
- perfecționarea asigurării cu resurse (materiale, tehnice, financiare, informaționale etc.);
- diversificarea traseelor educaționale în funcție de necesitățile pieței muncii și consumatorilor de servicii educaționale;
- redimensionarea și restructurarea planurilor și programelor educaționale în baza principiului dezvoltării anticipate (în raport cu practica), actualizarea continuă a programelor de studii.

Art. 9 (1) În elaborarea politicii în domeniul calității promovate de U.S.A.M.V. Iași s-a ținut cont de următoarele elemente:

- calitatea este definită de conducerea Universității care asigură și realizarea ei;
- responsabilitatea elaborării și aplicării politicii calității revine conducerii instituției; această politică reprezintă un angajament al conducerii față de personalul propriu, clienți (studenți) și societate; politica în domeniul calității este detaliată și concretizată la toate nivelurile instituției;
- aprecierea finală a calității este făcută de societate, respectiv studentul absolvent;
- competență în domeniul calității înseamnă nu numai absolvenți mulțumiți, ci și studenți câștigați.

(2) Îmbunătățirea calității educației este un proces continuu prin care se concep și se aplică toate acele măsuri și activități ce determină o schimbare benefică în nivelul de performanță al programului de educație.

(3) În vederea îmbunătățirii calității se are în vedere evaluarea, analiza și acțiunea colectivă continuă din partea U.S.A.M.V. Iași, bazată pe selectarea și adaptarea celor mai potrivite proceduri, precum și pe alegerea și aplicarea celor mai relevante standarde de referință.

Art. 10. Universitatea de Științe Agricole și Medicină Veterinară "Ion Ionescu de la Brad" Iași și-a stabilit **propriile repere** în vederea situării în spațiul calității. Aceste repere vizează ansamblul elementelor care determină un proces instructiv-educativ superior din punct de vedere calitativ, cum ar fi: **admiterea; predarea și învățarea; evaluarea studenților; cercetarea; modalități de asigurare a calității; relațiile cu societatea; administrarea academică; serviciile pentru studenți; relațiile interuniversitare; relațiile internaționale.**

Art. 11. USAMV Iași asigură un **proces de admitere** la studii echitabil, transparent și la un nivel calitativ superior, aplicând următoarele **principii**:

(1) **asigurarea calității admiterii** prin: accesul tuturor candidaților cu examen de bacalaureat; secretizarea lucrărilor în cazul unui concurs; asigurarea unor modalități de admitere adecvate pentru candidații cu dizabilități; adoptarea unor politici de egalizare a șanselor între diferite categorii de candidați, inclusiv cei cu nevoi speciale.

(2) **relevanța admiterii** este asigurată prin următoarele măsuri: condițiile de admitere sunt relevante pentru profilul studentului sau absolventului: admiterea permite evaluarea unor înzestrări și competențe necesare pentru exercitarea profesiei.

(3) **fiabilitatea admiterii este asigurată** prin: aplicarea aceluși criterii pentru fiecare candidat: dubla evaluare independentă a dosarelor sau lucrărilor candidaților; analiza ulterioară a contestațiilor de către o comisie independentă.

(4) **accesibilitatea admiterii** este asigurată prin publicarea cu cel puțin 6 luni înainte a condițiilor de admitere, a tematicii și a bibliografiei (dacă examenul de admitere se susține cu probe): conținutul dosarului de concurs, calendarul etc.: existența unui birou de informare și consiliere asupra admiterii și a unor colective la nivelul facultăților, pentru promovarea admiterii în licee.

(5) **transparența admiterii** este asigurată prin publicarea locurilor scoase la concurs: publicarea rezultatelor în locuri vizibile și pe pagina Web a universității; existența unui sistem de contestații accesibil.

(6) **competitivitatea admiterii**, pe baza mediilor generale din liceu și la examenul de bacalaureat.

(7) **desfășurarea admiterii în perioade fixe**, programate dinainte, candidații potențiali beneficiază de consiliere cu cel puțin trei luni înainte de începerea examenului de admitere; candidații beneficiază de consiliere în vederea completării fișei de înscriere: raportul asupra admiterii osie analizat de consiliile profesionale de facultăților care înaintează concluzii și sugestii senatului.

(8) **marketingul universitar** este asigurat prin mijloace diverse: publicarea în mass- media: editarea și difuzarea unor broșuri și pliante: publicarea pe website a informației pertinente pentru admitere, organizarea unor evenimente publice pentru informare (echipe de informare în licee): Universitatea își prezintă public identitatea, politicile specifice, programele și elementele de evaluare internă și externă.

(9) este creat un **profil al candidatului** dorit, în termeni de competențe, pentru un program de studii dat. Universitatea și-a creat strategii diferențiate de comunicare și promovare adresate diversilor clienți (ex: cel din liceele cu profil agricol).

(10) periodic se studiază **motivațiile și așteptările** candidaților la admitere.

Art. 12. Predarea - învățarea în USAMV Iași are următoarele elemente definitorii:

(1) Programele de studiu

- universitatea are programe de licență acreditate/autorizate de către organisme ale M.Ed.C., abilitate în acest sens;
- universitatea are mecanisme oficiale pentru aprobarea programelor de studii, evaluarea lor periodică și monitorizare;
- universitatea publică informații pertinente, imparțiale și obiective, atât calitative cât și cantitative, despre toate programele de studii, ținând seama de nevoile studenților cu dizabilități și există mecanisme prin care opinia acestora este înregistrată;
- programele de studii sunt supuse anual procesului de autoevaluare;
- programele de studii se bazează pe un dialog periodic cu studenții, absolvenții, angajatorii și cu alte părți interesate;

- există informații despre gradul de angajabilitate al absolvenților;
- universitatea are programe de licență, master și doctorat;
- universitatea recrutează cursanții prin concurs, la toate cele 3 cicluri.

(2) Managementul procesului de predare-învățare

- planurile de învățământ sunt publicate, iar tematica și bibliografia cursurilor este cunoscută înainte de începerea anului universitar;
- numărul de studenți la un cadru didactic titularizat este corespunzător;
- numărul de credite acordat cursurilor este stabilit prin evaluarea bibliografiei, materiei de curs și a activităților independente pe care le desfașoară studentul;
- universitatea dispune de laboratoare, colecții, muzeu, stațiune didactică experimentală și alte resurse adecvate nivelului diplomei oferite;
- predarea și învățarea sunt integrate cu programe de practică (de cel puțin 3 săptămâni anual) și stagii de intership;
- predarea și învățarea sunt integrate cu proiecte de cercetare;
- există un sistem de mentorat al profesorilor cu experiență pentru tinerele cadre didactice.

(3) Strategia de predare

- profesorul are o strategie de predare cu obiective clare și a publicat obiectivele cursului, programa și bibliografia sub o formă accesibilă;
- profesorul folosește resursele noilor tehnologii (ex.: e-mail, pagina personală de web pentru tematică, bibliografie, resurse și dialog cu studenții);
- profesorul folosește materiale auxiliare moderne (fișe, retroproiector, videoproiector etc.);
- profesorul asociază studenții la activitatea de predare (prin întrebări în sală, scurte prezentări, experimente demonstrative);
- procesul de predare este orientat după ritmul și modul de învățare al studenților;
- strategia de predare are în vedere și nevoile studenților cu dizabilități;
- profesorul orientează dezvoltarea intelectuală a studentului, dându-i o dimensiune strategică;
- cadrele didactice se reunesc în grupuri de dezbateri pentru a discuta metodologia predării.

(4) Resurse de învățare

- universitatea asigură resurse de învățare accesibile studenților pentru fiecare program de studiu, corelate cu criteriile și standardele de evaluare;
- universitatea oferă resurse de învățare și în format electronic;
- universitatea are cursuri accesibile on line sau note de cursuri și sinteze pentru fiecare program de studiu;
- există o ofertă permanentă de programe de aducere la nivel a studenților slab pregătiți.

(5) Tutorat

- profesorul asigură ore de permanență la dispoziția studenților;
- profesorul personalizează îndrumarea la cererea studentului;
- există îndrumători de an sau alte forme de asociere între un profesor și un grup de studenți;
- există o structură pentru consilierea studenților la alegerea cursurilor și a carierei, la nivelul universității și fiecărei facultăți;
- fiecare profesor are un grup de studenți pe care-l îndrumă în calitate de tutore.

Art. 13. Evoluția studenților

(1) Principii

- Evaluarea studenților este echitabilă, corectă și fiabilă;
- Drepturile și obligațiile studenților sunt reglementate și făcute publice, la toate ciclurile de studiu;
- Se anunță de la începutul cursului criteriile de admitere în examen, modul de calcul al mediei de examen și informațiile privitoare la reexaminare;
- Evaluarea la probele înregistrate poate fi contestată formal de student în fața unui juriu abilitat;
- Evaluarea studenților se face după criterii publicate în prealabil, care descriu performanța caracteristică pentru fiecare notă de trecere;

- Există mecanisme oficiale prin care se asigură cerința ca standardele și criteriile pentru evaluarea studenților să fie aplicate constant și echitabil;
- Evaluarea fiecărui student este motivată în fața acestuia în raport cu criteriile;
- Există un manual al studentului pentru redactarea lucrărilor de seminar (eseuri, lucrări practice, referate, recenzii, studii de caz etc.);
- Studentul are dreptul la o evaluare calitativă, cu referire la evoluția pregătirii lui și cu orientări pentru evoluția viitoare.

(2) Obiective

- Verificarea însușirii unor cunoștințe, abilități, deprinderi de bază;
- Diferențierea evaluării după cunoștințe, înțelegere și competențe;
- Încurajarea și recunoașterea realizărilor proprii ale studentului în domeniul pertinent;
- Evaluarea calității și durabilității însușirii cunoștințelor și deprinderilor.

(3) Managementul evaluării

Sunt utilizate mai multe forme în funcție de specificul disciplinelor:

- Evaluare punctuală prin examene - cel puțin 50 % din numărul total al formelor de evaluare;
- Evaluare formativă prin teste în timpul semestrului sau la finalul acestuia;
- Evaluare formativă prin note de seminar/referate/eseuri;
- Evaluare prin colocvii.

(4) Absolvirea și acordarea diplomei

- Se organizează un examen de finalizare a studiilor în conformitate cu normele legale;
- Se urmărește îndrumarea studenților pentru realizarea unor lucrări/proiecte de licență și/sau disertații de mașter care să fie integrate în proiectele de cercetare ale profesorilor și în programele de dezvoltare a carierei absolvenților;
- Există o preocupare pentru verificarea originalității lucrărilor la toate ciclurile de studii universitare.

Art. 14. Cercetarea

(1) Strategia de cercetare

- Strategia de cercetare este bazată pe o informare de jos în sus și pe cunoașterea tendințelor recente ale domeniilor, fiind pregătită de o comisie a Senatului;
- Strategia asigură un echilibru între cercetarea fundamentală, cea aplicată și cea comercială;
- Strategia de cercetare este adoptată de Senat și făcută publică;
- Există un cod etic ce definește practicile în cercetare și reglementează experimentarea pe animale și pe subiecți umani;
- Comisia Senatului monitorizează și evaluează cercetarea în funcție de obiectivele propuse, tăcând recomandări Rectorului.

(2) Resursele de cercetare

- Există o finanțare complementară pentru cercetare din resurse contractuale;
- Cadrele didactice obțin granturi de cercetare de la finanțatori naționali/internaționali;
- Programele de doctorat sunt finanțate separat prin școli doctorale și prin autofinanțare;
- Sunt atrase fonduri din societatea civilă, de la fundații, companii private;
- Universitatea administrează legate testamentare, uzufructe și donații, făcute cu scop de promovare a cunoașterii.

(3) Relevanța cercetării și nivelul personalului

- Cercetarea științifică este recunoscută prin contracte, publicații pe plan național/internațional, participări la congrese/seminarii;
- Există și personal dedicat în întregime cercetării;
- Pe lângă competențele de cercetare, cadrele didactice stăpânesc cel puțin o limbă de circulație internațională;
- Există în cadrul universității publicații periodice, cu colegiu de redacție și recenzori științifici;
- Laboratoarele de cercetare a universității oferă condiții optime pentru determinări, analize, expertize în domeniile noastre de competență;

- Există schimburi cu universități din țări europene, prin invitare pentru conferințe în ambele sensuri;
- Universitatea organizează conferințe/simpozioane științifice cu participare internațională;
- Există o politică coerentă pentru atragerea tinerilor în diverse programe de cercetare;
- Toate cadrele didactice desfășoară activități de cercetare științifică în domeniul lor de competență;
- Senatul dezbate și validează anual raportul de cercetare științifică;
- Studenții din anii terminali de la ciclul de licență, cei ce la masterat și studii doctorale desfășoară activități de cercetare științifică în colectivele cadrelor didactice;
- Publicațiile universității sunt recunoscute de foruri de specialitate sau incluse în baze de date internaționale;
- Cadrele didactice cu prestigiu științific deosebit sunt experți-evaluatori în programe naționale/internaționale de cercetare;
- Cadrele didactice primesc premii pentru cercetare, la nivel național/internațional;
- Cadrele didactice sunt membri ai Academiei Române sau a ASAS.

(4) Cercetarea contractuală

- Există contracte de cercetare cu beneficiari interni sau externi;
- Există contracte de cercetare/expertiză/consultanță cu agenți economici
- Contractele au viza Oficiului juridic și respectă reglementările legale și cele interne ale universității.

(5) Cercetarea în catedră

- Există activități de prezentare a rezultatelor cercetării, cum ar fi: referate de cercetare, sesiuni științifice, workshop-uri, analiza raportului anual de cercetare
- Catedra are priorități disciplinare și interdisciplinare de cercetare;
- Catedrele se reunesc periodic pentru prezentarea și dezbaterile unor publicații, rezultate și dezvoltări disciplinare recente.

(6) Cercetarea aplicată și transferul tehnologic

- Universitatea are proiecte de cercetare aplicativă;
- Există contracte cu întreprinderi și companii pentru servicii și cercetare aplicativă;
- Există o componentă de transfer tehnologic la nivelul Universității.

Art. 15. Asigurarea calității programelor de studiu

- Programele de studiu se supun anual autoevaluării, de către comisii mixte stabilite în acest sens;
- În comisiile de calitate există reprezentanți ai studenților, absolvenților, angajatorilor sau a organizațiilor profesionale;
- Evaluarea externă este efectuată la un interval de cel puțin 5 ani;
- Există un plan anual de îmbunătățire a programelor de studii;
- Îmbunătățirea programelor ține seama de nevoile studenților cu dizabilități;
- După evaluarea externă se întocmește un plan de urmărire a aplicării sugestiilor experților;
- Programele de studiu documentează propria excelență prin colaborări naționale/internaționale.

Art. 16. Asigurarea calității cadrelor didactice

(1) Principii

- evaluarea cadrului didactic are un caracter deschis, onest și formativ; are loc cu acordul acestuia;
- aceste trăsături ale evaluării sunt garantate prin publicarea criteriilor, domeniilor și modalităților de evaluare;
- evaluarea cadrului didactic este confidențială;
- există garanții că la recrutare candidații pentru posturi didactice nu sunt discriminați în funcție de opinii, apartenență politică, dizabilități, sex sau apartenența la anumite grupuri sociale sau culturale;
- datele cantitative (statistice), anonimizate, referitoare la evaluarea cadrelor didactice de la o catedră, un departament sau un program sunt comunicate consiliului facultății și senatului, sinteza lor urmând să fie publică în rapoarte;
- date privitoare la asigurarea calității personalului didactic sunt disponibile pentru evaluarea externă;
- profesorul prezintă un portofoliu al experienței sale de predare, cu materiale ajutătoare, resurse, metode de evaluare;

- o comisie de colegi asistă la cursuri și seminarii;
- managementul folosește și alte metode pentru evaluarea eficacității predării, aceasta din urmă fiind integrată în evaluarea programului de studii;
- evaluarea cadrului didactic este luată în calcul la promovări, acordarea de distincții, stimulente, stabilirea retribuiției.

(2) Evaluarea de către management

- cadrul didactic se autoevaluează și este evaluat anual de către șeful de catedră;
- evaluarea se referă în mod distinct la predare, cercetare, implicare în activitățile catedrei sau facultății și difuzarea științei și culturii;
- șeful de catedră folosește un format de evaluare multicriterială.

(3) Evaluarea de către colegi

- există un formular de evaluare colegială care este completat de către colegii cadre didactice din catedră/facultate;
- comisia internă pentru evaluarea cadrelor didactice întocmește un raport și formulează recomandări personalizate.

(4) Evaluarea de către studenți

- studenții completează periodic formulare standardizate, aprobate de Senat, care sunt prelucrate statistic;
- formularele de evaluare se referă la stări de lucruri și aspecte concrete;
- comisia de evaluare poate organiza un focus group cu studenții pentru evaluarea cadrului didactic, cu acordul acestuia.

Art. 17. Asigurarea calității cercetării

- există mecanisme de evaluare a cercetării, cu obiective și indicatori de calitate;
- există mecanisme de menținere a standardelor de cercetare academică și de îmbunătățire a programelor;
- reglementările privind masteratul și doctoratul sunt publicate și accesibile;
- există un cod de practică al cercetării;
- există reglementări privind plagiatul și conduita neetică în cercetarea științifică;
- mediul de cercetare le este prezentat studenților înainte de admiterea la ciclurile II/III;
- conducătorul științific sau tutorele urmărește progresul studentului și îi comunică acestuia din urmă observațiile sale, existând documente scrise asupra nevoilor de dezvoltare și nivelului de pregătire al studentului;
- există posibilitatea ca studentul să beneficieze de sprijinul mai multor îndrumători;
- criteriile privind evaluarea disertațiilor de masterat și a tezelor de doctorat sunt publicate și accesibile;
- conducătorii de doctorat nu sunt supraîncărcați cu activitate de predare, cercetare și cu prea mulți doctoranzi;
- există o procedură prin care sunt preluate sesizările studenților de la ciclurile II și III, privind resursele disponibile pentru sprijinirea cercetării lor;
- există o procedură de apel a doctorandului față de deciziile conducătorului științific;
- există mecanisme de îmbunătățire continuă a programelor la ciclurile II și III.

Art. 18. Relația cu piața muncii

Angajabilitatea studenților este asigurată prin:

- stagii de practică, inclusiv pentru studenții cu nevoi speciale și dizabilități;
- corelarea conținutului cumculum-lui cu „job description” ale profesiilor la care vor avea acces;
- studii de piața forței de muncă;
- dezbateri periodice cu angajatori și cu specialiști în resurse umane;
- planurile de dezvoltare ale specializărilor sunt corelate cu studiile de perspectivă

Art. 19. Proiecte de dezvoltare

- universitatea participă la proiecte de dezvoltare locală și regională;

- universitatea participă la proiecte cu potențial de înnoire tehnologică.

Art. 20. Prezență în mass media

(1) Reguli generale

- universitatea își gestionează imaginea în mass media:
- universitatea are un serviciu de relații publice;
- universitatea este abonată la revista presei;
- există o strategie de prezență în mass media și în mijloacele de informare;

(2) Difuzarea științei

- cadrele didactice contribuie la vulgarizarea științei prin conferințe, comunicări și articole la nivel național;
- universitatea organizează expoziții, conferințe și alte acțiuni pentru stimularea vocației științifice la tineri;
- universitatea publică rezultate din propria cercetare:
- există reviste de prezentare a rezultatelor cercetării.

(3) Difuzarea culturii

- creația artistică a cadrelor didactice și a studenților este încurajată prin cenacluri, cercuri de creație, publicații;
- personalul academic publică lucrări de interes cultural larg, eseuri și contribuții argumentative la problemele societății;
- universitatea numără printre cadrele sale didactice personalități binecunoscute din cultură și media.

(4) Participare la dezbateri de interes social

- cadrele didactice au o prezență în presa de interes social și cetățenesc;
- prin prestațiile din presa scrisă și audiovizuală, cadrele didactice ale universității își exprimă punctul de vedere față de evoluțiile societății.

Art. 21. Administrarea universității

- gestiunea se face cu ajutorul unor programe software specializate;
- aplicațiile de gestiune sunt integrate pe zone largi;
- există rețea intranet cu ajutorul căruia se organizează comunicarea și administrarea universității.

Art. 22. Managementul strategic

- există un plan operațional anual și un plan strategic pe minimum 4 ani;
- serviciile centrale colectează date și întocmesc situații pentru fundamentarea deciziilor de management strategic;
- există comisii speciale la nivelul Senatului care pregătesc planurile de dezvoltare.

Art. 23. Evaluarea serviciilor

- evaluarea se face de către șeful de serviciu;
- serviciul este evaluat anual de către managementul administrativ;
- serviciul este implicat în programul de ameliorare a calității.

Art. 24. Servicii sociale studențești

- serviciile pentru studenți sunt finanțate din subvenții și venituri proprii;
- există un parteneriat cu studenții pentru autogestiune și cofinanțare;
- există personal capabil să evalueze nevoile speciale ale unor studenți;
- există instalații adecvate pentru studenții cu nevoi speciale;
- se iau măsurile necesare pentru ca studenții cu nevoi speciale să fie integrați în viața academică și socială a instituției, iar responsabilitățile pentru atingerea acestui obiectiv sunt clar atribuite;
- unitățile de servicii sunt evaluate anual de către comisii din care fac parte reprezentanții studenților și terți.

Art. 25. Servicii de studiu și documentare

- pentru programele de licență, mașter și doctorat există o bibliotecă cu cel puțin 25.000 de volume pentru fiecare domeniu de studiu și abonamente la periodice din țară și străinătate;
- există un mediu cultural bogat, accesibil studenților;

- bibliotecile folosite de studenți achiziționează anual cărți, reviste din țară și din străinătate.

Art. 26. Servicii de comunicare

- studenții sunt cooptați în toate organismele de decizie ale universității;
- studenții se pot exprima prin intermediul unor ziare sau publicații periodice, inclusiv în format electronic;
- universitatea asigură o deschidere totală pentru problemele studenților;
- se asigură accesul la Internet al studenților atât din sălile de studiu, cât și din cămine,

Art. 27. Acorduri de parteneriat și consorții

- se respectă reglementările legale în această privință;
- există parteneriate cu universități, stațiuni/institute de cercetări/unități economice;
- există consorții organizate pentru diferite tipuri de activități (cercetare, achiziții de informație și bunuri, admiterea studenților, exploatarea resurselor);

Art. 28. Transferuri

- există o reglementare publică, echitabilă și transparentă pentru aprobarea transferurilor;
- nu se aprobă transferuri în primul și ultimul an, sau în timpul activității didactice.

Art. 29. Participarea la programe internaționale

- universitatea participă la programe de mobilitate internațională cum ar fi Erasmus, CEEPUS etc.;
- universitatea participă la asociații și rețele internaționale de universități;
- universitatea participă la programe de cercetare internațională, cum ar fi Copernicus, FP6 etc.

Art. 30. Programe de studii internaționale

- există un număr de studenți străini la programele de toate nivelurile;
- Universitatea depune eforturi și încurajează atragerea studenților străini la programele de studii pe care le gestionează.

Art. 31. Dimensiunea internațională a cercetării științifice

- există contracte/acorduri de cercetare cu parteneri internaționali;
- doctoranzii lucrează în cotutelă sau fac stagii internaționale;
- doctoranzii publică în reviste cu recunoaștere internațională.

Art. 32. (1) În USAMV Iași, managementul calității se referă la principalele componente ale activității universitare:

- Calitatea procesului de învățământ;
 - Calitatea cercetării științifice;
 - Calitatea ca dimensiune a propriei organizații.
- (2) Calitatea procesului de învățământ este asigurată prin:
- definirea unui domeniu coerent de pregătire pentru fiecare facultate și armonizarea acestor domenii în cadrul ofertei universității;
 - identificarea oportunității programelor de studii (specializărilor) și adaptarea structurală a ofertei universitare;
 - identificarea cerințelor și așteptărilor reale ale mediului socio-economic privind competențele absolvenților fiecărui program de studiu (specializări), corelarea acestora cu experiența universității și cu practica internațională (europeană);
 - întocmirea unor planuri de învățământ și programe analitice adecvate;
 - identificarea și aplicarea celor mai bune practici de ținere sub control și îmbunătățire continuă a procesului de învățământ (predare-învățare, urmărire și sprijinire a progresului realizat de studenți și evaluare a cunoștințelor și abilităților dobândite de aceștia);
 - introducerea unor criterii și proceduri de evaluare a calității pe toate segmentele procesului de învățământ;
 - introducerea unui feed-back de la studenți, absolvenți și angajatori, privind structura și calitatea prestației educaționale și îmbunătățirea acesteia în consecință.

(3) Calitatea cercetării științifice presupune:

- stabilirea unor criterii și proceduri de evaluare a rezultatelor cercetării care să motiveze performanța;

- identificarea unor direcții strategice de dezvoltare a cercetării științifice și încurajarea dezvoltării de centre de excelență pe aceste direcții astfel încât să se întărească atât cercetarea fundamentală, cât și capacitatea universității de a colabora în programe naționale și internaționale.

(4) Calitatea ca dimensiune a propriei organizații se realizează prin:

- Identificarea și implementarea unei structuri organizatorice optime pentru sistemul calității:
 - delegarea de responsabilitate și autoritate la toate nivelurile relevante;
 - realizarea unui echilibru între decizia managerială și consultarea părților interesate (clienții externi, personalul și studenții universității);
 - evitarea unei birocratii a calității, centralizate la nivelul universității.
- Politică privind resursele umane, ale cărei coordonate posibile sunt:
 - definirea clară a standardelor de performanță, a criteriilor de evaluare și recunoaștere a activității individuale și de grup;
 - crearea unui climat care să încurajeze responsabilitatea și inițiativa;
 - promovarea instruirii și perfecționării continue;
 - evaluarea periodică a contribuției individuale la realizarea obiectivelor instituției.
- Crearea și dezvoltarea unui sistem informațional de sprijin pentru sistemul calității.

(5) Indicatori specifici de performanță ai USAMV Iași

I. Indicatori ai procesului didactic

- % de promovabilitate (min. 75%)
- ponderea notelor bune și foarte bune (min. 50%)
- % de promoabilitate la examenul de licență/diplomă (min. 90%)
- ponderea notelor bune și foarte bune la examenul de licență/diplomă (min. 60%)

II. Indicatori ai personalului didactic

- gradul de ocupare a posturilor didactice (min. 60%);
- raportul: număr studenți/cadre didactice de predare (min. 20);
- ponderea profesorilor + conferențiarilor din total cadre didactice (min. 30%);
- ponderea cadrelor didactice cu titlul de doctor (min. 50%);
- ponderea conducătorilor de doctorat din numărul profesorilor (min. 30%);
- număr de cadre didactice cu specializări în străinătate - min. 15;
- număr de cadre didactice membri în foruri științifice/academice naționale și internaționale - min. 10.

III. Indicatori ai cercetării științifice

- număr granturi/contracte pe cadru didactic de predare - 0,4
- valoare de cercetare pe cadru didactic - min. 10000 lei RON
- număr de lucrări științifice pe cadru didactic publicate în reviste/anale de specialitate de prestigiu - 1,5
- număr de manifestări științifice organizate - min. 4;
- număr cadre didactice participante la manifestări științifice internaționale - min. 20;
- centre/laboratoare de cercetare științifică acreditate - min. 5;
- teze de doctorat finalizate - min. 15;

IV. Indicatori ai bazei materiale

- număr de laboratoare - min. 40
- suprafață utilă/student pentru cursuri și lucrări practice/seminarii - min. 1,5 m.p.
- baze de practică pentru studenți - min. 8
- câmpuri didactice și de cercetare - min. 4
- număr de cursuri/cărți/reviste de specialitate în biblioteca USAMV și cele de disciplină min. 200
- spații pentru studiul individual al studenților - min. 600 loc.
- baza sportivă - min. 1

V. Indicatori ai relațiilor de colaborare cu universități/institute/stațiuni de cercetare din țară și străinătate

- număr convenții/contracte de colaborare - min. 20

VI. Indicatori ai managementului academic, administrativ și financiar

- existența planurilor strategice și operaționale
- concordanța dintre propuneri și realizări
- % din buget pentru baza materială - min. 20%
- % din buget pentru documentare-informare - min. 5%
- valoare reparații capitale și investiții - min. 5%
- ponderea veniturilor proprii din total buget - min. 25%

VII. Indicatori ai serviciilor sociale și administrative studențești

- gradul de acoperire a solicitărilor de cazare în cămine studențești - min. 80%
- asigurarea condițiilor pentru servirea mesei la cantina - min. 500 loc/zi
- accesul la documentare prin Internet - min. 200 adrese
- asigurarea serviciilor medicale -min. 1 cabinet

CAPITOLUL III - METODOLOGIA DE APROBARE, MONITORIZARE ȘI EVALUARE A PROGRAMELOR DE STUDII ȘI CALIFICĂRILOR ACORDATE DE USAMV IAȘI

Art. 33. Calitatea programelor de studii constituie una din componentele de bază ale asigurării calității în învățământul superior. În acest sens este necesar a se parcurge și respectă următoarele etape: elaborarea și aprobarea, monitorizarea, evaluarea și îmbunătățirea programelor de studii.

Art. 34. Aprobarea programelor de studii

(1) Demersul pentru aprobarea unui program de studii se face de către Consiliul facultății/departamentului la propunerea Comisiei pentru programe de studii/didactice, în baza unui studiu de fundamentare/oportunitate, analizând necesitățile academice și socio-economice ale noului program, cu identificarea grupului țintă de clienți, atât potențiali studenți cât și angajatori ai acestora.

(2) O etapă importantă în elaborarea programului de studii o reprezintă stabilirea clară a obiectivelor, a competențelor profesionale și sociale pe care absolvenții le vor dobândi la finalizarea studiilor și care vor coincide cu cele așteptate de angajatori.

(3) Din studiul de oportunitate nu trebuie să lipsească sinteza informațiilor cu privire la programe similare din oferta educațională națională și internațională, conținutul curriculum-ului, modul de transmitere a cunoștințelor și informațiilor, caracterizarea proceselor de predare- învățare, elemente despre conținutul materiilor de studiu, numărul de ore, de credite, interdependența dintre disciplinele de diferite categorii, ponderea acestor grupe în conformitate cu standardele de calitate din domeniu.

(4) Fișa fiecărei discipline va cuprinde obligatoriu informații cu privire la: numărul de ore pe tipuri de activități (curs/lucrări practice/seminarii/proiect), număr de credite, semestrul în care se desfășoară activitățile, obiectivele, cerințele privind disciplinele anterioare studiate, conținutul de bază, metode de predare-învățare, metodologia de evaluare, baza materială disponibilă și bibliografia minimă.

(5) În baza acestor elemente comisia de lucru va elabora proiectul programului de studii în care se vor identifica următoarele repere: misiunea, obiectivele, competențele (rezultatele așteptate), modalități de pregătire practică, modul de finalizare și diploma/titulul obținut.

(6) Proiectul programului de studii se supune dezbaterii publice în catedre, Consiliul facultății, Comisia de calitate a Senatului și apoi în Senat, asigurându-se participarea la dezbateri a cadrelor didactice, reprezentanți cu rezultate foarte bune ai studenților, absolvenților și angajatorilor.

(7) După avizele favorabile ale Consiliului facultății și Comisiei de calitate a Senatului, proiectul programului de studii se supune spre dezbateri și aprobare Senatului. Proiectul aprobat de Senat va face obiectul întocmirii raportului de autoevaluare ce va fi înaintat Ministerului Educației și Cercetării pentru a fi supus evaluării de către comisia specializată a Agenției Române de Asigurare a Calității în învățământul Superior (ARACIS), Departamentul de acreditare.

(8) După primirea aprobării de funcționare provizorie și publicarea în Monitorul Oficial, programul de studii face parte din structura universității și este înregistrat în oferta educațională. **Art. 35. Monitorizarea programelor de studii**

(1) După aprobare, programul de studii va fi inițiat și gestionat de către facultatea care l-a propus.

(2) Se va face o publicitate corespunzătoare noului program, se vor elabora state de funcții, se vor asigura resurse umane înalt calificate și se va efectua o monitorizare foarte atentă a desfășurării activităților didactice/practice, precum și a evaluării cunoștințelor studenților, prin analize periodice în catedre și Consiliul facultății.

(3) Aceste activități vor fi efectuate de către Comisia de calitate a facultății, din care obligatoriu fac parte și studenți, utilizând metode moderne de culegere a informațiilor, precum și de interpretare a acestora, cu scopul declarat de realizare a misiunii, obiectivelor și competențelor programului de studii înființat, așteptărilor atât a studenților, cât și a angajatorilor.

Art. 36. Evaluarea programelor de studii

(1) Această activitate este o componentă esențială a asigurării calității în învățământul superior, fiind integrată în conceptul larg/complex de evaluare academică și cunoaște două componente: **evaluarea internă** sau autoevaluarea și **evaluarea externă** sau auditul extern al programelor de studii.

(2) În orice tip de evaluare se acordă o importanță deosebită stabilirii criteriilor de evaluare și modelului de calitate utilizat în aplicarea practică a procedurilor de evaluare.

(3) Pentru **autoevaluarea programelor de studii** în Universitatea de Științe Agricole și Medicină Veterinară Iași se vor urmări **cinci categorii de criterii**:

(3.1.) **Misiunea, obiectivele și rezultatele așteptate** ale programului, cu identificarea clară a: obiectivelor, nivelului programului și competențelor oferite, conținutului disciplinelor de studiu, rezultatelor programului și evaluării studenților;

(3.2.) **Structura și conținutul** programului, cu referire la: structură, distribuția și echilibrul conținutului programului, relația/interdependența dintre discipline pe ani și durată a programului, îmbinarea/integrarea cunoștințelor teoretice cu cele practice, nivelul de comunicare și instruire în domeniul tehnologiilor informatice, competențe asigurate din activități practice (proiecte, stagii, vizite de documentare etc.);

(3.3.) **Mediul de predare și învățare**, cu referire la: metodele și tehnologiile didactice utilizate, metode și metodologii de evaluare a activității studenților, baza materială pentru activitățile de predare-învățare, accesul studenților la resursele de învățare și la consilierea în carieră;

(3.4.) **Managementul calității** cu privire la programul de studii, studenți, absolvenți, evidențiindu-se: modalitățile de recrutare și selecție a studenților în corelare cu standardul impus de program, claritatea standardelor academice, asigurarea cerințelor de evaluare externă cerute de medii profesionale/sociale;

(3.5.) **Calitatea corpului profesoral academic**, cu referire la: structura/componența numerică, calificările și competențele cadrelor didactice, standardele de predare-învățare, cercetare, precum și de etică și morală universitară.

Art. 37. Activitatea de autoevaluare se desfășoară de către o **comisie** numită de conducerea facultății, din care vor face parte cadre didactice, studenți de la programul de studii respectiv și absolvenți cu cele mai bune rezultate, care va stabili programul de lucru, cu termen de finalizare

a activității și de întocmire a raportului de autoevaluare. Acesta va fi structurat pe capitole, în funcție de criteriile de evaluare urmărite și va cuprinde, unde va fi cazul, și măsurile propuse de comisie pentru îmbunătățirea activității.

Art. 38. Autoevaluarea se efectuează **anual** pentru fiecare program de studii în parte, folosind analize de tip SWOT (Strengths, Weaknesses, Opportunities, Threats). Raportul de autoevaluare elaborat de comisie va fi supus dezbaterii și aprobării Consiliului facultății și apoi validării Senatului, după obținerea avizului Comisiei Senatului pentru evaluarea și asigurarea calității. **Art. 39.** Universitatea de Științe Agricole și Medicină Veterinară Iași va **publica anual un raport** cu privire la aspectele cantitative și calitative ale asigurării calității, pe baza rapoartelor de autoevaluare internă a tuturor programelor de studii din universitate, ce va fi însoțit de un **set de propuneri**, vizând îmbunătățirea continuă a indicatorilor de performanță academică. Pe baza acestora, Senatul universității va adopta un **plan operațional** coerent și concret de aplicare a măsurilor de îmbunătățire a calității activităților academice.

Art. 40. (1) **Evaluarea externă** a programului de studii se face de către o comisie de evaluatori, numită de organisme abilitate în domeniul asigurării calității, externe universității, după o metodologie dinainte stabilită, cu respectarea eticii și deontologiei necesare unei astfel de activități.

(2) Comisia de evaluare, pe baza celor constatate, completează setul de documente necesare, cu identificarea și înregistrarea punctelor tari/slabe ce se dezvoltă în cadrul programului de studii evaluat, după care întocmește raportul de evaluare externă cu specificarea gradului de îndeplinire a criteriilor de evaluare la fiecare capitol.

(3) În final, după analiza rezultatelor evaluării agenția externă de calitate va stabili dacă programul de studii îndeplinește standardele minime stabilite pentru domeniul respectiv și se vor face recomandările necesare, pe care Senatul le va utiliza pentru îmbunătățirea activității.

Art. 41. Îmbunătățirea programelor de studii

(1) Aceasta este o activitate cu caracter permanent și se efectuează ori de câte ori este necesar. În urma autoevaluării, evaluării externe sau sau a modificărilor cerințelor pieței muncii/condițiilor socio-economice, pentru a satisface nevoile de pregătire corespunzătoare a studenților, conform standardelor de calitate cerute și așteptărilor angajatorilor.

(2) Activitatea se desfășoară după un plan judicios întocmit, cu termene și responsabilități precise, sub coordonarea conducerii facultății și cu avizul comisiei de calitate a Senatului, utilizându-se informațiile disponibile în bazele de date proprii și în celelalte documente de evidență a activității de la nivelul facultății.

Art. 42. Bazele de date și documentele de evidență de la nivelul facultății/departamentului vor oferi informații cu referire la:

- rata de succes în promovarea examenelor și a anilor de studii, pe niveluri de calitate; - absorbția și succesul absolvenților pe piața muncii;
- nivelul de satisfacție profesională a studenților în fiecare program de studii;
- eficiența corpului profesoral și a personalului didactic auxiliar (număr studenți/cadru didactic de predare: număr studenți/personal didactic auxiliar etc.);
- structura socio-demografică a fiecărei promoții de studenți;
- resursele de învățare și costul lor/student;
- proprii indicatori de performanță ai programului de studii, comparativ cu cei ai altor instituții similare.

Art. 43. Revizuirea periodică a planului de învățământ și a programelor analitice se face pe baza recomandărilor comisiilor de autoevaluare/evaluare externă sau la propunerea angajatorilor/organizațiilor profesionale, urmând aceleași etape ca și în cazul inițierii unui program de studii: dezbateri la nivelul catedrei/comisiei de specialitate/consiliului.

CAPITOLUL IV - CUNOȘTINȚE ȘI COMPETENȚE CE TREBUIE DOBÂNDITE DE ABSOLVENȚII USAMV IAȘI

Art. 44. Cunoștințe și competențe pentru absolvenții domeniului Agronomie

(1) Cunoștințe și competențe pentru absolvenții specializării Agricultură

Întrucât misiunea inginerului agronom este aceea de mediator între știința și practica agricolă, care participă la elaborarea programelor de acțiune, efectuează studii și cercetări asupra diversilor factori de producție, consiliază agricultorii și crescătorii de animale, prin curriculum- ul universitar se urmărește asigurarea de cunoștințe și competențe privind:

- înțelegerea proceselor fiziologice și biochimice din sol și plantă;
- aplicarea metodelor și tehnicilor de laborator de investigare a procesele metabolice din organismele vegetale;
- componentele și funcționarea tractoarelor, mașinilor și utilajelor agricole, pentru exploatarea rațională, întreținerea și repararea acestora;
- caracteristicile morfo-anatomice ale plantelor cu aplicații în agricultură;
- identificarea principalelor specii de plante de interes alimentar, ornamental, furajer, forestier, medicinal sau industrial, ca și a buruienilor din flora României;
- utilizarea metodelor și instrumentelor topografice, precum și a proceselor - clasice și automatizate - de întocmire a planurilor topo-cadastrale;
- introducerea, de exploatarea și de întreținerea lucrărilor cadastrale pe terenurile cu destinație agricolă;

- sistemul de evaluare a terenurilor agricole, în vederea stabilirii valorii pământului, obligațiilor fiscale și de circulație a bunurilor imobiliare;
- aplicarea tehnicilor de calcul informatic pentru proiectarea și optimizarea factorilor și proceselor de producție agricolă:
- obținerea hibridilor și producerea de semințelor/materialului de plantat; s ameliorarea solurilor cu proprietăți fizice și chimice nefavorabile creșterii și dezvoltării plantelor;
- biologia și ecologia dăunătorilor și agenților patogeni pentru aplicarea metodelor eficiente și eficiente de prevenire și combatere a acestora în culturile agricole;
- cunoașterea principalelor procese metabolice cu rol în creșterea și dezvoltarea plantelor; s bazele biologice, ecologice, agrotehnice și manageriale ale cultivării plantelor agricole, în contextul agriculturii intensive (convenționale) și a celei alternative (durabile);
- folosirea rațională a mijloacelor chimice în sectoarele producției agricole și horticole (amendamente de sol. îngrășăminte organice și chimice, pesticide, biostimulatori);
- dirijarea factorilor de vegetație prin metode agrotehnice pentru favorizarea creșterii și dezvoltării plantelor cultivate;
- proiectarea, execuția, exploatarea și întreținerea amenajărilor locale de îmbunătățiri funciare (de irigații, desecare-drenaj, pentru captarea izvoarelor de coastă și combaterea eroziunii solului);
- creșterea și fructificarea speciilor pomicele;
- gestionarea durabilă a resurselor naturale, protecția și conservarea mediului ambiant;
- proiectarea și exploatarea diferitelor construcții agricole;
- elaborarea de tehnologii diferențiate pentru înființarea pașiștilor temporare, folosirea rațională a pașiștilor prin pășunat și cosit și pentru îmbunătățirea pașiștilor degradate;
- înființarea și exploatarea eficientă a culturilor furajere anuale și perene;
- tehnici diferențiate de preparare, depozitare și conservare a furajelor;
- cultivarea plantelor de câmp pe baza cunoștințelor privind rotația, fertilizarea, lucrările solului, parametrii semănatului, lucrărilor de îngrijire, recoltării și păstrarea producției;
- valorificarea superioară a surselor de germoplasmă pentru speciile agricole și utilizarea eficientă a metodelor de ameliorare în vederea obținerii unor noi forme biologice;
- administrarea judicioasă a apei de irigație la plante prin diverse tehnici de udare și adaptarea tehnologiilor agricole la particularitățile agriculturii irigate;
- formarea abilităților manageriale în vederea conducerii prin metode moderne a fermelor agricole și de crearea și conducerea afacerilor în agricultură;
- identificarea resursele spațiului rural, a principiilor și căilor de utilizare optimă a acestora; ^ aplicarea metodelor de îmbunătățire a calității produselor agricole în vederea păstrării îndelungate sau utilizărilor în consum, industrie etc;
- întrebuintarea metodelor, tehnicilor și procedurilor pentru asigurarea activității specifice de consultanță în ramurile agricole;
- compoziția chimică și principiile active ale principalelor plante medicinale și aromatice și cultivarea ecologică a acestora;
- întocmirea rațiilor furajere în acord cu procesele fiziologice ale nutriției animalelor;
- întocmirea documentelor și registrelor de evidență, efectuarea inventarierii patrimoniului, calcularea costurilor de producție a produselor agricole și analiza datelor înregistrate în contabilitate. în vederea elaborării deciziilor privind managementul în agricultură;
- aplicarea metodelor, tehnicilor și procedurilor de adaptare a structurii producției firmei agricole la nevoile consumatorilor, la dinamica pieței și a mediului extern;
- promovarea marketingul strategic pentru satisfacerea deplină a nevoilor de consum ale populației, în condiții profitabile;
- reglementările în vigoare privind constituirea și funcționarea întreprinderilor agricole, regimul juridic al proprietății funciare, relațiile contractuale ale întreprinderilor, răspunderea juridică, regimul juridic al publicității imobiliare, regimul juridic al activității bancare, atribuțiile organelor de conducere și altele asemenea;
- înființarea și funcționarea fermelor ecologice;

- principiile și mecanismele de funcționare a pieței agrare în România, în vederea pătrunderii pe piață a firmelor agricole cu noi produse și servicii, în concordanță cu cerințele de consum, concurență și eficiență economică:

(2) Cunoștințe și competențe suplimentare pentru absolvenții specializării Montanologie

Inginerul agronom, integrat în activitățile specifice zonei montane, are un rol esențial și hotărâtor în asigurarea resurselor alimentare pe plan local. În diminuarea efectelor poluante ale unor activități economice, în evitarea migrației tinerilor spre zonele urbane, în promovarea cunoștințelor tehnice, asigurarea serviciilor de consultanță agricolă. Corespunzător acestor deziderate, absolvenții specializării vor fi deținătorii cunoștințelor și competențelor privind:

- elaborarea de tehnologii pentru cultivarea principalelor plante furajere anuale și perene din zonele premontane și montane
- intervențiile raționale pentru prevenirea și limitarea efectelor scurgerilor pe versante și în rețeaua hidrografică la producerea ploilor abundente:
- utilizarea materialelor de construcții și proiectarea diferitelor structuri agrozootehnice și amenajări turistice;
- tehnologiile moderne de creștere a animalelor;
- creșterea albinelor și a viermilor de mătase;
- tehnica de cultivare a principalelor specii silvice din țară și exploatarea durabilă a plantațiilor silvice și a pădurilor:
- abilitățile de evaluare a strategiei manageriale în spațiul montan în raport cu mediul intern și extern și de selectare a strategiilor alternative;
- analiza și punerea în practică a conceptelor, principiilor, tehnicilor și procedurilor, înțelegerea complexității activității manageriale în mediu rural pentru exprimarea cu ușurință a spiritului întreprinzător și a libertății de inițiativă:
- piața serviciilor agroturistice (cererea, oferta, concurența, prețul) pentru creșterea eficienței economice a acestora:
- marketingul și promovarea turismului rural:
- eroarea și conducerea prin metode moderne a fermelor agricole și a afacerilor în agricultura practică în spațiul montan:

(1) Cunoștințe și competențe pentru absolvenții de studii universitare de masterat

- Utilizarea metodelor moderne privind managementul firmei agricole (organizarea teritoriului agricol, gestiunea și administrarea durabilă a resurselor, marketingul produselor, legislație economică) pentru optimizarea deciziilor privind coordonarea proceselor de producție;
- Cunoașterea legilor și legițăților economice care guvernează economia producției agricole în spațiul european;
- Cunoașterea metodelor de inventariere și de bonitare cadastrală a terenurilor agricole, pe categorii și subcategorii de folosință, în vederea determinării riguroase a valorii economice și a obligațiilor fiscale ale bunurilor imobiliare agricole; cunoașterea și aplicarea modalităților de conservare și ameliorare a potențialului productiv al terenurilor agricole;
- Gestionarea problemelor legate de normele existente în domeniul producerii de sămânță și material de plantat cu referire la controlul, certificarea, condiționarea, ambalarea și etichetarea materialului biologic, concordant cu standardele europene;
- Cunoștințe specializate privind tehnologiile avansate din domeniul agriculturii durabile și a procesării produselor agroalimentare.

(3) Cunoștințe și competențe pentru absolvenții de studii universitare de doctorat

- Aprofundarea sistematică a domeniului profesional, utilizarea metodelor și tehnicilor de cercetare asociate domeniului de specializare (agrochimie, fitotehnie, agrotehnică, fiziologia plantelor, producerea și păstrarea furajelor, protecția plantelor, management și marketing în agricultură, genetica și ameliorarea plantelor, exploatarea sistemelor de îmbunătățiri funciare și irigarea culturilor).
- Capacitate de documentare și investigare specializată pe domeniile de studiu abordate pentru elaborarea practicilor profesionale de valoare.

- Formularea, implementare și managementul proiectelor de cercetare în concordanță cu standardele internaționale și normele deontologice profesionale.

Art. 45. Cunoștințe și competențe pentru absolvenții domeniului Inginerie și management, specializarea Inginerie Economică în Agricultură

Misiunea specializării este de a forma specialiști cu o bogată și diversă instruire teoretică și practică, capabili să gestioneze probleme legate de economia producției agricole, de economia și dezvoltarea spațiului rural, de gestiunea și administrarea afacerilor, de politici agricole și dezvoltare rurală, de piața produselor agroalimentare, de fiscalitate și finanțare a economiei rurale.

În virtutea acestor deziderate, absolvenții specializării vor fi capabili să:

- identifice particularitățile resurselor economice agricole, în vederea valorificării lor eficiente;
- explice efectele politicilor macroeconomice asupra activităților economice din spațiul rural;
- dezvolte o perspectivă sistemică privind managementul eficient al resurselor din spațiul rural;
- utilizeze metode, tehnici și procedee de adaptare a structurii producției agroalimentare la nevoile consumatorilor;
- aplice specificul cadrului juridic care reglementează activitatea firmelor din domeniul producției agroalimentare în România și Uniunea Europeană;
- utilizeze diferitele metode și tehnici de comunicare cu clienții și alți parteneri de afaceri; s integreze metodele, criteriile, subcriteriile și indicatorii în evaluarea resurselor spațiului rural cu scopul utilizării eficiente a acestora;
- utilizeze sistemul de indicatori ce exprimă eficiența economică a producției agroalimentare, a investițiilor și a proiectelor de dezvoltare rurală;
- elaboreze planul strategic al firmei, proiectează diferite modele de simulare a proceselor economice, folosind metode moderne (analiza **SWOT**, matricea **TOWS**, **QSPM**, **SPACE**);
- elaboreze planuri de afaceri, punând accent pe indicatorii de eficiență economică;
- aplice sistemele informatice de gestiune și analiză economică;
- fundamenteze deciziile de marketing privind produsul, costul, prețul, publicitatea;
- aplice prevederile cadmlui juridic care reglementează activitatea economică din cadrul firmelor;
- utilizeze în activitatea cotidiană cu clienții și partenerii de afaceri normele și regulile unei comunicări eficiente;
- valorifice eficient resursele umane în activitatea economică;
- conștientizeze efectele în plan social ale activităților economice și sociale din spațiul rural;
- comunice cu agenții economici specializați în economia și dezvoltarea rurală;
- promoveze activitățile din spațiul rural în diferite medii socio-culturale folosind metode și instrumente moderne:
- participe la târguri, expoziții, manifestări și simpozioane pe teme specifice dezvoltării agriculturii și spațiului rural.

Art. 46. Cunoștințe și competențe pentru absolvenții domeniului Inginerie industrială, specializarea Tehnologia prelucrării produselor agricole

Menirea specializării este de a forma specialiști capabili să conducă activități de producție în unități de prelucrare a produselor agricole de origine animală și/sau vegetală sau să asigure controlul calității produselor în asemenea unități. În acest sens, se acționează în sensul asigurării absolvenților a capacităților de:

- identificare a resursele alimentare de natură vegetală și animală, transformare și/sau valorificare.
- optimizare a operațiilor și a exploatații aparatelor specifice industriei alimentare (morărit- panificație, prelucrare a legumelor și fructelor, zahăr și produse zaharoase, ulei și margarina, produse lactate, carne, vin și distilate);
- dezvoltare și promovare a utilizării eficace și a gestionării tehnologiilor ingineriei alimentare:
- participare la analiza sistemelor utilizate în lanțurile (filierile) alimentare pentru manipularea, transformarea, condiționarea și crearea valorii adăugate acestora după procesarea produselor alimentare și agricole:

- consiliere asupra procurării și utilizării eficiente a energiilor regenerabile și a altor factori de producție mecanică, cu deosebire a echipamentelor agroalimentare și a celor necesare transformării și manipulării alimentelor;
- acordare a asistenței tehnice în domeniul industriilor agroalimentare cu privire specială asupra concepției, construcției, funcționării și gestionării tehnologiilor de transformare și conservare, creatoare de valoare adăugată și care iau în calcul controlul calității asupra provenienței, manipulării, condiționării, comercializării, distribuției și depozitării produselor;
- preservare a calității alimentelor proaspete și conservate astfel încât să fie posibilă prelungirea duratei de prezentare în vitrine, îmbunătățirea distribuției și comercializării;
- elaborare a tehnologiilor de transformare / conservare a alimentelor și produselor agricole brute (cereale, fructe, legume, boabe oleaginoase, rădăcini, tuberculii, carne, ouă ș.a.);
- utilizare a aditivilor alimentari pentru creșterea calității și a valabilității alimentelor; S aplicare a măsurilor pentru asigurarea calității și condiționării produselor;
- utilizare a microorganismelor și a metaboliților lor în cadrul biotehnologiilor alimentare clasice și moderne;
- aplicare a biotehnologiilor în obținerea și conservarea produselor alimentare: S control a calității produselor agroalimentare în conformitate cu standardele UE pentru asigurarea protecției consumatorului;
- aplicare a principiilor de bioetică a produselor alimentare;
- realizare a unui management - marketing performant, prin aplicarea unor strategii specifice (de produs, de piață, de distribuție, de promovare) firmelor din domeniul agroalimentar;
- aplicare a metodelor de gestiune și administrare a afacerilor din domeniul de referință;
- comunicare, informare și documentar profesională - la nivel mediu - într-o limbă străină de largă circulație (engleză, franceză, germană, rusă, spaniolă);

Art. 47. Cunoștințe și competențe pentru absolvenții domeniului Biologie

Înțelegerea științifică a naturii vieții cunoaște noi dimensiuni. În acest context, specializarea Biologie oferă absolvenților cunoștinși formează competențe, cu privire la:

- cunoașterea morfologiei și anatomiei plantelor;
- aplicarea matematicii în biologie;
- cunoașterea zoologiei nevertebratelor și a vertebratelor;
- însușirea cunoștințelor de bază privind histologia și embriologia animală;
- însușirea cunoștințelor privind agrometeorologia și bioclimatologia;
- cunoașterea detaliată a sistemicii regnului vegetal;
- aplicarea metodelor specifice microbiologice în scopul utilizării microorganismelor în biotehnologii;
- însușirea biologiei agenților patogeni și a dăunătorilor în scopul promovării unei agriculturi biologice;
- însușirea cunoștințelor privind anatomia comparată a animalelor, precum și anatomia și fiziologia umană;
- însușirea cunoștințelor privind procesele metabolice fotosintetice, respiratorii, creșterea și dezvoltarea plantelor;
- însușirea legilor eredității, a mecanismelor moleculare răspunzătoare de expresia genică. a biosintezei proteinelor, posibilități de manipulare a materialului genetic la plante, animale, om;
- noțiuni privind tehnologia culturilor de câmp;
- cunoașterea relațiilor dintre specii, a legilor ecosistemice și protecția mediului;
- însușirea principiilor și metodelor biotehnologiilor folosite în agricultura neconvențională. culturi "in vitro";
- principii și metode privind colectarea și conservarea materialului didactic;
- aplicarea cunoștințelor de practică pedagogică și psihologie școlară, metodică, logică, sociologia educației.

Art. 48. Cunoștințe și competențe pentru absolvenții domeniului Horticultură

(1) Cunoștințe și competențe pentru absolvenții specializării Horticultură

- Cunoștințe practice în domenii strict ce privesc tehnologia culturilor horticoale (legume, pomi, vie, flori, dendrologie) și deprinderi necesare efectuării lucrărilor de pe parcursul întregii tehnologii de cultivare a plantelor horticoale.

- Cunoștințe despre soiurile și varietățile speciilor pomicele, care, combinate cu caracteristicile biologice și ecologice, precum și cu particularitățile tehnologice vor contribui la formarea de abilități pentru gestionarea plantațiilor pomicele în condiții de performanță.
- Cunoașterea bazelor biologice, ecologice, agrotehnice și manageriale ale cultivării plantelor legumicole în câmp, sere și solarii. în contextul agriculturii intensive (convenționale) și a celei alternative (durabile).
- Cunoștințe teoretice și practice privind particularitățile biologice și tehnologice ale arbuștilor fructiferi, tehnologia de producere a materialului săditor pomicol.
- Cunoștințe teoretice și practice despre producerea vițelor altoite. înființarea, întreținerea și exploatarea plantațiilor de vii roditoare.
- Cunoștințe teoretice și practice în domeniul biologiei și ecologiei plantelor floricole, cunoașterii principalelor specii floricole. producerii materialului săditor floricol, înființării și întreținerii culturilor floricole, valorificarea florilor și a produselor floricole.
- Cunoașterea principalelor specii de arbori și arbuști ornamentali, a însușirilor decorative, particularitățile biologice, ecologice și tehnologia de cultură a acestora.
- Cunoașterea proceselor vitale din plante care stau la baza mecanismelor de absorbție a substanțelor minerale și a energiei și transformarea acestora în substanțe organice proprii;
- Cunoașterea proceselor biologice care stau la baza formării recoltei agricole;
- Cunoașterea și folosirea rațională a mijloacelor chimice în sectoarele producției agricole și horticole (amendamente de sol, îngrășăminte organice și chimice, pesticide, biostimulatori).
- Cunoașterea biologiei și ecologiei dăunătorilor și agenților patogeni, a principalelor metode de prevenire și combatere a acestora din plantațiile de pomi, viță de vie, din culturi de legume și plante ornamentale.
- Cunoașterea factorilor de vegetație, a influenței acestora asupra creșterii și dezvoltării plantelor;
- Cunoașterea și combaterea buruienilor din culturile agricole;
- Cunoașterea principiilor de proiectare privind amenajarea și organizarea terenurilor în scop horticol, menținerea și ridicarea potențialului de fertilitate a solurilor, în condițiile protecției și conservării mediu.
- Caracterizarea morfologică a profilului de sol; determinarea unor proprietăți fizice și chimice ale solurilor și interpretarea rezultatelor: cunoașterea cadrului natural, proceselor de solificare și a proprietăților morfologice, fizice și chimice ale tipurilor de sol.
- Cunoștințe privind tehnologiile de producere a vinurilor albe, roșii și aromate, metodele de condiționare și stabilizare a vinurilor, de îmbuteliere, bolile și defectele și modalități de prevenire și ameliorarea calității vinurilor precum și cunoștințe privind principalele analize fizico-chimice aplicate vinurilor.
- Dezvoltarea abilităților antreprenoriale prin însușirea unor competențe privind înființarea de firme și implementarea standardelor europene în cadrul acestora. Cunoașterea de metode și tehnici moderne de analiza, planificare și dezvoltare a fermelor agricole.
- Cunoașterea modalităților de structurare și funcționare a ecosistemelor naturale și antropogene: formarea unei conștiințe ecologice, care să permită gestionarea durabilă a resurselor naturale: formarea de deprinderi și convingeri juste cu privire la protecția și conservarea mediului ambiant.
- Cunoașterea metodelor de amplasare și conducere a experiențelor cu diferiți factori experimentali la speciile horticole: cunoașterea metodelor de valorificare și interpretare a rezultatelor experimentale obținute în experiențele organizate la speciile horticole.
- Cunoștințe teoretice și practice privind marketingul bunurilor și serviciilor, formarea unor abilități de marketing direct și integrat, în condiții de eficiență economică a firmelor și în concordanță cu cerințele pieței. r însușirea cunoștințelor și deprinderilor tehnice și a celor economice pentru a obține eficiența economică și profitul din activitățile horticole.

(2) Cunoștințe și competențe pentru absolvenții specializării Peisagistică

- Cunoștințe și abilități de proiectare a peisajului.
- Cunoștințe teoretice și deprinderi practice în domeniul reprezentărilor și tehnicilor grafice utilizate în arhitectura peisajului, precum și în realizarea machetelor de amenajare peisagistică.
- Cunoașterea particularităților celor mai cunoscute grădini ale lumii, realizate în diferite epoci și sub influența diferitelor concepții religioase, culturale, politice.

- Cunoștințe despre proiectarea, amplasarea, amenajarea și exploatarea construcțiilor din peisaj. în concordanță cu normele funcționale și estetice
- Cunoașterea evoluției amenajărilor de spații verzi, rolului parcurilor și grădinilor, a tipurilor și modalităților de amenajare a spațiilor verzi cu diferite destinații.
- Proiectarea peisajului prin corelarea armonioasă dintre parametrii sitului și cerințele utilizatorilor. Abordarea complexă a unui proiect, prin alegerea design-ului și a strategiilor peisagere. susținute de concepțiile contemporane de proiectare a peisajului (spațiale, socio-
- Cunoașterea și alegerea corectă a principalelor specii de plante ce pot fi folosite alcătuirea peluzelor în parcuri și grădini. Cunoașterea tehnologiilor de înființare și întreținere a gazonului.
- Cunoașterea ariilor naturale protejate din România, ocrotirea și conservarea mediului natural: amenajarea teritoriului și a spațiilor verzi urbane conform principiilor de amenajare peisagistică și în contextul sistemului legislativ specific.
- Realizarea de compoziții florale armonios alcătuite, bazate pe respectarea anumitor reguli și principii ale artei vizuale și ale tehnicii de utilizare a florilor sau a accesoriilor.
- Cunoașterea modalităților și operațiilor de restaurare a parcurilor și grădinilor cu diferite destinații. Stabilirea planurilor de restaurare și refacere a elementelor cu caracter ornamental și utilitar din parcuri și grădini.
- Proiectarea corespunzătoare a densității rețelei de circulație, prin subordonarea importanței traseelor de circulație, direcționarea firească, alegerea dimensiunilor și îmbrăcăminților adecvate. Cunoașterea tipurilor de instalații edilitare și a modului în care acestea condiționează soluțiile de amenajare.
- Dezvoltarea abilităților antreprenoriale prin însușirea unor competențe privind înființarea de firme și implementarea standardelor europene în cadrul acestora. Abilitati pentru activitati manageriale bazate pe cunoștințe de management general, cunoștințe economice, legislație specifică.
- Utilizarea instrumentelor software pentru asistarea activității în proiectarea peisagistică.

(3) Cunoștințe și competențe pentru absolvenții de studii universitare de masterat

- Cunoașterea și aprofundarea noilor tehnologii aplicate în plantațiile de pomi, viță de vie, în culturile de plante legumicole și floricole.
- Cunoașterea metodelor moderne de obținere a semințelor și materialului săditor la plantele horticole.
- Insușirea noțiunilor teoretice și practice privind obținerea vinurilor albe, roșii și aromatice cât și a distilatelor.
- Cunoașterea principiilor și a metodelor moderne de proiectare de scheme diferențiate de combatere a bolilor și dăunătorilor la plantele horticole și agricole.
- Cunoștințe specializate de cunoaștere a grupelor de dăunători animalii care afectează plantele cultivate sau spontane : cunoașterea teoretică și practică a diferitelor grupe de entomofagi utili în combaterea biologică a dăunătorilor animalii.

(4) Cunoștințe și competențe pentru absolvenții de studii universitare de doctorat

- Înțelegerea sistematică a domeniului profesional și utilizarea metodelor, tehnicilor de cercetare asociate domeniului respectiv.
- De a concepe și implementa un proiect de cercetare și de a face managementul acestuia în condițiile respectării normelor deontologice profesionale.
- De a contribui la dezvoltarea de practici profesionale de valoare internațională.
- Competențe de analiză critică, evaluare și sinteză a unor idei noi și complexe, asociate practicii profesionale. r De comunicare cu comunitatea profesională și cu societatea civilă în contextul domeniului de expertiză.

Art. 49. Cunoștințe și competențe pentru absolvenții domeniului Zootehnie

(1) învățământ de licență:

- producerea, conservarea și prelucrarea resurselor furajere
- organizarea și desfășurarea activității de producție în ferme specializate de creștere a animalelor
 - organizarea și desfășurarea activității de reproducție și de ameliorare genetică a animalelor
 - aplicarea tehnologiilor moderne de creștere și exploatare a principalelor specii de animale de interes economic
 - prelucrarea și valorificarea produselor de origine animală

- gestionarea gamei de mașini și instalații specifice exploatațiilor zootehnice
- cunoașterea materialelor de construcție corespunzătoare elementelor de construcție; proiectare tehnologică a construcțiilor zootehnice.
- cunoașterea ecosistemelor naturale și antropogene, a problemelor majore ale mediului înconjurător și a principalelor măsuri, de protecție a mediului; cunoașterea politicii de protecție a mediului în Uniunea Europeană
- întocmirea și verificarea documentelor și registrelor de evidență în gestiunea și contabilitatea producției zootehnice: analiza datelor contabile în vederea asigurării unui management de calitate.
- utilizarea metodelor și tehnicilor moderne de management în activitatea de conducere
- implementarea strategiilor de conducere specifice economiei moderne și adaptarea lor la condițiile concrete ale unei firme
- întocmirea planului de afaceri
- abilități antreprenoriale în domeniul creșterii animalelor
- utilizarea calculatorului și a tehnicii moderne de IT

(2) Masterat:

- Determinarea compoziției chimice a nutrețurilor și a valorii nutritive a acestora;
- Aprecierea și controlul calității nutrețurilor și a valorii nutritive a acestora;
- Optimizarea rațiilor de hrană și a amestecurilor de nutrețuri combinate.
- Utilizarea eficientă a aditivilor furajeri:
- Producerea nutrețurilor combinate și speciale:
- Prepararea și conservarea nutrețurilor:
- Aprecierea impactului nutriției și alimentației animalelor asupra calității produselor de origine animală, asupra siguranței alimentare și asupra calității mediului;
- Planificarea și organizarea activităților referitoare la calitate într-o firmă care produce, distribuie sau comercializează produse agroalimentare.
- Implementarea unui Sistem de management al calității corespunzător standardelor din seria ISO 9000.
- Implementarea unui Sistem de management al siguranței alimentare (HACCP).
- Auditarea sistemelor de management al calității și siguranței.
- Formarea și instruirea personalului în domeniul calității produselor agroalimentare.
- Organizarea și urmărirea activităților de protecție a consumatorilor de produse agroalimentare corespunzător normelor în vigoare.
- Prospectarea pieței, promovarea și coordonarea unei rețele de «distribuție a produselor agroalimentare.
- Negocierea contractelor de vânzare - cumpărare în funcție de calitatea și sortimentul produselor agroalimentare.
- Organizarea și desfășurarea acțiunilor tehnice de selecție a animalelor.
- Evaluarea zootehnică a animalelor de reproducție.
- Testarea reproducătorilor masculi folosiți la însămânțările artificiale:
- Efectuarea controlului oficial al producțiilor animale:
- întocmirea și aplicarea de programe și planuri de ameliorare genetică a animalelor;
- Organizarea, conducerea și executarea lucrărilor în laboratoarele zootehnice;
- Recoltarea, evaluarea, prelucrarea și conservarea produsului seminal:
- Stabilirea momentului optim de însămânțare și executarea însămânțării artificiale;
- Dirijarea funcției de reproducție prin sincronizarea estrului, ovulației și parturițiilor;
- Efectuarea transferului de embrioni la animale;
- Implementarea managementului reproducției la nivelul unităților zootehnice;
- Consultanță în probleme de reproducție și ameliorarea genetică a animalelor;

(3) Doctorat:

- Realizarea de documentații, sinteze, prelucrări de date, rapoarte.
- Elaborarea de lucrări de cercetare științifică.
- Abilități de comunicare și negociere.
- Abilități antreprenoriale în specializarea urmată.

Art. 50. Cunoștințe și competențe pentru absolvenții domeniului Medicină veterinară

(1) Cunoștințe și competențe pentru absolvenții domeniului Medicină veterinară, ciclul de licență

- Examenul clinic al tuturor speciilor de animale: animale de fermă, animale de companie, animale exotice de agrement (păsări de colivie, reptile, amfibieni, pești), animale sălbatice, insecte utile (albine, viermi de mătase, viețuitoare acvatice).
- Precizarea diagnosticului de boală, stabilirea conduitei terapeutice și aplicarea tratamentului adecvat: medicamentos, chirurgical, a unor proceduri fizioterapice etc;
- Efectuarea de examene paraclinice pentru precizarea diagnosticului: ecografic, radiologie, electrocardiografie, hematologic, biochimic sanguin, biochimic urinar, microbiologic, micologic, serologic, citologic, histologic, parazitologic, toxicologic.
- Aplicarea măsurilor generale și specifice de profilaxie a bolilor la animale: dezinsecție, dezinsecție, deratizare, vaccinări, serumizări, medicație profilactică.
- Controlul condițiilor de adăpostire și îngrijire a animalelor: calitatea adăposturilor, microclimatul, condițiile de întreținere.
- Controlul calității și salubrității hranei pentru animale: valoare nutritivă, examen micologic, bacteriologic, toxicologic, fizico-chimic.
- Controlul calității și salubrității produselor alimentare și a altor produse de origine animală: stabilirea punctelor critice de control pe fluxul de fabricație, controlul parametrilor microbiologici și a salubrității spațiilor de fabricație, depozitare, comercializare a produselor de origine animală prin examene bacteriologice, micologice, toxicologice, fizico-chimice.
- Expertiză medico-lagală veterinară: stabilirea cauzei și a momentului morții, descrierea leziunilor cauzatoare de moarte și a leziunilor post-mortale.
- Aplicarea legislației sanitar veterinară și de protecție a animalelor.
- Prepararea, prelucrarea, expertiza și comercializarea produselor medicamentoase de uz veterinar: verificarea respectării tehnologiei de fabricație, a condițiilor de păstrare, depozitare și comercializare.
- Testarea eficacității medicamentelor de uz veterinar, prin teste clinice și de laborator.
- Controlul parametrilor de reproducție a animalelor (fecunditate, gestație, parturiție) și aplicarea biotehnologiilor de reproducție: însămânțări artificiale, fecundare in vitro, conservarea și transferul embrionilor, sincronizarea căldurilor etc.
- Identificarea și bonitarea animalelor.
- Identificarea și aplicarea măsurilor de protecție a mediului.
- Recunoașterea bolilor transmisibile de la animale la om și aplicarea măsurilor de protecție a sănătății publice.
- Diagnosticul bolilor și aplicarea măsurilor terapeutice la toate speciile de animale: animale de fermă, animale de companie, animale de experiență, animale exotice de agrement: pești, reptile, amfibieni, păsări de colivie.
- Cunoașterea și aplicarea metodelor moderne de diagnostic: ecografie, radiografie, electrocardiografie, examene biochimice sanguine, urinare, examene hematologice, histologice, serologice etc.
- Aplicarea conduitei terapeutice adecvate: tratament medicamentos, chirurgical, fizioterapie etc.
- Cunoașterea și aplicarea unor metode de terapie neconvențională: homeopatie, laseroterapie etc.
- Cunoașterea și aplicarea metodelor de diagnostic de laborator al bolilor la animale: recoltarea, conservarea și expedierea probelor pentru examene de laborator.
- Efectuarea de examene de laborator pentru precizarea diagnosticului bolilor la animale: bacteriologice, micologice și micotoxicologice, serologice, virusologice, hematologice, biochimice sanguine și urinare.

- Interpretarea analizelor de laborator în corelație cu datele clinice, morfopatologice și epidemiologice.
- Cunoașterea medicamentelor de uz veterinar a. preparatelor farmaceutice și a modului de utilizare.
- Prepararea, condiționarea. depozitarea și comercializarea produselor medicamentoase de uz veterinar.
- Cunoașterea tehnologiilor de fabricație a medicamentelor de uz veterinar și controlul respectării tehnologiei de fabricație
- Controlul calității medicamentelor și preparatelor de uz veterinar.
- Testarea clinică și de laborator a eficacității medicamentelor de uz veterinar.
- Cunoașterea și prepararea produselor homeopatice de uz veterinar.
- Aplicarea legislației în domeniul medicamentelor de uz veterinar.
- Cunoașterea metodelor de lucru specifice epidemiologiei generale și aplicate.
- Cunoașterea factorilor de risc specifici diverselor categorii de boli specifice animalelor și boli transmisibile de la animale la om.
- Aplicarea metodelor de profilaxie a bolilor animalelor și a bolilor transmisibile de la animale la om.
- Efectuarea de analize biostatistice medicale și medical veterinar.
- Aplicarea măsurilor de protecție a sănătății publice.
- Cunoașterea și aplicarea legislației sanitare veterinare românești și internaționale.

(2) Cunoștințe și competențe pentru absolvenții domeniului Medicină veterinară, ciclul de masterat

- Diagnosticul bolilor și aplicarea măsurilor terapeutice la toate speciile de animale: animale de fermă, animale de companie, animale de experiență, animale exotice de agrement: pești, reptile, amfibieni. păsări de colivie.
- Cunoașterea și aplicarea metodelor moderne de diagnostic: ecografie, radiografie, electrocardiografie, examene biochimice sanguine, urinare, examene hematologice, histologice, serologice etc.
- Aplicarea conduitei terapeutice adecvate: tratament medicamentos, chirurgical, fizioterapie etc.
- Cunoașterea și aplicarea unor metode de terapie neconvențională: homeopatie, laseroterapie etc.
- Efectuarea de activități de cercetare clinică.
- Cunoașterea și aplicarea metodelor de diagnostic de laborator al bolilor la animale:recoltarea, conservarea și expedierea probelor pentru examene de laborator
- Efectuarea de examene de laborator pentru precizarea diagnosticului bolilor la animale: bacteriologice, micologice și micotoxicologice. serologice, virusologice, hematologice, biochimice sanguine și urinare.
- Cunoașterea și aplicarea metodelor moderne de diagnostic: ecografie, radiografie, electrocardiografie, examene biochimice sanguine, urinare, examene hematologice, histologice, serologice etc.
- Aplicarea conduitei terapeutice adecvate: tratament medicamentos, chirurgical, fizioterapie etc.
- Cunoașterea și aplicarea unor metode de terapie neconvențională: homeopatie, laseroterapie etc.
- Cunoașterea și aplicarea metodelor de diagnostic de laborator al bolilor la animale:recoltarea, conservarea și expedierea probelor pentru examene de laborator.
- Efectuarea de examene de laborator pentru precizarea diagnosticului bolilor la animale: bacteriologice, micologice și micotoxicologice. serologice, virusologice, hematologice, biochimice sanguine și urinare.
- Interpretarea analizelor de laborator în corelație cu datele clinice, morfopatologice și epidemiologice.
- Cunoașterea medicamentelor de uz veterinar a. preparatelor farmaceutice și a modului de utilizare.
- Prepararea, condiționarea. depozitarea și comercializarea produselor medicamentoase de uz veterinar.

- Cunoașterea tehnologiilor de fabricație a medicamentelor de uz veterinar și controlul respectării tehnologiei de fabricație.
- Controlul calității medicamentelor și preparatelor de uz veterinar
- Testarea clinică și de laborator a eficacității medicamentelor de uz veterinar.
- Cunoașterea și prepararea produselor homeopatice de uz veterinar.
- Aplicarea legislației în domeniul medicamentelor de uz veterinar.
- Cunoașterea metodelor de lucru specifice epidemiologiei generale și aplicate.
- Cunoașterea factorilor de risc specifici diverselor categorii de boli specifice animalelor și boli transmisibile de la animale la om.
- Aplicarea metodelor de profilaxie a bolilor animalelor și a bolilor transmisibile de la animale la om.
- Efectuarea de analize biostatistice medicale și medical veterinar.
- Aplicarea măsurilor de protecție a sănătății publice.
- Cunoașterea și aplicarea legislației sanitare veterinare românești și internaționale.

(2) Cunoștințe și competențe pentru absolvenții domeniului Medicină veterinară, ciclul de masterat

- Diagnosticul bolilor și aplicarea măsurilor terapeutice la toate speciile de animale: animale de fermă, animale de companie, animale de experiență, animale exotice de agrement: pești, reptile, amfibieni, păsări de colivie.
- Cunoașterea și aplicarea metodelor moderne de diagnostic: ecografie, radiografie, electrocardiografie, examene biochimice sanguine, urinare, examene hematologice, histologice, serologice etc.
- Aplicarea conduitei terapeutice adecvate: tratament medicamentos, chirurgical, fizioterapie etc.
- Cunoașterea și aplicarea unor metode de terapie neconvențională: homeopatie, laseroterapie etc.
- Efectuarea de activități de cercetare clinică.
- Cunoașterea și aplicarea metodelor de diagnostic de laborator al bolilor la animale: recoltarea, conservarea și expedierea probelor pentru examene de laborator.
- Efectuarea de examene de laborator pentru precizarea diagnosticului bolilor la animale: bacteriologice, micologice și micotoxicologice, serologice, virusologice, hematologice, biochimice sanguine și urinare.
- Efectuarea de analize de laborator pe probe legate de mediul de viață al animalelor: hrană, apă potabilă, aer, sol.
- Cunoașterea aparatului medical de laborator.
- Interpretarea analizelor de laborator în corelație cu datele clinice, morfopatologice și epidemiologice.
- Activitate de cercetare în domeniul diagnosticului de laborator.
- Cunoașterea medicamentelor de uz veterinar a preparatelor farmaceutice și a modului de utilizare.
- Prepararea, condiționarea, depozitarea și comercializarea produselor medicamentoase de uz veterinar.
- Cunoașterea tehnologiilor de fabricație a medicamentelor de uz veterinar și controlul respectării tehnologiei de fabricație.
- Controlul calității medicamentelor și preparatelor de uz veterinar.
- Testarea clinică și de laborator a eficacității medicamentelor de uz veterinar.
- Cunoașterea și prepararea produselor homeopatice de uz veterinar.
- Aplicarea legislației în domeniul medicamentelor de uz veterinar.
 - Efectuarea de activități de cercetare în domeniul farmacologiei și farmacoterapiei veterinare.

- Cunoașterea metodelor de lucru specifice epidemiologiei generale și aplicate.
- Cunoașterea factorilor de risc specifici diverselor categorii de boli specifice animalelor și boli transmisibile de la animale la om.
- Aplicarea metodelor de profilaxie a bolilor animalelor și a bolilor transmisibile de la animale la om.
- Efectuarea de analize biostatistice medicale și medical veterinar.
- Aplicarea măsurilor de protecție a sănătății publice.
- Cunoașterea și aplicarea legislației sanitare veterinar românești și internaționale.
- Efectuarea de activități de cercetare epidemiologică.

(3) Cunoștințe și competențe pentru absolvenții domeniului Medicină veterinară, ciclul de doctorat

- înțelegerea sistematică a domeniului profesional medicină veterinară și utilizarea metodelor, tehnicilor și cercetare asociate acestuia. /- De a concepe și implementa un proiect de cercetare și de a face managementul
- acestuia în condițiile respectării normelor deontologice profesionale. r De a contribui la dezvoltarea de practici profesionale de valoare internațională. r Competențe de analiză critică, evaluare și sinteză a unor idei noi și complexe.
- asociate practicii profesionale din domeniul veterinar, r- De comunicare cu comunitatea profesională și cu societatea civilă în contextul domeniului de medicină veterinară.

CAPITOLUL V - METODOLOGIA DE EVALUARE A CUNOȘTINȚELOR ȘI COMPETENȚELOR STUDENȚILOR

Art. 51. (1) Evaluarea studenților reprezintă actul didactic prin care se evidențiază în mod curent, periodic și final, cantitatea și calitatea cunoștințelor și competențelor dobândite de către aceștia la materiile de studiu.

(2) Calitatea și eficiența evaluării depind nemijlocit, atât de formele de evaluare - în funcție de perioada de studiu, procedeul de efectuare și caracteristicile notării - cât și de corectitudinea, obiectivitatea și responsabilitatea examinerilor.

(3) La evaluarea activităților studenților. U.Ș.A.M.V. Iași aplică Sistemul European de credite transferabile - ECTS.

(4) Activitatea didactică este reglementată de Regulamentul activității didactice și a contractelor de studii încheiate cu studenții, ambele aprobate de către Senaail Universității.

(5) Pentru desfășurarea normală și eficiența activității didactice, Consiliile facultăților stabilesc periodic cerințele și criteriile care stau la baza evaluării studenților.

(6) Studenții din anul I, 2005-2006 ciclul de licență, de pe locurile finanțate de la bugetul de stat și studenții de la taxă care doresc să intre în competiție pentru locurile bugetate disponibilizate trebuie să îndeplinească următoarele **criterii și standarde de performanță** :

- realizarea a minimum 75% din creditele planificate pentru anul de studii urmat, conform regulamentului de credite transferabile aprobat de Senatul universității ;

- media generală ponderată la sfârșitul anului de studii să fie de cel puțin 7,00 ;

- obținerea notei de minimum 8.00 la practica de specialitate ;

Criteriile de la al. 6 **nu se aplică studenților care îndeplinesc condițiile pentru burse sociale** : cei proveniți de la Case de copii, orfani, cu venitul brut pe membra de familie sub salariul minim pe economie, eroii sau fiii/ficele eroilor Revoluției din Decembrie 1989, alte situații speciale, cu aprobarea Senatului USAMV Iași.

Art. 52. Evaluarea la disciplinele de studiu

(1) La începutul fiecărui semestru. Consiliul facultății aprobă modalitățile de desfășurare a evaluărilor finale și prin titularii disciplinelor de studiu se aduc la cunoștința studenților, formele de evaluare, precum și particularitățile notării la fiecare disciplină.

(2) Titularul de disciplină, în prima oră de curs/seminar/lucrări practice prezintă și dezbate cu studenții cerințele și modalitățile de examinare, promovare, refacere a activităților la acea disciplină.

(3) Pentru a asigura o mai bună pregătire a studenților pe întreaga durată a școlarității, la toate disciplinele se afișează la începutul semestrelor. programul de consultații pentru care, în funcție de specificul disciplinei de studiu, se alocă minimum 2 ore săptămânal.

(4) În scopul asigurării pregătirii sistematice și continue, evaluarea se efectuează în timpul semestrelor prin seminarii, discuții libere, lucrări de control, probe practice de laborator, referate, studii de caz etc și la încheierea semestrelor prin examene, proiecte, colocvii.

(5) Ponderea criteriilor evaluărilor curente și intermediare în raport cu evaluarea finală variază. În funcție de particularitățile disciplinei de studiu, între 30 - 50% și se stabilește de către titularul disciplinei, se avizează de către șeful de catedră, se aprobă de către Consiliul facultății și se face publică la începutul fiecărui an universitar, prin afișare la avizierul disciplinei de studiu (catedrei).

(6) Rezultatele evaluării din timpul semestrului se discută cu studenții, se motivează calificativul acordat și se afișează la afișier înainte de începerea sesiunii de examene programate, punctajul realizat.

Art. 53. (1) Evaluarea finală se poate efectua sub formă de lucrare scrisă, examen oral, examen scris și oral, sub forma colocviului sau, după caz, examen și susținerea de proiect, în raport cu obiectivele programului de studiu.

(2) Evaluarea prin examen scris se poate desfășura pe bază de test grilă cu 30 - 60/90 întrebări sau sub forma dezvoltării a 2 - 4 subiecte/aplicații stabilite de titularul disciplinei, din materialul prezentat în prelegeri și cuprins în bibliografia recomandată.

(3) Evaluarea prin examen oral se face utilizând bilete de examen care conțin 2-4 subiecte, la care studentul trebuie să răspundă. Pentru mai buna edificare asupra nivelului de pregătire a studentului, examinatorii pot adresa candidatului și întrebări suplimentare.

(4) La disciplinele prevăzute cu proiect în cadrul activităților didactice aplicative, evaluarea și notarea proiectului se face în ultima săptămână a semestrului, anterior sesiunii de examene.

(5) Obținerea notei de promovare la proiect (sau după caz, la lucrarea practică) este condiție de admitere la susținerea examenului disciplinei de studiu respectivă.

(6) Programarea desfășurării examenelor, pentru evaluarea finală în sesiunile semestriale, se efectuează cu cel puțin 2 săptămâni înainte de data de începere a sesiunii de examene, de către decanat cu consultarea structurilor studențești și titularul disciplinei, asigurându-se pentru fiecare examen intervalul de timp (minim 2 zile) necesar fixării și aprofundării cunoștințelor la disciplina de studiu în cauză.

(7) Acceptarea studenților la examen este condiționată de îndeplinirea obligațiilor fixate la începutul semestrului de titularul disciplinei împreună cu studenții, a cerințelor de frecvență a formelor procesului de învățământ, specificate prin Regulamentul activității didactice aprobat de Senatul universității.

(8) Ora de începere, ordinea de prezentare și locul de desfășurare a examenului se aduc la cunoștința studenților cu cel puțin 24 de ore înainte, prin afișare la avizierul disciplinei.

(9) Desfășurarea examenelor are loc între orele 8,00 - 20.00, numai în condițiile în care examinatorul - titularul disciplinei de studiu - este însoțit de cel puțin un cadru didactic, de regulă cel care a efectuat cu studenții activitățile aplicative.

(10) Nota la examenul oral, cifră rotundă între 1 și 10, obținută prin însumarea punctelor realizate de student la evaluările din timpul semestrului și finală, se comunică studentului și se înscrie imediat în carnetul de student și în documentul oficial al facultății.

(11) Dacă examenul se desfășoară sub formă scrisă, notele se trec în carnetele studenților imediat după terminarea verificării lucrărilor scrise.

(12) În cazul în care studentul, la evaluarea finală sub forma scrisă, este nemulțumit de nota primită, poate solicita examinatorului să-și vadă lucrarea și să ceară explicații asupra modului în care a fost apreciată.

(13) Rezultatele evaluării finale se prezintă la secretariatul facultății, cel mai târziu, a doua zi după data desfășurării examenului (colocviului, susținerii proiectului).

(14) Orice discriminare sau pârținare în procesul de evaluare a cunoștințelor și competențelor studenților sunt abateri de la deontologia profesională și sancționate ca atare.

Art. 54. Evaluarea la activitatea practică

(1) Pregătirea studenților la practica dirijată se evaluează, atât în perioada de desfășurare a practicii, cât și la finalul acestei activități.

(2) Evaluarea curentă pe durata practicii se efectuează de către îndrumătorul de practică și reprezentantul unității de practică, luând în considerare participarea studentului la lucrările programate și însușirea de către acesta a deprinderilor de executare sau coordonare a operațiilor incluse în programul de pregătire.

(3) Evaluarea finală a perioadelor de practică se efectuează de către comisii stabilite de conducerea facultăților: în componența comisiilor fac parte îndrumătorul de practică și cadre didactice de specialitate pentru domeniile în care se încadrează activitățile la care a participat studentul în timpul practicii.

(4) La evaluarea finală, comisia acordă nota în funcție de nota dată de îndrumător la evaluarea permanentă, caracterizarea făcută de reprezentantul unității de practică, **raportul** de practică, elaborat de student, în care sunt conținute însemnările, observațiile și comentariile studentului privind organizarea unității, condițiile naturale, activitățile practice la care a participat, precum și de răspunsurile date de către candidat comisiei, la întrebările adresate.

(5) Evaluarea practicii pentru proiectul de diplomă se face de către îndrumătorul de proiect, în funcție de activitatea studentului pentru elaborarea proiectului și de caracterizarea practicantului, făcută de conducerea unității de practică, în baza participării acestuia la procesul de producție din unitate.

Art. 55. Evaluarea la absolvirea facultății

(1) Evaluarea la absolvirea facultății se face de către Comisia pentru examenul de licență, numită de Rectorul universității, în cadrul examenului de licență, la care este invitat și îndrumătorul științific.

(2) Examenul de licență se susține în sesiuni stabilite de către Senatul universității, la cererea candidatului, după absolvirea perioadei de școlaritate și obținerea de către acesta a notelor de promovare la toate disciplinele din aria curriculară,

(3) Metodologia de desfășurare a examenului de licență se aprobă de către Senatul universității, în funcție de dispozițiile M.Ed.C.

(4) Examenul de licență constă dintr-o probă scrisă pentru verificarea cunoștințelor fundamentale și de specialitate ale candidatului și de susținerea de către acesta, în fața comisiei, a proiectului de diplomă întocmit.

(5) Bibliografia pentru proba scrisă, stabilită de către comisie și aprobată de Consiliul facultății, se afișează la avizier cu cel puțin patru luni înainte de începerea a examenului de licență.

(6) Temele pentru proiectele de licență se aleg de către studenți, în primul semestru al anului al II-lea, dintre subiectele disponibile, propuse de titularii disciplinelor de studiu și aprobate de către Consiliul facultății.

(7) Înscrierea la examenul de licență, în termenul precizat de Comisie, este posibilă numai dacă proiectul de licență al candidatului are acordul scris al îndrumătorului de proiect.

(8) Nota la examenul de licență rezultă ca medie între notele obținute de candidat la cele două probe, dacă acestea sunt de promovate.

CAPITOLUL VI - ASIGURAREA CALITĂȚII CORPULUI PROFESORAL

Art. 56. Creșterea continuă a calității corpului profesoral este o cerință fundamentală a Universității și se propune a se realiza prin:

- selecția exigentă a personalului la angajare;
- creșterea exigenței la promovare a personalului didactic prin aplicarea unor criterii mai înalte de performanță, cu renunțarea la spiritul egalitarist;
- îmbunătățirea permanentă a activității didactice, în vederea asigurării unui nivel înalt de educare și instruire, conceput pe termen mediu și lung, în corelațiile cu cerințele beneficiarilor;
- creșterea potențialului de cercetare științifică:
- asigurarea condițiilor de perfecționare a pregătirii;
- deontologia profesională a fiecărei persoane din corpul profesoral;
- compensarea bănească în funcție de calitatea muncii și standardele de performanță;
- renunțarea la serviciile oricărei persoane din corpul profesoral, care nu îndeplinește criteriilor de performanță ale Universității.

Art. 57. (1) Aprecieria calității fiecărui membru a corpului profesoral se va realiza pe baza:

- autoevaluării.
- aprecierii colegiale,

- evaluării studenților,
 - evaluării conducerii catedrei sau șefului direct.
- (2) Criteriile avute în vedere la efectuarea autoevaluării și a evaluărilor se referă la:
- cunoștințele de specialitate,
 - activitatea cu studenții,
 - potențialul de cercetare științifică,
 - deontologia profesională,
 - implicarea personală în relațiile Universității cu mediul extern.

Art. 58. (1) Aprecierea cunoștințelor de specialitate se va realiza de colective de cadre didactice, numite de Consiliile facultăților și formate din conducerea catedrei și membri ai comisiilor profesionale ale consiliilor.

(2) Aprecierea se bazează pe:

- analiza anuală a programelor analitice, urmărindu-se adaptarea conținutului lor la necesitățile specifice de instruire a studenților, corelarea cu nivelul acumulărilor științifice și tehnologice, preocuparea pentru asigurarea unor competențe certe etc.;
- participarea la activități efectuate cu studenții: prelegeri, seminarii, activități practice, proiectare etc;
- aprecierea, prin analize și dezbateri în colectivele de catedră, a materialului didactic propriu folosit pentru instruire (manuale, îndrumătoare, ghiduri);
- folosirea în prelegeri și manuale a rezultatelor cercetărilor proprii în domeniul disciplinei;
- posibilitatea de comunicare într-o limbă străină de circulație internațională;
- discuții cu studenții.

Art. 59. Activitatea cu studenții

Această activitate este una din misiunile principale ale personalului didactic, la aprecierea ei se vor avea în vedere:

- interacțiunea dintre profesor și auditoriu (activitate interactivă);
- disponibilitatea, accesibilitatea și promptitudinea răspunsului profesorului față de problemele studentului:
- abilitatea și calitatea informațiilor oferite studentului;
- echitatea în acordarea notelor;
- pasiunea profesorului pentru predarea disciplinei;
- metodele de predare și evaluare folosite, preocuparea pentru modernizarea lor;
- deontologia didactică (onestitate, atitudine pozitivă).

Art. 60. Potențialul de cercetarea științifică

În învățământul superior cercetarea științifică reprezintă principala cale de perfecționare profesională, după obținerea doctoratului. Potențialul de cercetare a personalului didactic se va aprecia după:

- capacitatea de a iniția teme de cercetare cu impact major în domeniu de activitate, care să suscite interesul finanțatorilor de proiecte;
- pentru profesori și conferențieri un criteriu important de apreciere îl constituie abilitatea de a forma echipe de cercetare interdisciplinare apte să rezolve teme de cercetare de mare interes și utilitate;
- contribuția fiecărei persoane la atragerea resurselor materiale pentru realizarea activității de cercetare:
- specializarea persoanei într-un anumit domeniu de cercetare pentru a fi recunoscută pe plan intern și internațional;
- participarea la programe de cercetare internațională (Inras, Copernicus, FP6 etc.);
- publicarea de lucrări științifice în reviste de specialitate de prestigiu, recunoscute de lumea academică și științifică națională și internațională;
- participarea în colegii de redacție ale revistelor de specialitate interne și internaționale;

- acceptarea și solicitarea ca expert evaluator, referent de specialitate pentru evaluarea programelor de cercetare interne și internaționale, a tezelor de doctorat, a tratatelor/manualelor/cursurilor de specialitate,

- capacitatea de lucru în echipă, utilitatea și contribuția persoanei la activitatea echipei este un criteriu important în aprecierea personalului didactic;

- atragerea studenților, masteranzilor și doctoranzilor în activitatea de cercetare de performanță;
- activitatea științifică cu doctoranzii, pentru conducătorii de doctorat.

Art. 61. Implicarea personalului didactic în relațiile Universității cu mediul extern

(1) Calitatea prestației universitare este condiționată și validată și prin relațiile pe care corpul profesoral îl are cu mediul social-economic, academic și științific intern și internațional.

(2) Activitatea în acest domeniu se va aprecia după:

- participarea fiecărei persoane la workshop-uri și întâlniri cu specialiști din țară și străinătate;
 - legătura cu parteneri interni/externi, prin comunicare directă;
 - convenții cadra de cooperare;
 - atragerea de parteneri externi în diverse colective de lucru consultative și de decizie
 - participarea la programe de mobilitate internațională, asociații și rețele de universități;
- participare la programe de studii cu predare în limbi străine în programe de licență organizate în cooperare cu universități străine, în programe internaționale de masterat, școli doctorate etc;
 - granturi de mobilitate accesate, contracte de cercetare cu parteneri internaționali, stagii internaționale de doctorat etc;
- legăturile cu principalii clienți externi: firme și organizații angajabile, absolvenți, comunitatea și administrația publică, instituțiile de învățământ preuniversitar, părinți, sponsorii universității, comunitatea academică și științifică internă și internațională;
- implicarea personalului în activități de vulgarizare a științei (conferințe, comunicări, articole, expoziții etc.);
- participarea la dezbateri de interes social și cetățenesc, prestații în presă (scrisă, audiovizuală).

Art. 62. Pentru o evaluare cât mai obiectivă a personalului didactic se va folosi un set de documente, prin care vor fi furnizate informații din surse diferite: persoana însăși, studenți, colegi, șeful direct. Acerte documente sunt:

- *Fișa de autoevaluare (FAE), care reflectă activitatea persoanei, în viziune proprie, evidențiind punctele tari și cele slabe din activitate.*
- *Fișa de evaluare de către studenți (FES), reflectare a imaginii cadrului didactic în rândul studenților,*
- *Fișa de evaluare de către colegi (FEC), pentru relieffarea imaginii cadrului didactic în colectivul catedrei, facultății etc.*
- *Fișa de evaluare ele către șeful direct (FESD), reflectare a imaginii cadrului didactic în fața conducerii.*

Art. 63. În evaluarea finală, ponderea criteriilor avute în vedere este diferită după gradul didactic:

Criteriul	Prof.	Conf.	Șef lucr.	Asist.
a) cunoștințele de specialitate	10	10	10	10
b) activitatea cu studenții	20	20	35	45
c) potențialul de cercetare	50	50	40	30
d) deontologia profesională	10	10	10	10
e) implicarea în relațiile cu mediul extern	10	10	5	5

CAPITOLUL VII - RESURSELE DE ÎNVĂȚARE ȘI SPRIJINUL ACORDAT STUDENȚILOR ÎN FORMAREA DE SPECIALITATE

- Art. 64.** (1) Consecvență continuării drumului său către excelență, Universitatea de Științe Agricole și Medicină Veterinară Iași, prin asigurarea bazei materiale specifice, a documentării în cadrul bibliotecilor și prin intermeniuul tehnicii de calcul, acordă un sprijin substanțial studenților în formarea de specialitate.
- (2) Biblioteca USAMV Iași, prin cele 140207 volume, din care 107337 volume de specialitate, deservește toate facultățile și specializările din cadrul universității.
- (3) Serviciul *„Documentare”* din cadrul bibliotecii deține reviste de specialitate publicate pe plan național și o colecție bogată de reviste internaționale, procurate prin abonament/schimb interbibliotecar, accesibile în totalitate studenților.
- (4) La fiecare disciplină există un bogat material documentar de spec mediată și eficientă pentru pregătirea de specialitate, activitatea de cercetare științifică a studenților, masteranzilor și doctoranzilor.
- Art. 65.** Universitatea dispune de colecții, muzee, stațiuni didactice, adecvate pentru pregătirea de specialitate și cercetare la toate ciclurile de studii.
- Art. 66.** USAMV Iași dispune de peste 250 calculatoare, cu trei laboratoare de informatică, la care au acces neîngrădit toți studenții.
- Art. 67.** Cadrele didactice au cursurile documentate la zi, unele din ele fiind accesibile on-line, utilizând metode moderne de predare-învățare.
- Art. 68.** La nivelul universității și la fiecare facultate funcționează câte o comisie de consiliere și sprijin în carieră, cu scopul de a sprijini studenții în formarea profesională și în soluționarea altor aspecte ale vieții și activității în campusul universitar.
- Art. 69.** Îndrumătorii lucrărilor de licență urmăresc evoluția profesională și științifică a studenților în cadrul cercurilor științifice studențești, unde își definitivează lucrările de licență și apoi îi consiliază în profesie, urmărind performanțele lor la locurile de muncă.

CAPITOLUL VIII - DISPOZIȚII FINALE

- Art. 70.** Prezentul Regulament a fost discutat și aprobat în **ședința Senatului USAMV Iași** din 13 **septembrie 2012** și intră în vigoare începând cu prima zi a anului universitar 2012/2013.

PRORECTOR,

**MINISTRY OF NATIONAL EDUCATION
'ION IONESCU FROM BRAD' UNIVERSITY OF AGRICULTURAL SCIENCES AND VETERINARY
MEDICINE FROM IAȘI**

3 Mihail Sadoveanu Avenue, post code 700490 – Iași, Romania

Tel: +40-232-213069/260650 Fax: +40-232-260650

Fiscal code: 4541840

E-mail: rectorat@uaiasi.ro, Website: <http://www.uaiasi.ro>

**INSTITUTIONAL STRATEGIC PLAN
2016-2020**

In accordance with the Law of Education no. 1/2011 and the Charter, the 'Ion Ionescu from Brad' University of Agricultural Sciences and Veterinary Medicine from Iași draws up **the Strategic Plan for the period 2016-2020.**

A. UNIVERSITY MISSION AND VISION

In accomplishing its mission, UASVM Iași provides the training of experts with a good vocational training in vegetable and animal resource engineering, food engineering, engineering and management in agriculture and rural development, environmental engineering, veterinary biology and medicine, capable to use valuable scientific, technical and cultural-humanistic knowledge, to contribute to the technological, economic and social-cultural progress of Romanian society.

The vision of UASVM Iași is to be a national leader in the scientific education and research from vegetable and animal resource engineering, food engineering, engineering and management in agriculture and rural development, environmental engineering and veterinary medicine and to be counted among the prestigious European universities operating in the area.

The assumed mission of UASVM Iași is to carry out scientific research and education of excellence through outstanding study programmes within all cycles of academic and post-graduate training, in order to meet the expectations of a society found in full development. Thus, UASVM Iași aims to generate knowledge through research, development, innovation and technological transfer, higher vocational training, attraction of the best experts and young people having great potential of professional and scientific training to academic activity.

B. STRATEGIC OBJECTIVES AND COURSES OF ACTION

STRATEGIC OBJECTIVES

Driven by professional experience, national and international visibility, determination to take action for the reform of academic management, European compatibilization, the improvement of academic organization and performance growth, the Management Board from the 'Ion Ionescu from Brad' University of Agricultural Sciences and Veterinary Medicine from Iași has set, for the 2016-2020 interval, the following strategic fundamental objectives:

B₁ The creation of a competitive environment for research, innovation and technological transfer nationally and internationally that should turn UASVM Iași into a hub of excellence focused on the generation of knowledge and technological transfer, with a direct impact on performance growth, the quality of teaching activity and community services;

B₂ The promotion of a modern teaching educational process, focused on the results of teaching for the creation of professional and transversal skills in accordance with labour market demands, personal ability development and the entrepreneurial spirit of graduates;

B₃ The application of management principles oriented towards performance and continued assurance of quality in the process of institutional governance;

B₄ The creation of a favourable climate for the development and motivation of human resources from the university within a collegial environment based on cooperation, trust and respect, where value and constant involvement in the achievement of common objectives are the dimensions that underpin the evolution of careers;

B₅ The development of the real and active partnership relation with the students in the implementation of all academic processes from the university, the settlement of social problems and the creation of opportunities for personal and professional development with a view to active and responsible integration within the society;

B₆ The internationalization of UASVM Iași through its transformation into a proactive actor in regional, European and world relations, with a view to optimizing scientific research and educational activities;

B₇ The firm assertion of the strategic role played by UASVM Iași in economic, social, cultural, civic and moral development of the local, regional and national community;

B₈ The development of the relation with the *Alumni* community as an instrument for the promotion of university values and performance, the facilitation of student integration on the labour market;

B₉ The assurance of an infrastructure that has to define UASVM Iași as an institution of excellence and the promotion of an academic management that must control, in a rational, balanced and efficient manner, the issue imposed by three major courses of action: *the conservation and functionality of the current heritage, the continuation of investment-related process and the assurance of financing*;

B₁₀ The consolidation of UASVM Iași organizational culture and identity, the creation of a united community, the improvement of communication within the university;

The increase of UASVM Iași visibility and image consolidation through a transparent, permanent and convergent process of public communication towards the society, national and international community, business and political-administrative environments.

SPECIFIC COURSES OF ACTION

B₁ Research, innovation and technological transfer

Courses of action:

- the improvement of the institutional and organizational framework of scientific research, innovation and technological transfer;

- participation in the Intelligent Specialization strategy (RIS 3) of the N-E Development region;

- establishment and support for strategic areas of research and technological development with potential of excellence;

- increase of the valuable scientific and technological output, with relevance in assessing the quality of the research activity, the classification of universities and ranking of study programmes, by publishing articles in volumes and magazines ranked by the Institute for Scientific Information (ISI) with a high impact factor, financial support from the university's own income;
- increase in the number of patents through logistic support from the Department of Research, Innovation and Technological Transfer (DRITT) and Financial Transfer from the university's own income;
- growth of competitiveness in attracting funds at national and international level, including through the operationalization of clusters, whose member the university is;
- creation of a financing fund from own income for projects of scientific research and technological development, destined for an internal competition within UASVM Iași for performing young researchers;
- attracting performing researchers from the country and abroad through specific programmes of reintegration;
- employing researchers with performance proven for a definite or indefinite period within research facilities, for capitalizing the research infrastructure;
- identification and development of interdisciplinary themes, of national and international level, which has to capitalize the research infrastructure and the human resource value, including the facilities of 3D equipment;
- the accreditation of scientific research facilities and technological development at institutional or national level;
- the purchase of an electronic platform for managing the university's scientific research;
- the capitalization of the potential of the Institute of Research for Agriculture and Environment (IRAE) and some national and international attractive and competitive research centres, based on a performant infrastructure and specialised human resources;
- supporting the growth of level quality and visibility of own magazines, for indexing and ranking by ISI. In this respect, we intend to collaborate with national and international entities specialized in this field;
- creation of some public-private partnerships for making innovation projects and carrying out the technological transfer, as well as for attracting some alternative sources for financing the research with a view to a more efficient capitalization of the research infrastructure;
- assurance of the technological transfer and dissemination of the research's results in the economic field;
- monitoring the existing infrastructure for wise use and avoidance of useless purchases;
- increase in the number of young people: students, master students, PhD students, post-PhD students, involved in the research activity;
- creation the opportunity of hiring auxiliary staff in research facilities;
- growth of participation in scientific events/exhibitions/competitions, both nationally and internationally;
- holding thematic scientific events, with national and international participation;
- increasing the number of projects related to the Centre of Documentation and Information (CDI), financed at national level (NASR-NBSR), European level (FP7, HORIZON 2020, POC, COST, LIFE, Billateral, etc) or by economic entities;
- encouragement for establishing spin-offs and start-ups;

- stimulation of the activity of research, innovation and technological transfer and dissemination of results, by presenting awards and other stimulents for international relevant results;
- financing of some departures to national and international conferences (in high-priority fields of UASVM) for presenting results achieved following the university's own research;
- optimization and consolidation of the scientific documentation base (books, proceedings, magazines, online access to specific International Databases etc.);
- participation in the national consortiums aiming at purchasing institutional access to relevant International Databases (*Anelis Plus*).

B₂ Educational activity

Courses of action:

- providing conditions for the development of all study programs and raising the level of quality in education and specialized training, attaining the best possible positions in the national hierarchy of all the study fields offered by UASVM Iași;
- stimulating the activity of consultative - decision-making structures comprised of professors, students and employers' representatives for each study program or group of programs in order to permanently adapt the curriculum and the content of disciplines to the needs of the real economy and the society in a continuous dynamics ;
- permanently adapting educational plans to ensure that students acquire the transversal and professional competencies provided in Grid 1 of the National Register of Qualifications in Higher Education;
- creation of the institutional framework for the implementation of new methods of teaching-learning-assessment: use of multimedia platforms, modeling in 3D system, modularization of some disciplines, increase of the weight of activities such as writing essays, case studies, mid-term assessments, study projects, portfolios in the final assessment, etc.
- improving the methods of practical training for students; optimal capitalization of the practice bases and facilities offered by partnerships with companies from the socio-economic environment;
- improving the academic staff-student relationship, in order to ensure success in the educational process;
- supporting the establishment of foreign language teaching specializations (Bachelor's and Masters) to attract foreign students;
- encouraging double degree or joint degree educational offers, capitalizing the opportunities of the Erasmus Plus Program, etc., to increase the international attractiveness of the university;
- encouraging academic staff's mobility to work in universities in the country and abroad, defined as strategic partners through academic exchanges;
- improving distance learning and blended learning through the development of e-Learning platforms, the acquisition of multimedia materials and equipment;
- firm promotion of student-centered, formative education system with emphasis on learning outcomes and with distinct actions for student empowerment and motivation of academic staff, but also for the internal strengthening of quality culture;
- supporting accreditation and ongoing training programs, in partnership with other complementary institutions, completing initial training and fostering professional development, career development and the attainment of new professional and transversal skills;

- to support academic staff's attainment of linguistic proficiency certificates in foreign languages;
- promoting excellence in teaching, research and in the assessment process;
- periodic analysis and update of study programs, curricula and content of disciplines in connection with labor market requirements and programs from prestigious universities in the EU;
- developing partnerships with potential employers, mainly in order to create opportunities for student practice;
- creating the institutional framework to give students the opportunity to personalize their educational path, giving them more options and flexibility for career development;
- promoting ethical and professional ethics principles among students by discouraging any practice of exam fraud, plagiarism, bachelor / dissertation and dissertation papers;
- increasing the role of the Department for Quality Assurance by providing operational information support in drawing up the specific documents required in the assessment processes of the study programs;
- strengthening the relationship between research, innovation and teaching from a lifelong learning perspective in order to create an educational and learning environment that is flexible, attractive and accessible to all students and graduates by promoting formative and relevant educational offers;
- increasing the absorption rate of Erasmus Plus, Leonardo da Vinci, Marie Curie, etc., programs both among students and academic staff, in order to better capitalize the complementary possibilities of professional development;

B₃ Academic management and quality continuous assurance

Courses of action:

- strengthening UASVM's position within the national and international academic environment so that it can be considered as a research and excellence education university;
- the implementation of a visionary strategic management, based on the elaboration of the institution's strategic plan and operational plans on functional areas and faculties, in conjunction with the periodic assessment of their implementation stage;
- promoting a participatory management style that strengthens the sense of institutional membership of its members by promoting the values of an organizational climate oriented towards performance, honesty, responsibility and respect within the university environment;
- development and operationalization of the management internal control system (MICS);
- providing a framework for the transfer of good practice in academic management, from prestigious universities in the European Union to allow for the remodeling and streamlining of institutional processes;
- the operational decentralization of the decision-making process by developing a management system based on objectives and increasing the role and responsibility of the deans and department managers, including financially, under the law;
- intensifying the activity of the Advisory Council for the external monitorization of academic evolution, comprised of prestigious representatives from the regional or national economic and social environment;
- improving the procedures for assessing the quality of the didactic, research and managerial-administrative act and their detailed knowledge;
- streamlining information procedures and flows so as to reduce bureaucracy, excessive resource consumption and inefficient allocation;

- improving the functioning manner of the quality management system, managerial control and internal audit, to enhance the performance in the didactic, research and managerial-administrative act;

- the improvement of working procedures at the level of the Management Board, but also in relation to the Senate, faculties and departments, based on efficiency, flexibility and rigor to ensure the fluency of the activities specific to each compartment;

- analyzing the performance, cost and opportunity of running the administrative departments and outsourcing those costly, non-performing services with the protection of current employees;

- rethinking the role and mode of operation of the UASVM Publishing House, in order to meet with the professionalism and minimal costs of the needs of the members of the academic community.

B₄ Human resources

Courses of action:

- co-opting academic and research staff in academic and research bodies from the country and abroad by establishing a recruitment policy for PhD and post-PhD students with internships in prestigious institutions;

- the development of a coherent and demanding policy for attracting specialists from the academic and research environment, as well as of socio-economic professionals as associates;

- identifying the possibilities of incentive remuneration of academic staff, according to the law, depending on performance, so that the status of university professors can regain their real social dimension;

- the logistic and financial support of academic staff of all grades in order to meet the minimum criteria for empowerment and promotion, in accordance with the law;

- the expertise of the sectors for granting bonuses for dangerous working conditions, according to the law;

- increasing the degree of filling the positions by employing teaching and research staff with proven scientific and professional prestige;

- improving the system of awarding merit grades;

- supporting the participation of young teachers and administrative staff in digital literacy and language learning;

- preparing at the level of each faculty and departments the human resources strategy, including a career plan for the continuous training course, for at least four years, and a plan for participating in lifelong learning activities for each member of the teaching staff;

- maintaining the senior professors with the university by engaging not only in didactic activities but also in scientific, research and consulting activities, recognizing their contribution to previous institutional development;

- improving procedures for assessing academic and administrative staff and turning them into a pragmatic and concrete managerial tool.

B₅ Partnership with students

Courses of action:

- ensuring unlimited and non-discriminatory access to quality academic services;

- establishing a permanent and open dialogue with student representatives from all study cycles;

- improving personal development and career guidance services;
- organizing a functional and flexible system of practice and internship for undergraduate and master cycle students;
- expanding and upgrading accommodation, dining, learning and sports facilities;
- attracting students who achieve remarkable results from all study cycles in the university's scientific research activities. Establishment of private scholarships, in partnership with representatives of the economic and social environment and of the *Alumni* community, to stimulate the young performers and material problems;
- supporting and improving the student scholarship system, including by allocating it from the university's own income;
- supporting artistic and sporting activities among students;
- encouraging voluntary participation of students in the promotion of the UASVM educational offer in high schools in their localities or where they have completed high school studies;
- providing support, information and counseling services for those aspiring to become student of UASVM Iași;
- organizing, in partnership with student organizations, permanent events such as *Open Doors, summer schools, job fairs, professional / sports / applied competitions* or presentations of the opportunities offered by each faculty;
- improving the work of the Centre for Career Counseling and Orientation Center (CCOC) through the provision of specific quality services with the help of personnel specialised in psychological and educational counseling, personal development, career counseling, as well as assistance for students with special educational needs;
- making access to information flexible for all students, especially through the *web platform and infomedia*;
- provision by the academic body and students of the final years of a tutorial and mentoring support to students in the first year of study;
- increasing student access to educational resources through the Library, *e-learning* platform and *wireless* facility;
- rewarding students with outstanding results and their orientation towards master and doctorate, in order to fill teaching and research positions;
- creating a database of graduates and their professional development, in order to substantiate the schooling plan;
- promoting the image of the university through students and graduates achieving outstanding results;
- holding periodic meetings of end-year students with employers depending on field of interest, in order to facilitate the employment of young graduates in the field of the university degree;
- organizing round tables on "Successful Careers" by inviting graduates with achieving outstanding career results;
- supporting extracurricular initiatives (thematic clubs, student circles, publishing magazines, holding scientific, cultural and artistic events) by allocating some budget amounts based on concrete projects;
- cooperation with student organizations in holding events with a positive impact on academic activity;
- Creating jobs for students by engaging them in research or administrative activities.

B₆ Internationalization of UASVM Iași

Courses of action:

- defining institutional affiliation policies for regional, European and international partnerships, and identifying external partners to participate in joint research and education projects;
- the implementation and development of international and national mobility, outgoing and ingoing projects of students, professors and researchers;
- supporting the affiliation of university and faculties to prestigious international professional networks;
- fostering the organization by faculties of bachelor and masters study programs with teaching in international languages as well as joint masters programs with universities in the EU;
- encouraging Doctoral Schools to organize international fellowship programs;
- supporting the implementation of internships through international exchanges;
- effective promotion of educational provision with teaching in foreign languages;
- the integration into the academic community of prestigious personalities of academic, research and socio-economic life from abroad;
- assessment of existing agreements, their functionality and capitalization of examples of good practice in internationalization.

B₇ The role played by UASVM within the society

Courses of action:

- asserting the active role of the UASVM in the community, by developing the partnership with civil society and its significant representatives.
- developing a lucrative partnership with the local and regional government, as well as professional and academic organizations;
- developing partnerships with pre-university education facilities to promote the interests of the university among future students;
- intensifying the activity of the Centre for Training and Information in Agriculture;
- promoting and boosting the activity of Veterinary Clinics;
- organizing scientific and socio-cultural events in partnership with representative professional associations;
- obtaining support from the politico-administrative environment in the realization of some infrastructure projects for education and research within the UASVM Iași;
- the cultivation of privileged relations with the cultural institutions in Iași and the establishment of concrete partnerships that would allow the acquisition of facilities for the academic staff and students of the University.

B₈ Relation with the Alumni community

Courses of action:

- developing and stimulating the *Alumni* community at university level;
- improving the on-line interaction platform and stepping up actions between the *Alumni* community members and the university;
- increasing the involvement / participation of the *Alumni* community in the activities carried out by the university;
- holding events for and together with the *Alumni* community;

- engaging the *Alumni* community in the activities and processes of defining skills and university studies to adapt to the needs of the labor market;
- the participation of remarkable representatives of the *Alumni* community in mentoring programs for students with entrepreneurial potential and in the Consultative Council of UASVM.

B, Infrastructure of UASVM Iași

The training of specialists able to contribute to the development of society implies the access and use of a high-performance teaching and research infrastructure with high technical and logistic parameters.

9.1 Heritage management

UASVM Iași has a heritage that allowed it to accomplish its mission in accordance with the quality standards imposed by the accreditation bodies. This heritage, acquired in time, largely modernized over the last period to the requirements of high-performance education, requires continuous improvement and use with maximum efficiency.

Courses of action:

- up-to-date inventory of the heritage and certification of its legal status;
- optimizing the use of teaching, research and micro-production facilities;
- evaluation and optimal management of teaching and research facilities and equipment;
- periodic re-assessment of the university's heritage, according to the effective legislation;
- effectively capitalizing the potential of the Biobasium and the Teaching Station by developing and supporting specific activities;
- capitalization of the heritage available through tertiary activities: renting of surplus spaces, organization of scientific, cultural, exhibition, etc. events;
- assuring modern accommodation and mass conditions to provide students with appropriate protection and security;
- development and optimal management of the sports base to allow a strong orientation towards the physical culture of students, professors and administrative staff in the university;
- operationalization, operation and efficient use of UASVM software programs;
- drawing up a plan for the timing of rehabilitation, maintenance or upgrading works for buildings in the University's heritage;
- periodic auditing of the performance level of the ICT infrastructure and establishing the measures for correlating it with the needs of the teaching and research activity.

9.2 Investment-related management

The development of the university can be achieved through a **balanced, rational and time-based investment process with the operational needs and financial resources it manages to mobilize**. Consequently, the following courses of action are proposed:

- developing the educational base of the university, in line with the diversification of study programs and the requirements of modern education;
- initiating procedures for designing and securing financing from European, national, private or private funds for the development of the Rediu Animal Farm, necessary for the research and practical training of the students of the Faculty of Animal Sciences and Veterinary Medicine;

- modernization of premises in veterinary laboratories and clinics (including Pavilion VIII) to create the European accreditation conditions of the faculty and to diversify their use according to the requirements of modern education;
- equipping Veterinary Clinics with advanced medical apparatuses and instruments to enable the revitalization of specialized clinical activities;
- initiating procedures for the establishment of a Regional Veterinary Hospital for horses and livestock in accordance with European regulations;
- identifying and rehabilitating the available spaces from the Adamachi, Rediu and Ezăreni Farms, as well as from Plaiul Șarului Plain Practice in order to develop didactic laboratories / training-documentation spaces in accordance with the specifics of the activities carried out in these structures of the university;
- including A2 and A4 dormitories in a rehabilitation and upgrading program;
- setting up a Club of Students to ensure the conditions for the activities of the Students League;
- setting up a café within the Faculty of Veterinary Medicine and Animal Sciences;
- the search for solutions for the provision of service housing for young teachers, researchers and administrative staff in the building situated on Viticultori Street, the Rediu Farm administration and the Ezăreni farm house by attracting structural funds or from the private sector;
- initiating procedures for identifying the possibilities of setting up a kindergarten for the children of the university's employees;
- ensuring financing and completing the rehabilitation works of the central body of UASVM;
- the modernization of the Magna Aula and adjacent spaces to ensure optimal conditions for the development of scientific, educational and social-cultural events;
- developing and capitalizing e-learning platforms to improve the efficiency of distance learning while facilitating the lifelong learning process for the active population;
- continuing investments to complete the headquarters for the headquarters of Technology for processing agricultural products, dormitory 5, virology and equitation laboratory;
- rehabilitating the vegetable greenhouse and plantations in V. Adamachi Farm;
- rehabilitating and building an attic for annexed buildings on the university campus in order to create new spaces for the administrative activities;
- rehabilitating water / canal network in the area of veterinary clinics and purification station;
- upgrading the A3, A4, A5 and A6 auditoriums to improve study conditions for students;
- improving internal and external signaling;
- continuing the rehabilitation / modernization of the Plaiul Sarii Practice Base;
- building a landscaping park within the campus of the university;
- systematization, arrangement and transformation of all green spaces in the university campus into a dendrological-botanical park, with relevant didactic and landscape utilities;
- attracting funds for the implementation of projects for the development of the sports base: the rugby field and the swimming pool;
- setting up a space for organizing fairs and exhibitions with a focus on traditional 'bio' products and launching the slow food concept for the North East Region;
- modernization and arrangement with European funds or through a public-private partnership of the Ezăreni Farm buildings in order to building a Regional Technology Transfer Center, continuous training and professional reconversion.

9.3 Financing

The issue specific to the implementation of the provisions of the education law, corroborated with the effects of the financial crisis on the economy as a whole, also induces new challenges in the higher education system, which UASVM Iași must face over the next period.

Actions:

- analyzing sources of funding by categories, weights, and provenance to identify the best solutions for financing all UASVM activities;
- the full collection of financing from the state budget, both in terms of quantitative and qualitative indices, according to Law 1/2011 and other normative acts in the field of higher education financing;
- fully capitalizing the capacity of the tuition school with a fee, in terms of efficiency, without affecting the qualitative level of the teaching process;
- identifying how to attract complementary funding that is linked to the proposed investment objectives at the level of each financial year;
- capitalizing research capacities to increase the share of research funding in UASVM's total revenue through research and service contracts to third parties;
- the use of funding opportunities from European or national funds to increase the institutional capacity of the university;
- increasing the contribution of the public-private partnership to the financing of some activities of the University;
- ensuring efficient financial management and transparency of budget execution;
- creating the conditions for the application of the principle of financial decentralization by faculties;
- judicious use of property to weigh the financial balance of the University.

B₁₀ Communication and institutional image

Image, identity and organizational culture are essential elements to turn UASVM Iași into an elite institution, aware of its mission in society.

10.1 Image and internal communication

Strengthening organizational culture and identity must be assured through:

- the development of the Department for Image, institutional identity and communication;
- awareness by all UASVM members of the values of the university and their general assumption;
- streamlining communication between faculties and departments in all areas of university life;
- the participation of all faculties in the organization of events related to the various celebrations of the University (for example, 200 years since the birth of Ion Ionescu from Brad) through colloquia, exhibitions, concerts, presentations, public conferences;
- holding events that have, over time, become internal traditions;
- generalization of the use of the official e-mail with the uaiasi.ro extension to ensure transparent access for all members of the academic community to the information disseminated on the intranet and for identification as a member of the UASVM community in Iași;
- creating a unitary visual identity by creating a university brand;
- proiectarea și realizarea signalisticii interne în toate clădirile universității.

10.2 Image and external communication

To increase visibility at national and international level, as an institution with real potential for advanced research and education, the following courses of action are proposed.

- intensifying the re-branding actions of the UASVM and the elaboration of a visual identity manual, specifying the compulsoryness and modalities of using the university's insignia;
- promoting the university as a trusted, strong partner with tradition and specialised expertise for business, administrative and political environments;
- the professional promotion of the university in the local community and the regional pool of recruiting future students;
- promoting a constructive dialogue with the media in order to reflect correctly and objectively the image of the university in society;
- presentation in the media of all representative events in the university's activity;
- the use of the 'Infomedia' network to disseminate useful information to students and other members of the academic community;
- promoting UASVM as an innovative, dynamic and flexible institution of excellence, adapted to the current complex environment;
- using visual identity elements to customize different types of objects;
- improving the UASVM website, in a professional version;
- organizing a competition for the UASVM Iași mascot;
- making the most of the communication potential offered by media and social networks;
- organizing annual events with international participation, popularizing the research results by each faculty;
- building a university museum and making a photographic archive;
- organizing a city tour at the beginning of the academic year for first-year students;
- introduction to the history of the city by visiting the main cultural heritage objectives of Iași;
- organizing events to popularize the results of the university in the most important high schools in the recruitment pool of future students;
- hosting and performing shows in partnership with prestigious cultural institutions on various events.

Discussed and endorsed at the meeting of the Management Board of UASVM Iași
from June 8, 2016.

Chairman of the Management Board of UASVM Iași,
RECTOR,
Prof. Vasile VÎNTU , PhD
Illegible signature

TRADUCERI EUROCONTACT S.R.L. – Translation Agency

Bd. Independentei nr.11, bl.D1-D2, mezanin – Iasi 700106, ROMANIA

Phone numbers: 0040 232 211510, 0040 740199878. Email: elena@euro-contact.ro. Website: euro-contact.ro

I, Irina Maria-Țurcanu, certified translator and interpreter for English, according to the license no. 19438 of 13 September 2007, issued by the Ministry of Justice, certify hereby the accuracy of the translation from **Romanian** into **English**, that the presented text was translated completely, without omissions and that, by translating it, the contents and the meaning of the document were not changed.

CERTIFIED INTERPRETER AND TRANSLATOR

Irina-Maria Țurcanu



MINISTRY OF NATIONAL EDUCATION
"ION IONESCU DE LA BRAD" UNIVERSITY OF AGRICULTURAL
SCIENCES AND VETERINARY MEDICINE OF IAȘI
3, M. Sadoveanu Alley, 700490 – IAȘI, ROMANIA
Tel. +40-232-213069; Fax. +40-232-260650
Fiscal code: 4541840
E-mail: rectorat@uaiasi.ro, <http://www.uaiasi.ro>

RECTOR,
PhD, Prof. Vasile VÎNTU

UNIVERSITY CHARTER
of "Ion Ionescu de la Brad" University of Agricultural Sciences
and Veterinary Medicine of Iași

CHAPTER I – GENERAL PROVISIONS

Art. 1. (1) "Ion Ionescu de la Brad" University of Agricultural Sciences and Veterinary Medicine of Iași, hereafter referred to as USAMV Iași, was evaluated and accredited by the ARACIS (the Romanian Quality Assurance Agency for Higher Education) in 2007 and 2013, having obtained the maximum qualifier „**high degree of confidence**”.

(2) USAMV Iași is a state higher education institution, with an open profile, autonomous, having legal personality, consolidated in its over 100 years of existence as a European entity of the Romanian education system, continually undergoing development and modernization, functioning in accordance with the provisions of the Romanian Constitution, the legislation in force in the field of education, as well as with the provisions of the present Charter.

Art. 2. In its relations with other institutions and with the members of the society, the identity of "Ion Ionescu de la Brad" University of Agricultural Sciences and Veterinary Medicine of Iași is distinguished by the following:

- (1) Designation: "Ion Ionescu de la Brad" University of Agricultural Sciences and Veterinary Medicine of Iași (USAMV Iași);
- (2) Emblem, seal and ceremony attire, established by the Senate;
- (3) Headquarters: USAMV Iași is located in 3, M. Sadoveanu Alley, no. 3, Iași, Romania, postal code 700490; phone: 0232/213069, 0232/407407; fax: 0232/260650; e-mail: rectorat@uaiasi.ro; web: www.uaiasi.ro

Art. 3. The Charter represents a document that establishes the University's mission, its academic principles, objectives, structure and organization, respecting the Universal Declaration of Human Rights, expresses its accession to the "Magna Charta of the European Universities", which was signed in Bologna (1988), the Bologna Declaration regarding the European Higher Education Area and it is elaborated in accordance with the Romanian Constitution and the legislation in force.

Art. 4. (1) USAMV Iași comprises: faculties, departments, research institutes/centers/laboratories, practical training facilities, didactic station and other structures meant for the fulfilment of the undertaken mission and it can establish professional, cultural or sports associations, companies and foundations.

Art. 5. (1) On the basis of the provisions of the present Charter, respecting the provisions of the Law of National Education no. 1/2011, the Senate adopts specific regulations regarding the organisation and functioning of the University, that constitute the Annexes to the Charter and are an integral part of it.

(2) The main regulations that supplement the provisions of the Charter refer to:

- R1 – the election of the members of the management structures;
- R2 – the filling of the vacant teaching and research positions;

- R3 – the organization of the student admission;
- R4 – the initiation, approval, monitoring and regular evaluation of the programs of study;
- R5 – the student examination and grading;
- R6 – the rules of procedure;
- R7 – the students' academic activity;
- R8 – the awarding of the scientific and honorific titles;
- R9 – the awarding of scholarships and of other forms of support for students;
- R10 – the organization of the Master studies;
- R11 – the organization of the PhD studies;
- R12 – the organization of the credit transfer system;

The organization and functioning of:

- R13 – the University;
- R14 – the Management Board;
- R15 – the University Senate;
- R16 – the Committee of academic ethics and deontology;
- R17 – the University's quality assurance system;
- R18 – the University's administrative services;
- R19 – the University's library;
- R20 – the scientific research activity;
- R21 – the University's dormitories and cafeteria;
- R22 – the Department for Permanent Education and Distance Learning;
- R23 – the Teacher Training Department.

(3) On the proposal of the Management Board or of the Senate, there may be elaborated other regulations that, after consultation, dialogue, debate, including with the participation of the representative person of the representative trade union, the Senate's approval and the receipt of the legal notice, will be included as Annexes to the presente Charter.

Art. 6. (1) The education training within USAMV Iași is done in the Romanian language. There may be organized modules or programs of study taught in international languages, that are compatible with the international requirements necessary for practising the professions targeted by these programs. The education training within USAMV Iași is compatible with that from other prestigious universities from the country and from abroad, being based on the credit transfer system.

(2) The programs of study of USAMV Iași are open to all Romanian and foreign citizens, without discriminations, in accordance with the legislation in force and the presente Charter.

CHAPTER II - VISION, MISSION AND OBJECTIVES

Art. 7. The vision of USAMV Iași is to be a national leader in the education training and scientific research in the fields of plant, animal and food resources engineering, engineering and management in agriculture and rural development, environmental engineering and veterinary medicine, as well as to be among the best-performing European universities in the field.

Art. 8. The undertaken mission of USAMV Iași is that of *excellence in scientific research and education through high performing programs of study* for all cycles of graduate and postgraduate study, in order to meet the demands of a developing society. USAMV of Iași aims at generating knowledge through research, development, innovation and technological transfer, high level initial and continuing professional training, attracting the best specialists in the field and the young people with a high potential of professional and scientific training in participating in the academic activity.

Art. 9. In the process of fulfilling its mission, USAMV Iași ensures:

- a) the formation of specialists with a good professional training in the fields of plant, animal and food resources engineering, engineering and management in agriculture and rural development, biology and veterinary medicine, who are capable of using the valuable acquired scientific, technical and cultural-humanist knowledge, of contributing to the technological, economic and social-cultural progress of the Romanian society, within the framework of a free and democratic constitutional state;
- b) the development of professional and transversal skills, according to the legislation in force, compatible with the stage of modernisation of society;
- c) the high quality of the education process;

- d) the achievement and implementation of the results of the scientific research and field expertise, specializations through master and doctoral studies, in accordance with the standards recognized at a national and international level;
- e) the integration of the research institutes/centers/laboratories in the national and international network of excellence and the conduct of fundamental and applied research that would generate added value;
- f) a suitable climate for the personal development of the members of the academic community;
- g) the logistics and professional assets for the continuing education and training of specialists for the academic activity in the field-oriented education;
- h) the conditions for the promotion of partnerships at a national and international level;
- i) the development of the relations with the graduates and the socio-economic environment;
- j) the transparency of the institutional management;
- k) the consolidation of the academic community spirit;
- l) carrying out activities that are falling within the following CAEN codes: 8542, 8541, 8559, 8560, 7120, 7211, 7219, 7022, 7490, 7500.

Art. 10. Towards fulfilling its undertaken mission, USAMV Iași **promotes excellence** and acts toward achieving the following **objectives**:

- (1) choosing the domains and specializations, according to the technical and material resources, as well as the absorption level of the labour market;
- (2) constant modernisation of the technical and material resources, as well as of the education process, by perfecting the academic curriculum, the content of the subjects taught and the academic methodology in order to promote types of training that are adapted to the requirements of change and efficiency of the academic activity, through a process of learning and evaluation meant to stimulate the graduates' thinking and creativity processes, ensuring for them real chances in the competition of the free labour market;
- (3) the implementation of the academic management, based on modern requirements of quality and global financing, efficiency and accountability in the management activity;
- (4) increasing the quality of the education training and scientific research processes by ensuring the necessary conditions: appropriate spaces for the education training, computerisation, libraries, research institutes/centers/laboratories with high performance infrastructure etc. and the use of a competitive system in order to obtain some research programs at a national and international level;
- (5) the preservation, development, application and dissemination of the scientific output in the domains of study that are specific to the University;
- (6) the improvement of the didactic activity of the specialists that fill in academic staff positions in the pre-higher education system;
- (7) the development of the University's own editorial activity in order to ensure the promotion of the scientific information and the training of students, academic staff and specialists from the areas of competence of USAMV Iași;
- (8) the creation and development of research structures specific to a high performance higher education system;
- (9) the continuous development of the research activity and the increase of performance by making use of the experience of notable universities and research centers from the country and abroad;
- (10) the use of the criteria of academic and scientific competence in the process of evaluation and promotion of the academic staff, respecting the principles of morality and professional ethics;
- (11) the participation to international education and research programs through bilateral agreements with prestigious universities in Europe and from other continents;
- (12) the development and support of the activities regarding internal and international cooperation;
- (13) the modernization of the services offered to students for supporting the education process;
- (14) the modernization of the University campus;
- (15) the defence of the democratic framework, founded on the respect towards academic autonomy, the individual's fundamental rights and freedoms, in a constitutional state;
- (16) the protection of the patrimony and the development of the University's infrastructure.

Art. 11. In order to carry out specific activities that would contribute to fulfilling its mission and objectives, USAMV Iași may associate with other universities, research institutes and economic operators from the country and abroad, as well as other institutions, forming structures of activity of common interest. Also, the University may cooperate with governmental and non-governmental bodies, at a local, regional, national and international level, in accordance with the legislation in force.

Art. 12. (1) USAMV Iași issues diplomas, certificates and attestations, in accordance with the legislation in force.

(2) USAMV Iași awards diplomas, scientific and honorary titles, in accordance with the legislation in force and its own regulations.

CHAPTER III – ORGANIZATION AND FUNCTIONING PRINCIPLES

Art. 13. The University is non-religious and independent from any political, ideological or religious influence, respects the diversity of opinions and guarantees possibilities of free development for the academic community, in accordance with the present Charter, undertakes a set of competences and obligations in accordance with the national options and strategic guidelines of the development of higher education, established by the law, as well as in accordance with its own interests.

Art. 14. The University is a community in its own right, whose members are carrying out their activity under full academic autonomy and freedom, within the academic environment.

(3) The organization and functioning of the University are based on the following principles:

- a) academic autonomy;
- b) academic freedom;
- c) public liability;
- d) quality assurance;
- e) equity;
- f) management and financial efficiency;
- g) institutional management transparency;
- h) the respect for the rights and freedoms of students and academic staff;
- i) the independence from ideologies, religions and political doctrines;
- j) the freedom of movement at a national and international level of students, academic staff and researchers;
- k) consultation with social partners in the decision-making process;
- l) focusing the education process on the student;
- m) supporting life-long learning.

(4) The University adheres to the principles stated in *Magna Charta Universitatum* (Bologna, 1988), according to which:

- a) the future of humanity depends on the scientific development, knowledge, culture, artistic creation and sports performance fostered within universities;
- b) the role of disseminating knowledge, that the University should assume for the future generations, implies the necessity that the University should address to the entirety of society, whose social, economic and cultural future demands a considerable effort of permanent training;
- c) the University should ensure for the future generations an education based on the respect of the fundamental values of humanity.

Art. 15. (1) The academic activity is inseparable from the scientific research activity.

(2) The University's own research activity, validated by scientific works published in journals pertaining to the main flux of information, represents an essential evaluation criterion of academic qualification.

Art. 16. (1) USAMV Iași promotes cooperation with other universities from the country and abroad, that carry out formative and scientific research activities that are similar or complementary to its own activities.

(2) The University encourages the exchange of students and academic staff, under conditions of mutual recognition of competences.

Art. 17. (1) The activities that are specific to higher education, offered by the university, cover the three cycles of academic studies: Bachelor (undergraduate), Master (graduate), PhD (postgraduate), as well as postgraduate programs of advanced research, training and continuing professional

development, through full-time courses, part-time courses, or distance learning, in accordance with the legislation in force.

(2) All forms of education training are organized, carried out and finalized in accordance with the legislation in force.

Art. 18. USAMV Iași ensures democratic conditions of professional development, of increasing the professional renown, of participating in the management process, ensures the transparency of the decision-making process, of the implementation of the regulations and strategies, of permanent evaluation and qualification.

Art. 19. USAMV Iași ensures the conditions of respecting the copyright, fights against any form of corruption, nepotism and plagiarism and promotes morality and partnership relations between the higher staff and students.

Art. 20. USAMV Iași continuously improves its education environment so that students could acquire a set of professional and civic skills that would allow them to be high-performance active participants in a free and democratic constitutional state.

Art. 21. USAMV Iași adheres to the principle of free thinking, promoting academic freedoms, the recognition of human fundamental rights and freedoms, ideologic pluralism, democracy and the rule of law principle. Education and scientific research are free from any ideologic, politic or religious constraints or conditions and promote the respect of the living world and the natural environment.

Art. 22. The higher education system is based on the principles of education centered on the student and of permanent quality assurance, on respecting the academic freedom, equal opportunities, equity, transparency and dialogue with social partners.

Art. 23. USAMV Iași promotes measures of increasing the personal and collective liability regarding the extension of participatory democracy, the increase of professional renown, the development and protection of the patrimony, the avoidance of any conflict of interest and the imposition of a set of requirements regarding the academic attitude, public relations and institutional image.

Art. 24. Through the quality of the education activity, the dialogue with the society and the efforts of adapting to its needs, USAMV Iași intends to contribute to the local, regional, national and European development from a social, educational, economic and cultural point of view.

Art. 25. USAMV Iași permanently develops its education training and scientific research services, being open to all European Union citizens. The University constantly fights for the active integration in the European Higher Education Area (EHEA) and in the European Research Area (ERA) and for carrying out common programs with European universities.

CHAPTER IV – ACADEMIC COMMUNITY AND ENVIRONMENT

Art. 26. (1) The academic community is constituted of the academic staff body, the research staff and auxiliary staff with higher education training, the students from all cycles and programs of academic training, as well as the academic staff and personalities who have been awarded honorary titles from the University's part.

(2) The academic community collaborates in its activity with the auxiliary and administrative staff, as an integral part of the University's higher staff.

(3) In order to ensure the continuity and performance of the academic life and in the spirit of good academic traditions, all the former teaching staff, former researchers, graduates (alumni), PhD holders and Doctor Honoris Causa holders, honorary professors or invited professors, as well as other persons who are actively present in the academic life of USAMV Iași attested by Senate decisions, but who do not exercise any powers or have elective rights, are all considered to be members of the academic community.

(4) The membership belonging to the academic community may be acquired, according to the law, to the provisions of the present Charter and internal regulations, if the person who requests it meets the legal requirements that correspond to the status they will obtain.

(5) Part of the academic community are also persons who have been granted membership, by the Senate's decision.

(5) The members of the academic community collaborate towards the achievement of the University's strategic mission and objective and the promotion of the identity and renown of the University.

Art. 27. (1) The academic community of USAMV Iași is open to all Romanian and foreign citizens, with no discrimination, under the conditions of the legislation in force.

(2) The fundamental conditions of belonging to and promoting the academic community are professional competence and moral correctness.

(3) The academic authority is determined by the academic and scientific performance, as well as moral behavior.

Art. 28. The members of the community have the freedom of thought, conscience, speech and association. They exercise their powers without discrimination or repression, having the right to associate in trade unions, national or international professional, scientific or cultural associations / foundations / societies of academic staff, researchers, students and technical and administrative staff, according to the legislation in force.

Art. 29. (1) The academic community is placed in its entirety outside of the political activities and confrontations. The academic life is incompatible with any form of political activity or propaganda. The University's spaces cannot be used for political activities or proselytism.

(2) The membership to the academic community does not limit in any way the political or religious activity of its members, as individual persons, outside of the University spaces, but without bringing any damage to the University's reputation and dignity of the academic staff position.

Art. 30. The academic community is structured as follows:

a) students – within faculties, according to Bachelor or Master studies, forms of study, programs of study or specializations, years, series and groups of study;

b) PhD students – within doctoral schools, according to years of study, programs of study, research projects;

c) postdoctoral researchers – according to research projects, thematic areas and tutorage;

d) trainees – according to postgraduate programs of study and continuing professional training programs;

e) academic and research staff – within research departments, centers, laboratories or institutes;

f) academic auxiliary staff with higher education training – within departments, division, compartments, services and offices.

Art. 31. (1) The status of student, PhD student, postdoctoral researcher, trainee, is obtained upon passing the admission contest, after the issuance of the enrollment decision and after completing the learning contract;

(2) The status of student belongs to the persons who frequent the programs of Bachelor (undergraduate) and Master (graduate) studies;

(3) The status of PhD student belongs to the persons who frequent the programs of PhD (postgraduate) studies;

(4) The status of trainee belongs to the persons who frequent the programs of post-graduate education system;

(5) The status of postdoctoral researcher belongs to the persons who have obtained a doctoral diploma in the field of sciences and have been admitted in a postdoctoral program offered by USAMV Iași, under the conditions of the legislation in force.

Art. 32. The access to information is unconstrained. The academic community is constantly informed on the decisions and development strategies established by the Senate and the Management Board.

Art. 33. The members of the academic community have the obligation to undergo annual self-evaluations are subject to regular internal and external quality evaluations, established by legal acts and regulations.

Art. 34. (1) The academic and research staff may be either tenured or associated;

(2) The tenured staff is one that fills an academic or research position within USAMV Iași, obtained through competition, for an indefinite period, including the staff that benefits from the right of having their position reserved, under the conditions of the legislation in force;

(3) From the category of academic and research staff may be part the persons who meet the study requirements stated by the law, who have the capacity to fully exercise their rights, a moral behavior that is according to the professional ethics and are medically and psychologically fit for filling that respective position;

(4) The staff highered for a definite period of time has a status of associated academic or research staff;

(5) The academic positions are the following: Assistant Lecturer, Lecturer, Associate Professor, Professor;

(6) The research positions are the following: Assistant Researcher, Scientific Researcher, Scientific Researcher qualification level III, Scientific Researcher qualification level II, Scientific Researcher qualification level I.

Art. 35. Within USAMV Iași there may be highered associated academic staff for teaching and research positions, in accordance with the legislation in force.

Art. 36. The responsibilities of the academic auxiliary staff and the non-academic staff are stated in the job description sheet, approved, depending on the case, by the dean, the department director, the doctoral school director, or by the functional compartment manager, as well as approved by the rector, which constitutes an annex to the individual employment contract.

Art. 37. All the members of the academic community have the obligation to respect the legislation in force in the field of education, the provisions of the present Charter and the internal regulations of USAMV Iași.

Art. 38. (1) **The academic environment** is constituted by the entirety of buildings and lands, the university campus, the didactic station, the practical training facilities, the veterinary clinics, the facilities of all types that are used by USAMV Iași in carrying out its education training and research activity, practical activity, spaces for housing, eating and studying, for carrying out cultural and sports activities, as well as administrative activities, irrespective of the type of legal basis based on which the University is allowed to make use of those respective spaces.

(2) The academic environment is inviolable and is protected in accordance with the legislation in force.

(3) The members of the academic community are beneficiaries of the academic environment.

Art. 39. The members of the academic community and the administrative staff are protected in the academic environment by the authorities responsible with the public order by its own services that are aimed at this specific purpose. The protection is ensured against any person or group of persons that would prejudice respect for the human and professional dignity of academic staff, students and other categories of highered staff, or that prevent them from exercising their rights and obligations.

Art. 40. In the academic environment there are no activities carried out that would infringe the legislation in force or the University's own regulations.

Art. 41. (1) The access of the members of the USAMV Iași community to the academic environment can not be restricted, except in cases of force majeure, in accordance with the legislation in force and the internal regulations.

(2) The access to the academic environment of other persons is allowed only under conditions established by the law and by the University Charter.

(3) In cases of force majeure, the public authorities may intervene in the USAMV Iași academic environment, in accordance with the legislation in force.

(4) The rooms from the student dormitories benefit from the same legal protection as private dwellings. The authorities responsible with the public order can not carry out checks or other routine actions without asking the permission of the USAMV Iași Rector or his delegate.

(5) The intervention of firefighters or ambulances, in emergency cases, cannot be hindered and the access in the academic environment cannot be prohibited.

(6) The right to strike cannot be exercised by prohibiting the access of the members of the academic community to the academic environment and spaces.

(7) The USAMV Iași administration may regulate the restriction of the access in the academic environment during the night time, vacation periods, legal holidays or during the organization of other activities that involve regulated access.

(8) The access to persons that are outside of the academic community is done through the points of access established by the Management Board, by notifying the guard services regarding to the person / office they are visiting.

Art. 42. (1) All the members of the academic community are obliged to know and respect the Code of academic ethics and deontology that is annexed to the present Charter.

(2) The Code establishes the principles and rules of coexistence in the academic environment and the way of resolving any conflicts of interest and incompatibilities.

(3) According to the Code and the legislation in force, in the University there can not simultaneously fill positions persons who are spouses, relatives, in-laws, including third-degree

relatives, if they find themselves and with regards to each other in positions of management, control, authority or institutional evaluation and they cannot be elected in PhD evaluation committees, other evaluation committees or contests, whose decisions affect the spouses, relatives, in-laws, including third-degree relatives.

Art. 43. The University maintains a permanent dialogue with society and adapts to the requirements imposed by the market economy. The development of academic, research, innovation, technological transfer and expertise is planned based on the analysis of the needs of the labour market, as well as based on the analysis of the financial efficiency criteria. Priority is granted to those programs that are proven to be high performing and / or are requested on the labour market.

CHAPTER V – ACADEMIC AUTONOMY AND PUBLIC LIABILITY

Art. 44. (1) The academic autonomy, established and guaranteed by the provisions of the Romanian Constitution and regulated by the law, confirms the right of the academic community to establish its own Charter, mission, strategy, organization, functioning and the way in which it manages its resources, the way in which it is governed and how it exercises its academic freedom in its academic, scientific research, microproduction and development activity, without any ideological, political or religious interferences, in its relations with the authorities and institutions from the country and from abroad.

(2) The University is governed by the principle of academic autonomy, under the conditions of the legislation in force and its own regulations.

(4) The academic autonomy is manifested by: organizational, functional, teaching, scientific, financial, administrative and legal autonomy.

(5) The academic autonomy is exercised by specific competences given to the University Senate, the President of the Senate, the Management Board, the rector, the vice-rectors, the general administrative director, as well as the councils of faculties and departments, the deans, the vice-deans and department directors.

Art. 45. The academic freedom confirms and protects the right of the academic community in its entirety and of each member in particular to participate, in accordance with the University's strategy, to the academic, scientific research, artistic creation and sports performance activities that the University carries out, as well as to the organization and management of these activities, in accordance with their own convictions and options, combining the freedom of thought, exploration, speech, mobility, information, meeting and association, in the absence of any discrimination or constraints, in accordance with the legislation in force.

Art. 46. The organizational autonomy of USAMV Iași is expressed by the following:

a) the academic freedom, exercised without any ideological, political or religious interferences, to undertake a set of competences and obligations, in accordance with the options or national strategic orientations regarding the development of the higher education system and with its own development strategy, under the conditions of the legislation in force;

b) the establishment and modification of its own organizational academic structures (faculties, departments, doctoral schools, postgraduate schools), research structures (research laboratories and centers, institutes, clusters, platforms), innovation and technological transfer structures (microproduction, spin off, start-up, business incubators), consultative structures, for services (companies, public-private domains associations etc.) and technical-administrative structures, all corresponding to the achievement of the mission and objectives of USAMV Iași, under the conditions of the legislation in force;

c) the elaboration of its own regulations, elaborarea regulamentelor proprii, under the conditions of the legislation in force;

d) the establishment, organization and functioning of its own management structures, that are considered to be efficient and beneficial for the functioning of the University;

e) the establishment of the way in which the rector is elected;

f) the election of the management bodies and filling the management positions, under the conditions of the legislation in force;

g) establishing the necessary human resources and the selection of the academic, research and technical-administrative staff, in accordance with its own criteria, established under the conditions of the legislation in force;

- h) academic, scientific and administrative cooperation with similar institutions from the country and abroad;
- i) awarding academic, scientific and honorary titles;
- j) issuing diplomas, certificates / certificates of attestation, under the conditions of the legislation in force;
- k) the participation or affiliation to national and international academic and scientific organizations, establishing foundations and associations, under the conditions of the legislation in force;
- l) establishing the forms of cooperation and association with other institutions and participating to national and international unions and consortiums;
- m) the organization of contests for filling academic and scientific research vacant positions, under the conditions of the legislation in force and its own contest methodology.

Art. 47. The functional autonomy of USAMV Iași is expressed by the following:

- a) defining the mission and objectives of the University, its own development strategies, in agreement with the national and international strategic orientations;
- b) establishing the academic excellence standards, the objectives of the training activity, the ways of executing the teaching, training, learning activities, as well as the evaluation of students, academic and research staff;
- c) elaborating the establishment plan in accordance with the human and financial resources available, with the curricula and types of studies, with the scientific research, innovation and technological transfer strategy, under the conditions of respecting the standards established by the Romanian Quality Assurance Agency for Higher Education (ARACIS);
- d) awarding academic and scientific titles, under the conditions of the legislation in force;
- e) establishing the programs of study, taking into account the stage of development of science, the results of research and the dynamics of the professional world;
- f) establishing its own methodologies regarding the admission contest, the enrolment of students and signing of learning contracts, regular evaluation of student, the graduation exams for obtaining the Bachelor, Master and PhD degree, under the conditions of the legislation in force;
- g) issuing diplomas of studies, under the conditions of the legislation in force;
- h) the orientation of the scientific research in accordance with the institutional strategy, correlated with the national and European strategy;
- i) the exploitation of the scientific research results, under the conditions of respecting the intellectual property rights;
- j) the organization of activities of continuing training of the members of the academic community;
- k) the establishment and use of some insignia and symbols that would be considered as the University's own;
- l) editing publications and managing publishing services, printing services, *websites*;
- m) the organization of cultural and sports activities, the establishment of academic, research, innovation and technological transfer, consultancy structures, foundations, associations, companies;
- n) exercising its authority in the academic environment by ensuring order and discipline.

Art. 48. The academic autonomy of USAMV Iași is expressed by the following:

- a) the elaboration of its own regulations for carrying out the academic activity, under the conditions of the legislation in force;
- b) the organization of programs of Bachelor, Master and PhD studies, based on the curricula and analytic plans elaborated, in accordance with national and international standards, under the conditions of the legislation in force;
- c) the organization of postgraduate programs for specialized training, re-training and continuing professional training, under the conditions of the legislation in force;
- d) the organization of the admission contest for the programs of study based on professional competence criteria, under the conditions of the legislation in force;
- e) proposing the student places in accordance with the schooling capacity approved by the ministry, the requirement of a high quality education system, in accordance with the national and international standards;
- f) the organization of the academic activity within the programs of study for which authorization or accreditation was obtained from the part of the bodies entitled to do so, under maximum requirements;

- g) establishing its own standards of evaluation of the academic activity and of self-evaluation, under the conditions of the legislation in force;
- h) establishing its own criteria for filling academic and research vacant positions, under the conditions of the legislation in force;
- h) establishing the criteria and procedures for allocating transferable credits and for passing from one academic year to the next;
- i) establishing the conditions of recognition and equivalence of studies or of periods of study carried out in the country or abroad;
- j) establishing the criteria and procedures of regular evaluation of students and organization of graduation exams, under the conditions of the legislation in force;
- k) establishing the specific criteria of selection, recruitment and promotion of the academic and research staff, under the conditions of the legislation in force;
- l) the participation to national and international academic programs.

Art. 49. The scientific, innovation and technological development autonomy of USAMV Iași is expressed by the following:

- a) the elaboration of its own regulations for carrying out the scientific research, innovation and technological transfer, microproduction and development activity, under the conditions of the legislation in force;
- b) establishing institutes / centers / laboratories of scientific research, innovation, technological transfer, microproduction and development, clusters, under the conditions of the legislation in force;
- c) carrying out its own programs of scientific research, innovation, technological transfer, microproduction and development, or programs in collaborations with other institutions from the country or abroad, financed by its own resources or from other sources;
- d) the organization of postdoctoral programs of advanced research;
- e) the promotion of academic excellence in the scientific research activity;
- f) the participation to competition for obtaining research grants offered through the National Plan, European Programs, as well as other means of funding national and international research;
- g) concluding contracts with companies, associations or professional societies;
- h) establishing its own standards of evaluation of the scientific research, innovation, technological transfer, microproduction and development activities, under the conditions of the legislation in force;
- i) using its own revenues obtained by its programs of scientific research, innovation, technological transfer, microproduction and development, design, consultancy or expertise activity, for the development of its own material resource and for the remuneration of the staff that carries out the aforementioned types of activities.
- j) editing journals and other specialized publications;
- k) the organization of scientific manifestations with national and international participation.

Art. 50. The financial and administrative autonomy of USAMV Iași is expressed by the following:

- a) establishing the budget of revenues and expenditures, based on the needs and the efficiency of using the public funds, under the conditions of the legislation in force;
- a) establishing the development priorities and the investment needs;
- b) the management, under the conditions of the legislation in force, of the financial resources allocated from the state budget or originating from other sources, including the revenues originating from tuition fees, the exploitation of its own land fund, based on its own priorities and decisions, respecting the financial discipline, and the integral use of the extra-budgetary revenues, at an institutional level, without affecting the allocated funds from the state budget;
- c) establishing the tuition fees amounts and the conditions of awarding fees exemptions or reductions, under the conditions of the legislation in force;
- d) carrying out activities with the purpose of amassing additional revenues, by establishing companies, centers / institutes of research, designing, consultancy or expertise, microproduction units and supplying services, under the conditions of the legislation in force;
- e) establishing the specific criteria for awarding performance, merit, study, social support scholarships, based on the general criteria of awarding scholarships, established by the law, as well as other forms of financial support, in the limit of available funds;

- f) awarding, from its own funds, of social scholarships, excellence and research scholarships, prizes and other forms of financial support, other than the ones offered from budgeted sources, under the conditions of the legislation in force;
- g) the creation and management of a fund for supporting the research activity and for the publication of / awarding prizes for the research results;
- h) the promotion of decentralizing the financial and administrative decision-making at the department level, under the conditions of the legislation in force;
- i) receiving and managing investment funds for new objectives and equipment, allocated based on the strategic priorities of the development of the academic, scientific research, innovation, technological transfer, microproduction and development activity;
- j) the right to receive donations, bequests, subsidies and sponsorships from natural and legal persons, under the conditions of the legislation in force;
- k) the management of the academic spaces and the equipment and facilities under rehabilitation conditions, by ensuring the development of the material resources of USAMV Iași, of the faculties and departments, under the conditions of the legislation in force;
- l) the management of the entire patrimony, in accordance with its own necessities, under the conditions of the legislation in force;
- m) the exploitation of the goods available that exceed the University's own necessities, under the conditions of the legislation in force;
- n) carrying out financial-banking operations, depending on the University's own necessities, under the conditions of the legislation in force.

Art. 51. (1). The judicial autonomy of the University consists of its right to decide through its own management structures on the way of elaborating and applying the University Charter, as well as regarding all aspects related to its competence, under the conditions of the legislation in force.

(2) The prerogatives resulting from the judicial autonomy cannot be delegated to other bodies outside the University.

Art. 52. The academic autonomy is applied at the level of the entire academic community, exercising individual responsibility and public liability.

Art. 53. The public liability obliges the academic community of USAMV Iași:

- a) to respect the legislation in force, the present Charter, its own internal regulations and the national and European policies from the higher education domains;
- b) to apply the regulations in force regarding the quality assurance and evaluation in the higher education system;
- c) to respect the policies of equity and academic ethics, stated in the Code of academic ethics and deontology;
- d) to ensure the management efficiency, the efficiency of using the resources and of spending the funds originating from public sources, in accordance with the institutional contract;
- e) to ensure the transparency of all its decisions and activities, under the conditions of the legislation in force;
- f) to respect the academic freedom of the academic, auxiliary and research staff, the rights and freedoms of students.

CHAPTER VI – THE ACADEMIC AND ADMINISTRATIVE STRUCTURE OF USAMV IAȘI

Art. 54. (1) USAMV Iași has an open profile and comprises in its academic structure: faculties, departments, research institutes, centers and laboratories, doctoral and postdoctoral schools, a continuing education department, distance learning departments, a didactic station, practical training facilities, veterinary clinics, a center for training and information, microproduction and provision of services units, a center for knowledge and technology transfer, a library, publishing services, printing services etc. Part of the University's structure are also the technical-administrative services, that function for serving the University's activities and the abovementioned structures.

(2) USAMV Iași organizes Bachelor, Master, PhD studies, postgraduate studies for training and professional development, as well as activities of continuing training, with full-time, part-time and distance learning courses;

(3) At the end of their studies, the graduates receive diplomas or certificates in accordance with the type of training they followed and the field of study they graduated from. The graduates who have not passed the final examination for obtaining their degree, may receive, upon demand, a certificate of studies and a copy of their transcripts of records/academic records;

Art. 55. The diplomas and certificates are issued by the University through the Office for Documents of study, under the conditions of the legislation in force;

Art. 56. The organizational structures of the University are functioning based on regulations approved by the University Senate, respecting the University Charter, the principle of basing decision-making on dialogue, debate and consultation. The organizational structures of the University can be modified at the request of the Management Board, with the approval of the Senate.

Art. 57. In order to fulfil the University's mission, its management contract, institutional contract, in order to ensure the quality criteria and standards, as well as the efficient management of the academic training, research and services activities, the Rector of the University may propose new organizational structures or may solicit the modification of those already existent, with the approval of the Senate.

Art. 58. USAMV Iași may establish, for a determined period of time, in accordance with the projects it carries out, some specific research units based on the budget of revenues and expenditures, that may have autonomy and their own status, approved by the University Senate.

Art. 59. (1) The Faculty represents the basic functional unit of the University that organizes and manages one or more programs of study, belonging to one or more domains of study. The faculty may include one or more departments, doctoral schools, postgraduate schools and academic extensions.

(2) The faculty carries out its activity based on types and cycles of higher education studies, years of study and groups of study.

(3) The faculties are individualized by specific conditions of admission to studies and graduation, programs of study, domains of study and themes of research.

(4) The faculty is managed by the Faculty's Council, chaired by the dean, and the executive (operative) management is ensured by the Faculty's Council Office.

(5) The curricula corresponding to the programs of study of the faculty are approved by the Faculty's Council, the University Management Board and by the Senate.

(6) The records regarding the number of students and their academic records belong to the secretariat that functions within each faculty.

Art. 60. (1) The doctoral / postdoctoral school is an organizational structure that is individualized through specific conditions of admission and graduation and through its own programs of research and study. The doctoral school is managed by the Doctoral School Council, whose director is a member in the Council for Doctoral Studies (CSUD).

(2) The doctoral school functions based on its own regulations, approved by the Senate.

Art. 61. (1) The department represents an organizational structure that is subordinated to the faculty or to the Management Board, having academic, scientific research and microproduction purposes. The department has its own academic staff and researchers and it is managed by the Department's Council, and presided by the department director.

(2) The department may have in its structure research institutes, centers or laboratories, doctoral schools, postgraduate schools and academic extensions.

(3) The department is established, organized or dissolved at the proposal of the Faculty's Council or the Management Board, under the conditions of the legislation in force, with the approval of the Senate.

Art. 62. The faculties and departments have their own organizational and functioning regulations, approved by the University Senate, that are in accordance with the Internal Regulations of functioning of the University.

Art. 63. In order to increase the responsibility and efficiency of the academic management, USAMV Iași applies the process of decentralizing the academic, scientific and financial activity at the level of faculties and departments.

Art. 64. For carrying out the continuing training activity, the distance learning and part-time studies, USAMV Iași has a specialized department, called the Department for continuing education and distance learning (DEPID). This department offers to Bachelor students, Master students and specialists courses in the domains of study that are specific to the University's profile. The DEPID is managed by a department director, elected by the Rector.

Art. 65. USAMV Iași also has a Department for Quality Assurance (DAC). This department establishes the criteria and the system of self-evaluation of the quality of the academic process, has

its own regulation, is subordinated to the University's Management Board and it is managed by a director, elected by the Rector.

Art. 66. USAMV Iași also has a Department of Research, Innovation and Technological Transfer (DCITT), whose main purpose is to coordinate the research, innovation and technology transfer activity within the University. The department has administrative and financial tasks, it is managed by a director, elected through a decision by the Rector and functions based on its own regulations.

Art. 67. The International Relations Office (BRI) constitutes the organizational structure through which the University carries out cooperation programs with education and research institutions from abroad. The Office organizes the students and staff's mobilities, it is managed by a chief officer, elected through a decision by the Rector and it functions based on its own regulations.

Art. 68. USAMV Iași has the following organizational structures that function based on their own regulations, approved by the Senate: the General Administrative Directorate, the Financial-accounting Directorate, the Applied informatics Directorate, the Financial-accounting Audit Office, the Department for public relations and image, the Erasmus+ Office, the Center for career orientation and guidance, the Center for technological information, the Library, the "Ion Ionescu de la Brad" publishing house, Agroprint printing press, Agronomia sports club, the didactic station, the practical training facilities etc. The tasks, competences and subordination relations of these structures are established by the Regulation regarding the organization and functioning of the University and are presented in the University's organizational chart.

Art. 69. The academic structure of USAMV Iași for the Bachelor cycle of studies comprises four faculties:

(1) the Faculty of Agriculture, full-time studies, duration of Bachelor studies of 3-4 years (180 – 240 credits): the domain of study Agronomy, with the programs of study Agriculture, Montanology, Exploitation of Machines and Equipment for Agriculture and Food Industry (4 years); the domain of study Engineering and Management in Agriculture and Rural Development, with the program of study Economic Engineering in Agriculture (4 years); the domain of study Food Engineering, with the programs of study Technology of Processing Agricultural Products and Consumer and Environment Protection (4 years); the domain of study Biology, with the program of study Biology (3 years);

(2) the Faculty of Horticulture, full-time studies, duration of Bachelor studies of 4 years (240 credits), the domain of study Horticulture, with the programs of study Horticulture and Landscape architecture; domain of study Environmental engineering, with the program of study Environmental engineering (4 years);

(3) the Faculty of Animal Sciences, full-time studies, duration of Bachelor studies of 4 years (240 credits), domain of study Animal Sciences, programs of study Animal Sciences and Pisciculture and aquaculture; domain of study Engineering and Management in Agriculture and Rural Development, program of study Engineering and management in public food service and agritourism (4 years); domain Food Engineering, with the program of study Control and expertise of alimentary products (4 years);

(4) the Faculty of Veterinary Medicine, domain of study Veterinary Medicine, full-time studies, duration of studies 6 years (360 credits), with the program of studies Veterinary Medicine, taught in Romanian and in English.

(5) The Distance Learning (I.D.) system is functioning within USAMV Iași based on its own regulations, in accordance with the legislation in force, ensuring the Bachelor training in the following programs of study: Agriculture, Economic Engineering in Agriculture, Horticulture and Animal Sciences, having the same number of credits as the programs for full-time studies.

(6) The faculties and programs of study (full-time and distance learning) are under the legal authorization and accreditation regime, according to the conditions of the legislation in force.

(7) The state education system is free, financed by the state budget for the number of student places approved annually by the ministry, as well as based on tuition, according to the law, with the approval of the Senate, within the limits of schooling capacity approved by the ARACIS;

(8) The amount of tuition fees and the tuition fee payment exemption are established by the University Senate.

(9) The status of a self-paying student, studying based on tuition fee, is maintained under the conditions established by the University Senate, based on the criteria and performance standards, as well as the places vacated at the end of each academic year, according to the law.

Art. 70. (1) The Master programs of study, with a duration of 4 semesters (120 credits), ensure the specialization in the Bachelor domains of study accredited or the extension and further training attested by the Bachelor degree.

(2) The admission to the Master programs of study is done based on the general criteria approved by the ministry and on the specific criteria approved by the University's Senate.

(3) The Master programs of study are finalized with the Master thesis based on which, after graduation, the graduates receive the "Master's Degree".

Art. 71. (1) The PhD programs of study, with a duration of 3/4 years, are organized in accordance with the Code of the Doctoral School and its own regulations, approved by the Senate.

(2) USAMV Iași organizes PhD studies in the following domains of study: Agronomy, Horticulture, Animal Sciences and Veterinary Medicine.

(3) The PhD programs are organized under full-time and part-time studies conditions and are carried out based on their own regulations, approved by the Senate.

Art. 72. (1) The postgraduate studies of training and professional development may be followed by the graduates who have obtained Bachelor degrees. The duration of studies, the curriculum and the way of finalizing the studies are approved by the University's Senate, as well as the ministry's approval.

(2) Upon graduating, students are awarded a graduation certificate, in accordance with the legislation in force.

Art. 73. (1) The Teacher Training Department is functioning within USAMV Iași based on its own regulations, on the basis of a specific curriculum, approved by the Senate, in accordance with the legislation in force.

(2) The students' training for their teaching profession is done under the conditions of elective activities;

Art 74. (1) The Didactic Station constitutes an academic and administrative structural element within USAMV Iași, representing an important component of the material resources for education training and research.

(2) The didactic station functions based on its own regulations, in accordance with the law, and comprises specialized farms, in direct correlation with the domains of study and specializations of the agronomic and veterinary education.

Art 75. The administrative structure of USAMV Iași and the number of staff positions are established by the Senate, based on the proposal of the Management Board, in accordance with the objectives and strategy of the University.

CHAPTER VII - USAMV IAȘI MANAGEMENT BOARD

Art. 76. (1) **The management structures of USAMV Iași** are the following: at the university level, the University's Senate, the Management Board and the Council for Doctoral Studies; at the faculty level, the Faculty's Council and the Faculty's Office; at the department level, the Department's Council; at the level of the Doctoral Schools, the Doctoral School's Council.

Art. 77. (1) **The management positions within USAMV Iași** are the following: at the university level, the Rector, vice-rectors, the CSUD director, the general administrative director; at the faculty level, the deans, the vice-deans; at the department level, the department director; at the Doctoral Schools level, the director of the doctoral school and the director of the Didactic Station.

(2) The management positions stated in paragraph (1) cannot be cumulated.

Art. 78. The management structures and the management positions within USAMV Iași are separated in a deliberative and control component, represented by the Senate, and an executive component, represented by the Management Board.

Art. 79. (1) The election of the members from the management structures and of the persons filling management positions, as well as their competences, are stated in the Regulation and Procedure for the election of the members from the management structures and the persons filling management positions, approved by the Senate of USAMV Iași;

(2) The election of the students' representatives within the academic management structures, the Faculties' Councils and Senate is done by the students' organizations, respecting the present Charter and the other specific regulations, in accordance with the representation weight and the calendar established by the Senate;

Art. 80. (1) The Charter establishes the decision-making competences that are specific to all management structures and positions within the University.

(2) The tasks and relation between these structures are established through regulations, approved by the University's Senate, which are an integral part of the University's Charter.

Art. 81. (1) **The University's Senate** represents the academic community and it is the highest decision-making, deliberating and control structure at the University level.

(2) The University's Senate is comprised to an extent of 75% of representatives of the academic and research tenured staff and to an extent of 25% of representatives of students.

(3) The representatives of the academic and research staff within the Senate are elected by direct and secret universal vote, by the entire academic and research tenured staff of USAMV Iași, by constituencies.

(4) The representatives of the students within the Senate are elected by direct and secret universal vote, by the students enrolled at the full-time studies at USAMV Iași, by constituencies, for the three cycles of study.

Art. 82. (1) The number of Senate members, academic and research staff, is established based on the weight of representation of 1:8, from the academic and research tenured staff, according to the law.

(2) The number of representatives in the Senate from the part of each faculty and department is established in proportion with the weight of the academic and research tenured staff of the faculty / department in the total number of the academic and research tenured staff from USAMV Iași, according to the weight of representation.

(3) The number of representatives in the Senate from the part of students is established in proportion with the weight of students from each faculty in the total number of students enrolled at USAMV Iași at the date of 1st October of the academic year when the elections take place.

Art. 83. (1) The mandate of the University's Senate is of four years.

(2) A person may be elected as a member of the Senate for maximum three consecutive mandates.

(3) The elected representatives of the academic and research staff keep their status of members of the Senate only while they have the status of tenured staff at USAMV Iași.

(4) The representatives of the students have the status of members of the Senate only while they keep the status they had at the moment of their election.

(5) The Rector cannot be part of the Senate, but is regularly invited to the Senate's meetings.

(6) The University's Senate is managed by a president, elected by direct and secret universal vote by the members of the Senate. The president of the Senate conducts the meetings and represents this decision-making and deliberation structure.

(7) The University's Senate meets for ordinary sessions and extraordinary sessions.

(8) The University's Senate may be convoked at the request of the Rector, its president or at the request of at least one third of the number of its members.

(9) The University's Senate's sessions are carried out only in the presence of at least two thirds of the total number of its members.

(10) The Senate's Decisions are taken based on the vote of the majority of the members present and are executed for all the University's structure and for all the members of the academic community.

(11) All the members of the Senate have an equal right to vote. The vote of the presidents is decisive in case of a tied vote.

(12) At the Senate's meetings may participate, as invited guests, the representatives of the representative trade unions of USAMV Iași, as well as other persons, with the approval of the president.

(13) The Senate carries out its activity in plenary, as well as divided on working committees. The main Committees of the Senate are the following:

a) the Committee for education and training of the academic staff;

b) the Committee for scientific research, internationalization and technological transfer;

c) the Committee for financing, patrimony, institutional development and the relation with the business environment;

d) the Committee for social, student-related issues and the relation with the alumni;

Art. 84. The University's Senate adopts its own organization and functioning regulation.

Art. 85. The Senate in office has the obligation to organize, with at least six weeks before the election, the referendum regarding the establishment of the way in which the Rector will be elected.

Art. 86. The University's Senate has the following **tasks**:

- (1) guarantees the academic freedom and autonomy;
- (2) elaborates and adopts, after a debate involving the academic community, the University's Charter and its relating regulations;
- (3) approves, at the proposal of the Rector, the strategic plan of institutional development and the operational plans;
- (4) approves, at the proposal of the Rector, the structure and organization of the University;
- (5) approves the budget project and the budget implementation;
- (6) elaborates and approves the Code of quality assurance and the Code of academic ethics and deontology;
- (7) approves the Academic Code of the rights and obligations of the student of USAMV Iași, respecting the provisions of the Code of rights and obligations of the student, elaborated under the conditions of the legislation in force;
- (8) adopts the Regulation and Procedure for the election of the members from the management structures;
- (9) concludes with the Rector, through its President, the management contract;
- (10) controls, through its specialized committees, the activity of the Rector and of the Management Board;
- (11) validates the elections and the public contests for the academic and administrative management structures and positions and confirms their results, with the exception of the Rector, who is confirmed by the competent ministry;
- (12) validates the results of the contests organized for filling the vacant academic and research positions;
- (13) approves, at the proposal of the Rector, the sanction of the staff with poor professional performance or who have committed infringements against the Code of academic ethics and deontology, based on its own methodology approved in accordance with the law;
- (14) approves, at the proposal of the Management Board, the regulations and methodologies regarding:
 - a) the admission to studies,
 - b) the organization and conclusion of the undergraduate, graduate and postgraduate programs of studies;
 - c) the filling of academic and research positions;
 - d) the awarding of the Doctor Honoris Causa and professor emeritus titles, and of the status of member of honour of the Senate;
 - e) the recognition and equivalence of the studies or of the periods of study carried out in the country or abroad;
 - f) the regular evaluation of the results and performance of the academic and research staff from the University;
 - g) the quantification in conventional hours of the different academic and research activities laid down in the academic workload, in accordance with the law;
 - h) the organization and functioning of the academic structures;
 - i) any other aspects of the professional, scientific and administrative activity.
- (15) in case the Rector is revoked from their position by the ministry, it designates a vice-rector who would represent the University and who would become an authorizing officer until a new Rector is elected, according to the election regulation;
- (16) approves the establishment, functioning, reorganization and the dissolution of the education and research structures from the University;
- (17) approves the ways in which the cooperation activities at a national and international level are carried out;
- (18) approves annually, with at least two months before the beginning of the academic year, the structure of the academic year, the calendar of education activities that are specific to each semester of study, as well as the regulation regarding the students' academic activity;
- (19) approves the curricula for the programs of study;
- (20) approves the cancellation by the Rector of the certificates or diplomas of study, when it is proven that these were obtained by committing infringements against the Code of academic ethics and deontology;

- (21) approves annually the curricula for the Bachelor programs of study that are offered by USAMV Iași and the double specializations, according to the law;
- (22) approves annually the programs of study offered, within the domains of study accredited or provisionally authorized, for the Master cycle of study;
- (23) establishes the number of members and the components of the electing office designated to coordinate the election process for the management structures and positions;
- (24) approves, in special situations, at the proposal of the PhD advisor, with the approval of the Management Board and in the limits of the available funds, the extension by 1-2 years of the duration of the program of PhD studies;
- (25) approves the list of posts for the academic and research staff and the number of positions for the auxiliary academic and research staff;
- (26) can decide the increase in the minimal legal weekly academic workload, respecting the standards of quality assurance, without surpassing the maximum limit set by the law;
- (27) approves the reduction of the academic workload for the staff members who fill a management position within the University or of guidance and control within the ministry, under the conditions of the legislation in force;
- (28) approves, based on the proposals of the Management Board, the execution of academic or research activities by the tenured staff highered within the University, in other higher education or research institutions;
- (29) approves the granting of sabbatical years, under the conditions of the legislation in force;
- (30) approves the awarding of honorary distinctions;
- (31) approves the groups of study and their size, according to the requirements of respecting the quality standards, under the conditions of the legislation in force;
- (32) approves the disciplinary sanction, under the conditions of the legislation in force;
- (33) approves the competence of the committees of analysis elected by the Rector for the investigation of infringements committed by the members of the academic community;
- (34) validates the elections at the level of faculty departments and councils;
- (35) validates the applications for the position of Rector, in the case of his election through contest;
- (36) approves the methodology of designating the deans, through a public contest organized by the Rector;
- (37) approves the fees that may be charged and the exemption from payment or their reduction;
- (38) establishes, at the proposal of the Management Board, the conditions in which the status of self-paying student based on tuition fee may be changed;
- (39) approves the establishment of consortiums, clusters, including with research-development units, based on a partnership contract, under the conditions of the legislation in force;
- (40) approves the awarding through contract of the right of management and use over the patrimony goods, the companies or associations in which the University has the status of associate or shareholder, or the foundations in which it has the status of founder, respecting the conditions of the legislation in force;
- (41) approves the extension of the academic activity for the academic staff who have reached the retirement age and who meet the specific conditions of the Law of National Education 1/2011.
- (42) decides in any other domain of academic activity, according to the legislation in force.

Art. 87. (1) The Management Board is composed from the Rector, vice-rectors, deans, vice-deans, the general administrative directors and a student representative.

(2) The Management Board ensures the executive management of USAMV Iași and applies the decisions of the University Senate.

(3) The Management Board is managed by the Rector, as its president;

(4) To the meetings of the Management Board may participate, as invited guests, representatives of the representative trade unions, persons from the University and/or outside of it, with the approval of the Rector.

Art. 88. The Management Board has the following tasks:

(1) proposes to the Senate strategies and policies according to the domains of interest of the University;

(2) proposes to the Senate the establishment, functioning, reorganization and dissolution of the education and research structures of the University;

(3) elaborates and proposes to the Senate the regulations and methodologies regarding:

- a) the admission to studies,
- b) the organization and conclusion of the undergraduate, graduate and postgraduate programs of study;
- c) the filling of the academic and research positions;
- d) the awarding of the Doctor Honoris Causa and professor emeritus titles, and of the status of member of honour of the Senate;
- e) the fees that may be charged and the exemption from payment or their reduction;
- f) the recognition and equivalence of the studies or of the periods of study carried out in the country or abroad;
- g) the regular evaluation of the results and performance of the academic and research staff from the University;
- h) the quantification in conventional hours of the different academic and research activities laid down in the academic workload, in accordance with the law;
- i) the organization and functioning of the academic structures;
- j) any other aspects of the professional, scientific and administrative activity;
- (4) proposes to the Senate new programs of study and the discontinuation of those that don't correspond anymore to the University's mission or that are academically and financially inefficient;
- (5) proposes to the Senate, until the month of July every year, the structure of the structure of the academic year, the regulation regarding the students' academic activity, as well as the calendar of the education activities that are specific to each academic semesters of study;
- (6) analyses and forwards to the Senate for approval the curricula for the programs of study;
- (7) analyses and forwards annually to the Seantet the Bachelor programs of study offered by USAMV Iași and the double specializations;
- (8) proposes annually to the Senate Master programs of study, within the accredited or provisionally authorized domains of study;
- (9) in special cases, at the proposal of the PhD advisor, and in the limit of the funds available, proposes to the Seante the extension with 1-2 years of the duration of a PhD program of studies;
- (10) proposes to the Senate the groups of study and their size, respecting the standards of efficiency and quality assurance;
- (11) proposes to the Senate for approval the list of posts of the academic and research staff and the number of posts for the auxiliary academic and research staff;
- (12) approves the proposals of the departments of creating new academic and research positions through contest, and proposes them for validation to the Senate;
- (13) establishes the conditions of concluding the partnership contracts with public institutions or economic opeartors;
- (14) proposes to the Senate the establishment of companies, foundations or associations, consultancy committees of which could be part representatives of the business environment, and granting the right of management and use over patrimony assets;
- (15) proposes to the Senate the approval for academic and research staff to be carrying out teaching and research activities in other higher education or research institutions;
- (16) proposes to the Seante the awarding of sabbatical years and the period of rest leave;
- (17) establishes the period of rest leave for the members of the academic community, in accordance with the law;
- (18) approves the proposals made by the Rector regarding the repetition of the medical examination for employees;
- (19) elaborates and proposes for approval to the Senate the strategic plan, the annual operational plans, the research plan, the budget of revenues and expenditures and elaborates the annual balance sheet;
- (20) establishes the number of vice-deans of each faculty in accordance with the number of departments and the size of the academic community of each faculty;
- (21) organizes the contest for filling the position of General Administrative Director;
- (22) proposes to the Senate the increase of the minimal weekly academic workload, respecting the standards of quality assurance and the provisions of the legislation in force;
- (23) at the end of each calendar year, approves the Rector's report regarding the overhead expenses for the research grants and the way in which these were spent;

- (24) approves the requests for leave without payment of the tenured academic and research staff that have solicited out of their own volition to specialize or to participate in the scientific research in the country or abroad;
- (25) proposes to the Senate the repartition of the grants of study by each faculty and domains of study;
- (26) approves the annual program of public procurement and investments, that is submitted for the approval of the Senate;
- (27) proposes the extension of the academic activity for the academic staff who have reached the retirement age and who meet the specific requirements imposed by the Law of National Education 1/2011;
- (28) achieves other tasks established by the Senate, in accordance with the law;
- (29) adopts other decisions necessary to the achievement of the University's objectives, under the conditions of the legislation in force.

Art. 89. (1) The Faculty's Council represents the decision-making and deliberative structure of the faculty.

- (2) The faculty's council is comprised to an extent of maximum 75% of representatives of the academic and research tenured staff and to an extent of minimum 25% of representatives of the students;
- (3) The representatives of the academic and research staff are elected by direct and secret universal vote, by the entire academic and research tenured staff of the faculty;
- (4) The representatives of the students are elected by direct and secret universal vote, by the students enrolled at the full-time studies of the faculty, for the three cycles of study;
- (5) The elected representatives of the academic and research staff keep their status only while they have the status of tenured staff within the faculty;
- (6) The representatives of the students keep their status only while they keep the status they had at the moment of their election;
- (7) The meetings of the faculty's council are presided over by the Dean;
- (8) At the meetings of the Faculty's council may participate representatives of the trade unions from the faculty, as well as other persons, at the invitation of the Dean;
- (9) The Faculty's Council meets every month for ordinary sessions, according to the planning for each semester, as well as for extraordinary sessions, at the request of the Dean, of the Faculty's Council Office or at the request of at least one third of the total members of the Council;
- (10) The meetings of the Faculty's Council are carried out only in the presence of at least two thirds of the total of its members. The decisions of the Faculty's Council are made based on the vote of the majority of the members present;
- (11) Each member of the Faculty's Council has the right to vote;
- (12) For its optimal functioning, the Faculty's Council may establish specialized committees.

Art. 90 The Faculty's Council has the following **tasks**:

- (1) adopts strategies and policies in the domains of interest for the faculty;
- (2) defines the mission and objectives of the faculty;
- (3) approves, at the proposal of the Dean, the structure and organization of the faculty, the annual project of the revenues and expenditures budget, the operational plan, the research plan;
- (4) approves the programs of study managed by the faculty;
- (5) proposes to the Management Board new programs of study as well as the cancellation of those that don't correspond anymore to the faculty's mission or that are academically and financially inefficient;
- (6) analyses annually and forwards for approval to the Management Board the Master programs of study offered, within the domains of study accredited or provisionally authorized;
- (7) analyses, improves and forwards to the Management Board the curricula for the programs of study that the faculty manages;
- (8) organizes and monitors the academic and practical training activity for students;
- (9) approves the expulsion and re-enrolment of students;
- (10) elaborates the reports for the academic evaluation and accreditation of the faculty and its programs of study;
- (11) regularly evaluates the academic and research activity within the faculty;

- (12) approves the scholarships that are awarded to the students of the faculty, based on the regulation existing at the University level;
- (13) approves the annual report regarding the general state of the faculty, the degree of quality assurance and of compliance with the academic ethics at the level of the faculty and departments;
- (14) proposes to the Management Board of the University the establishment, functioning, reorganization or dissolution of departments;
- (15) monitorises the activity of Dean, the vice-deans and the department directors, through the specialized committees;
- (16) approves the students' requests to follow 2 years of study in one academic year of study, under the conditions of the legislation in force;
- (17) approves the lists of posts for the academic and research staff within the departments of the faculty and forwards them to the Management Board;
- (18) establishes, at the proposal of the department's council, the increase of the academic workload of the academic staff who does not carry out research activities or their equivalent, as well as, in exceptional cases, the decrease of the minimum academic workload and its supplementing with scientific research activities, under the conditions of the legislation in force;
- (19) approves the departments' proposals to propose the filling of academic and research positions by means of contest;
- (20) approves the employment of specialists of renown scientific value in their domain, through inventions, innovations, prizes, scientific publications, from the country or from abroad, as invited professors and associated professors;
- (21) approves the committees for the evaluation and reevaluation of students;
- (22) approves minimum 2 candidates for the selection contest for the position of Dean of the faculty, under the conditions of the legislation in force;
- (23) withdraws the approval given for the filling of the position of Dean of the faculty, if it identifies that they committed infringements against the Code of academic ethics and deontology and the provisions of the legislations in force;
- (24) establishes the disciplinary sanction applicable to the faculty's staff, if it's the case, in accordance with the provisions of article 312 paragraph (2) letter a) and b) from Law no. 1/2011;
- (25) proposes the number of places for students;
- (26) proposes the number of teaching series, of groups and subgroups of students;
- (27) proposes the specific conditions of admission for all cycles of study and organizes, as it is the case, the admission contests;
- (28) proposes to the Management Board the componence of the committees for the admission and the examination for the conclusion of the cycle of study;
- (29) approves the students' requests for inter-university transfer and transfer between the faculty's specializations;
- (30) approves the requests of recognition or equivalence of studies, certificates and diplomas of study;
- (31) organizes scientific manifestations;
- (32) uses the material and financial resources made available by the University, under the conditions of the legislation in force;
- (33) approves the activities carried out for the benefit of the academic community;
- (34) proposes the conclusion of collaboration agreements with entities from the country or from abroad;
- (35) adopts the annual report of activity of the faculty and the reports regarding the quality assurance for each programs of study;
- (36) approves the program of academic and practical training activities;
- (37) fulfills other tasks established by the University's Senate and the Management Board;
- (38) approves the distribution of study grants, integral or partial, according to each program of study;
- (39) adopts other decisions necessary for the achievement of the faculty's objectives, under the conditions of the legislation in force.

Art. 91. (1) The Faculty's Council Office (BCF) is the executive body of the Faculty's Council, constituted from the Dean, the vice-deans, department directors and a representative of the students.

The BCF Office executes the decisions made by the Faculty's Council and the planned activities, according to the faculty's strategy.

(2) The Faculty's Council Office ensures the executive management of the faculty between the Faculty's Council's meetings and its members participate rightfully to its meetings. The Faculty's Council Office applies the strategic decisions of the Senate, the decisions of the Management Board of the University and of the Faculty's Council.

(3) The Faculty's Council Office has the following tasks: ensures the everyday management of the faculty; proposes to the Faculty's Council the establishment or the dissolution of departments, specializations, specialization directions, work committees etc.; evaluates regularly the academic and research activity within the faculty and presents a report to the Council; fundaments and proposes the number of places for students; organizes the admission contests and the examinations for the conclusion of the cycle of study; analyses and presents to the Council the requests of recognition or equivalence of credits, certificates and diplomas of study; approves the list of bachelor students and master students who benefit from scholarships and other forms of financial support; manages the material and financial resources made available to the faculty, respecting the legal provisions and keeping in accordance with the decisions of the Council.

Art. 92. (1) **The Council for Doctoral Studies (CSUD)** is the structure coordinating the activity of the doctoral schools and it is organized and functions in accordance with the provisions of the Code of doctoral studies and of its own regulation, approved by the Senate;

(2) CSUD is managed by a director, a position assimilated with that of the vice-rector's.

Art. 93. (1) **The Council of the Doctoral School (CSD)** ensures, under the coordination of its director, the operative management of the doctoral school;

(2) The Council of the Doctoral School is elected through a direct and secret universal vote, by the PhD advisors from the respective doctoral school;

(3) The newly elected Council of the Doctoral School, approved by the CSUD and the Management Board, is validated by the Senate, with a simple majority;

(4) The meetings of the Council of the Doctoral School are set and presided over by the director of the doctoral school;

(5) The Council of the Doctoral School meets in ordinary sessions and extraordinary sessions, according to the regulation approved by the Senate.

Art. 94. (1) **The Council of the Academic Department (CDD)** is a deliberative structure, elected through a direct and secret universal vote by the academic and research tenured staff from the respective department and it supports the department director in the operative management of the department;

(2) The Council of the department is constituted from the Department Director and two members. At the meetings of the Council of the department may participate, as invited guests, representatives of the research institutes /centers/ laboratories and of the administrative services;

(3) The newly elected Council of the department is approved by the Faculty's Council, the Management Board and validated by the University's Senate with a simple majority;

(4) The meetings of the Council of the department are set and presided over by the director of the department;

(5) The Council of the department meets in ordinary and extraordinary meetings.

Art. 95. The Council of the Academic Department has the following tasks:

(1) elaborates and adopts strategies and policies according to each domains of interest for the department;

(2) proposes to the Faculty's Council modifications in the structure of the department;

(3) initiates proposals of new programs of study and formulates proposals to the Management Board for the cancellation of those that don't correspond anymore to the University's mission or that are academically or financially inefficient;

(4) analyses and forwards to the Faculty's Council the curricula for the programs of study that it coordinates;

(5) evaluates and approves the subject description sheets;

(6) elaborates the job description sheets and approves the annual programs of activity of the department's staff;

(7) establishes ways of evaluation of the students' training, in accordance with the general rules approved by the Faculty's Council;

- (8) analyses and approves the requests of recognition or equivalence of the studies for the subjects it coordinates;
- (9) evaluates the activity of the teaching staff body and of the auxiliary research staff within the department;
- (10) follows the achievement of the obligations from the list of posts and individual job description sheets by the teaching staff body and the auxiliary and research staff;
- (11) proposes the awarding of rewards or sanctions, as it is the case, to the staff working within the department;
- (12) elaborates and approves the lists of posts for the academic and research staff within the department, in accordance with the legislation in force and the decisions of the Senate, and it forwards them to the Faculty's Council;
- (13) approves the proposals of the department director regarding the increase of the academic workload of the academic staff who do not carry out scientific research activity or its equivalent, as well as, in exceptional cases, the decrease of the minimal academic workload and its supplementing with scientific research activity, under the conditions of the legislation in force;
- (14) initiates proposals to make academic and research positions available to be filled through contest;
- (15) organizes the contests for the filling of the academic and research vacant positions;
- (16) proposes the associated teaching staff that would substitute for the vacant academic positions;
- (17) coordinates the research activity from the department and supports the organization of scientific manifestations;
- (18) approves the academic materials elaborated by the members of the department;
- (19) uses the material and financial resources made available, under the conditions of the legislation in force;
- (20) participates to activities regarding the gain of funds and supplementary means;
- (21) approves the employment of specialists of renown scientific value in their domain, as invited professors and associated professors;
- (22) organizes the elections at the level of the department;
- (23) approves the students' requests to follow 2 years of study in one academic year of study, under the conditions of the legislation in force;
- (24) initiates the proposals for the committees of evaluation and reevaluation of students;
- (25) proposes the establishment of some collaboration agreements with partners from the country and from abroad;
- (26) elaborates the annual report of activity regarding the state of the department;
- (27) carries out other tasks approved by the University's Senate, the Management Board and the Faculty's Council, under the conditions of the legislation in force.

Art. 96. The elective procedures or the public contests for the filling of the management positions are regulated through the methodology elaborated by the Management Board and approved by the University's Senate.

Art. 97. In the case in which a management position is left vacant, there are partial elections organized or a public contest, depending on the case, within a period of maximum three months from the date when the position was vacated, in accordance with the methodology in force at the date when the position was occupied.

Art. 98. (1) **The Rector** is the legal representative of USAMV Iași, the authorizing officer of the University and he is the one who carries out the executive management;

(2) The Rector is designated through the way that is approved by the academic and research tenured staff and the students' representatives in the University's Senate and in the Faculties' Councils, after the referendum;

(3) The duration of the Rector's mandate is of 4 years, being able to be renewed at most once, after being elected or passing through a public contest, under the conditions of the legislation in force;

(4) A person cannot be the rector of USAMV Iași for more than eight years, regardless of the period when the mandates were carried out and whether or not they were interrupted;

(5) In the case of being in the position of member of the Government or state secretary, the rector has the obligation to be suspended from his position during his mandate;

(6) The designated Rector is confirmed through an order of the minister, under the conditions of the legislation in force;

- (7) The Rector whose position is confirmed concludes an institutional contract with the competent minister;
- (8) The Rector whose position is confirmed concludes, for the duration of his mandate, a management contract with the University's Senate, represented by its President, which contains the indicators of management performance;
- (9) The Rector carries out his activity in order to apply the provisions set out in the University's Charter, the University's regulations and the decisions adopted by the Senate;
- (10) The Rector is made responsible for his activity and answers in front of the Senate;
- (11) The Rector may delegate to the vice-rectors a part of his tasks. In the period when he is missing from the University, out of well founded reasons, the Rector designates the vice-rector who will take his place;

Art. 99. The Rector has the following tasks:

- (1) carries out the operative management of the University;
- (2) manages the Management Board;
- (3) exercises the status of authorizing officer;
- (4) proposes for approval to the Senate the structure and functioning regulations of USAMV Iași;
- (5) organizes the public contest for the selection of deans for the faculties and issues the decisions of their confirmation;
- (6) organizes the contests for filling the academic and research positions;
- (7) annually submits for approval to the Senate the project of budget and the report regarding the budget implementation;
- (8) is responsible for the good management of the patrimony and for correcting the financial management of USAMV Iași;
- (9) allocates funds from the University's resources for the priority stimulation of the most highly performant departments and structures;
- (10) proposes to the Senate, based on the internal evaluation, the reorganization or dissolution of departments, research centers or institutes that are not performing, without prejudice to the students or to the education and research process;
- (11) signs the official documents, the diplomas and the financial-accounting documents, elaborated and emitted by USAMV Iași;
- (12) issues decisions regarding the academic enrollment of students;
- (13) issues, in written form, decisions regarding the employment, sanction, modification and cancellation of working relationships of all employees of USAMV Iași;
- (14) cancels, with the Senate's approval, certificates and diplomas of study if it is proven that they were obtained by fraudulent means or by infringements against the Code of academic ethics and deontology;
- (15) approves the tasks of the academic auxiliary and non-academic staff, established in the individual job description sheet;
- (16) ensures that the contests for filling academic and research positions are carried out in good conditions, under the conditions of respecting the academic quality standards, the academic ethics and legislation in force;
- (17) approves the competence and structure of the committee of academic ethics and deontology proposed by the Management Board and approved by the Senate;
- (18) proposes to the Management Board the repetition of the full medical examination for the employees in situations of professional unsuitability of a psychological-behavioral nature
- (19) follows the application of the provisions of the internal regulations, the Code of academic ethics and deontology, as well as of other internal decisions of USAMV Iași;
- (20) presides over the committee of contest for the election of the general administrative director, and appoints him in this position, under the conditions of the legislation in force;
- (21) presents, in front of the Senate, reports regarding the fulfillment of the University's strategic mission and objectives;
- (22) achieves other tasks established by the Senate, in accordance with the management contract and the legislation in force;
- (23) designs the strategic development of the University;
- (24) follows, exercises and is responsible with the application of laws, the Charter and the Senate's decisions;

- (25) solicits the convocation of the Senate;
- (26) controls the functioning of the administrative structures and services;
- (27) exercises disciplinary authority over the academic community, within the limits of the legislation in force and the internal regulations of the University;
- (28) approves the enrollment/re-enrollment or expulsion of students;
- (29) by applying the public liability element, the Rector:
 - a) presents to the Senate, in the month of april, every year, the report regarding the state of the University;
 - b) makes public his decisions and those of the Management Board;
 - c) declares annually on his own responsibility the number of student places of the University, under the conditions of the legislation in force;
- (30) carries out other activities for the achievement of the University's strategic objectives, under the conditions of the legislation in force.

Art. 100. (1) The Rector may be removed from his position by the Senate, under the same conditions in which he was elected, in the following situations:

- a) does not achieve the performance indicators undertaken through the management contract and does not respect his other obligations that are specific to it;
- b) commits infringements against the legislation in force and the code of academic ethics and deontology;
- c) causes prejudice to the interest and renown of USAMV Iași;
- d) finds himself in one of the situations of incompatibility stated by the law for the position of Rector.

(2) The Rector may be removed also by the competent minister to do so, under the conditions of the legislation in force, after consultation with the Senate, by the vote of the absolute majority of its members.

(3) In the situation in which the Rector is removed from his position, the Senate has the obligation to finalize the procedures of designating a new Rector within a period of three months, by respecting the legislation in force and to forward for approval to the competent Minister the name of the new Rector.

Art. 101. (1) **The vice-rectors**, named by the Rector, after consultation with the Senate, from among the members of the academic community of USAMV Iași, exercise the tasks and obligations established by the Rector, after they have expressed in written format that they agree to present the management plan;

(2) The number of vice-rectors of USAMV Iași is between two and four;

(3) The tasks of the vice-rectors are established by the Rector and are targeting the organization of the academic programs of study, research, development, innovation, the public relations and the partnerships created at a national and international level, the financial management, the patrimony, the quality assurance, social and student-related issues, the cultural and sports activities, as well as other tasks;

(4) The duration of the mandate of the vice-rector is of four years, being possible to be renewed at most twice;

(5) The vice-rector is responsible for their activity, in front of the Rector and the Senate;

(6) The vice-rector may be removed from his position by the Rector, after consultation with the Senate, if he does not fulfil the tasks set out in the investment decision, commits infringements against the legislation in force and the code of academic ethics and deontology, finds himself in one of the incompatibilities set out by the law or produces prejudices against the interests of USAMV Iași;

Art. 102. The vice-rectors fulfill the tasks delegated by the Rector through a written order, after its validation from the part of the Senate, as follows:

(1) education activities:

- coordinates the admission contest;
- coordinates and guides the activity of elaborating the programs of studies;
- coordinates and guides the activity of quality assurance in higher education;
- coordinates the activity of authorization, accreditation/reaccreditation of the programs of study;

- coordinates and guides the activity of professional development of the academic staff from the pre-higher education system;
- coordinates activity involved in the contests for filling academic positions;
- coordinates and guides the activity of elaborating the lists of posts;
- coordinates the curricular policies (curricula) and the analytic programs;
- coordinates the activity of monitoring the quality of the academic process;
- is responsible with the activity of operative planning, organization and coordination of the academic activities;
- coordinates and guides the methods of the education process and the policies regarding the didactic materials and technical support;
- is responsible with the professional re-training and continuing training;
- coordinates the activities of the distance learning system;
- coordinates and guides the activities regarding the examinations for the conclusion of the cycles of study;
- coordinates the activity of academic national and international cooperation in the field of education;
- controls the proper functioning of the faculties' secretariates;
- presents annually to the specialized committee of the Senate a report regarding the academic activity;
- presents annually to the Management Board the report regarding the quality assurance in education.

(2) economic activities, patrimony, institutional development and relations with the business environment:

- coordinates and guides the activity of elaboration of the policies in the domain of investments, repairs, works of maintenance and checks their application;
- coordinates and guides the activity of elaboration of the financial policies and checks their application;
- checks the modernization and maintenance of the education training facilities and the University's patrimony;
- is responsible for the maintenance in optimal state of the patrimony;
- is responsible for the equipment of the university with technological, informatics and laboratory equipment;
- coordinates the infrastructure of the communication system;
- ensures the development of productive and lucrative activities within the university's perimeter;
- ensures the best use of the University's facilities;
- annually presents to the specialized committee of the Senate a report regarding the financial activities, as well as those involving the patrimony, investments, repairs and equipments;
- annually presents to the Management Board the report regarding the economic activity and the state of the University's patrimony.

(3) activities related to the scientific research, innovation, technological transfer and international relations:

- coordinates and guides the technological and research activity in the University;
- ensures the transfer of the research results to the economic environment;
- coordinates the programs of scientific cooperation at the national and international level;
- coordinates and guides the activity of the research centers and laboratories;
- is responsible with the development and evaluation of the research staff;
- coordinates and guides the activity of obtaining grants and research contracts;
- coordinates the activity of scientific research publication and their international visibility and impact;
- is responsible with the activity regarding the inventions and innovations and the patents of the scientific research results;

- coordinates and is responsible with the activity of internal and international dissemination of the scientific research results, in ISI journals or in journals indexed in international databases;
- follows the way in which the research contracts are concluded and carried out;
- is responsible with the program of the internal and international scientific manifestations;
- coordinates the activity of the publishing and printing services of the University;
- coordinates the scientific activity of students and the professional-scientific contests;
- is preoccupied with attracting foreign students;
- coordinates the activities of European integration of the University;
- coordinates the activities of prospecting the labour market and the ways of mediating the insertion of students in the production system;
- coordinates and guides the activity of the Library;
- coordinates the activity of publication of notices, of promoting the image of the University;
- is responsible with the elaboration of the decisions of the Management Board;
- coordinates the activity of elaborating the documents of the Management Board;
- presents annually to the specialized committee of the Senate the report regarding the activity of scientific research, technological transfer and international relations;
- annually presents to the Management Board the report regarding the activity of scientific research, technological transfer and international relations.

(4) social activities, students' activities and relations with alumni:

- coordinates and organizes, together with the Students' League, the activity of accommodation in the University's campus;
- supports the Students' League in organizing and carrying out the cultural, sports and professional-scientific manifestations in the academic and scientific environment;
- coordinates the activities of awarding scholarships and the repartition of the summer camps for students, and is responsible with checking their application;
- coordinates and is responsible with the activity of guidance and career orientation of students;
- ensures the organization of student volunteering activities within the University's perimeter;
- checks the assurance of the normal and optimal living conditions in the student dormitories;
- checks the good functioning of the cafeteria-restaurant services of the University;
- coordinates the activity of the Alumni Association of the University, following their evolution in the labour market;
- coordinates the University's website and the activities regarding the University's image;
- is responsible with the internal and international cooperation regarding student-related issues;
- presents annually to the specialized committee of the Senate the report regarding the social activities, students' activities and relations with alumni;
- presents annually to the Management Board the report regarding the social activities, students' activities and relations with alumni.

Art. 103. (1) **The General Administrative Director** manages the administrative structure of USAMV Iași and is responsible for the good administrative management of the University;

(2) The position of general administrative director is occupied by contest organized by the Management Board, whose results are validated by the University's Senate;

(3) The reconfirmation of the general administrative director in office on the position is done by a new decision of the Rector, based on his written and signed agreement of executive support of his management plan;

(4) The general administrative director may be removed by the Rector, after consultation with the Management Board, if he does not fulfil the tasks set out in the Rector's decision, does not respect the legislation and the norms of academic ethics and professional deontology or brings prejudice to the interests of USAMV Iași.

Art. 104. The General Administrative Director is required by the Rector to be in charge with the organization and management of the administrative and patrimony activities of the University.

Art. 105. (1) **The Dean** is responsible with the management of the faculty and represents the faculty in relation with third parties;

(2) The Dean is selected by public contest, organized by the new Rector and validated by the Senate;

(3) The Dean appointed by the Rector's decision rightfully becomes a member of the Management Board of USAMV Iași during his mandate;

Art. 106. The Dean has the following **tasks**:

a) ensures the operative management of the faculty;

b) presides over the meetings of the Faculty's Council;

c) applies the decisions of the Senate, the Management Board, the Rector and the Faculty's Council;

d) appoints the vice-deans, after consultation with the Faculty's Council and establishes their tasks;

e) is responsible with the selection, employment, regular evaluation, development, motivation and cancellation of any working relation with the faculty's staff, in accordance with the legislation in force;

f) is responsible for the good development of the contest for filling the academic and research positions, respecting the quality, academic ethics norms, in accordance with the legislation in force;

g) approves the individual job description sheet for the academic auxiliary and non-academic staff of the faculty, in accordance with the legislation in force;

h) signs the documents regarding the faculty's activity, diplomas and certificates of study, in accordance with the legislation in force, being accountable for their correctness;

i) is responsible with the quality assurance in education at the faculty level;

j) is responsible with ensuring a high performance financial management at the faculty level, including by attracting supplementary funding sources;

k) proposes and applies disciplinary sanctions established by the Faculty's Council or the Committee of academic ethics and deontology, in accordance with the legislation in force;

l) decides the cancellation of the result of an evaluation, if it was obtained by committing infringement against the provisions of the Code of academic ethics and professional deontology;

m) presents annually to the Faculty's Council in the month of February a report regarding the state of the Faculty;

n) presents annually and any time it is requested reports requested by the Management Board;

o) solicits from the department directors of the faculty to present in front of the council the annual reports after they have been debated by the members of the department;

p) makes public his own decisions and those of the Faculty's Council;

r) carries out any other task, established by the Faculty's Council, the Management Board and the Senate.

Art. 107. (1) The Dean can be removed from the position by the Rector, after notifying the Faculty's Council and receiving the approval of the Senate, if at least one of the following situations is identified:

a) has committed infringements against the Code of academic ethics and professional deontology regarding the conflict of interest;

b) finds himself in one of the situations of incompatibility stated by the legislation in force and the Code of academic ethics and professional deontology;

c) does not fulfil the management performance indicators set out in the appointment decision;

d) commits infringements against the legislation in force and the norms of academic ethics;

e) produces prejudices to the interests and renown of USAMV Iași;

f) has lost the support of the Faculty's Council;

(2) The Dean may submit his resignation, by a formal request to the Rector;

(3) In the situation where the position of the Dean is left vacant, the rector organizes a new contest for the selection of the Dean, according to the legislation in force.

Art. 108. (1) A faculty can have maximum two vice-deans, depending on the number of departments and the size of its academic community;

(2) The tasks of the vice-deans are established by the Dean.

Art. 109. (1) **The Department director** ensures the operative management of the department and is subordinated to the Faculty's Council;

(2) The Department director is elected by direct and secret universal vote of the entire academic and research tenured staff of the department;

(3) After the validation of the election results by the Senate, the department director is appointed by the Rector's decision.

Art. 110. The Department director has the following **tasks**:

- a) elaborates the lists of posts, according to the legislation in force, and controls the fulfillment of the tasks set out in them;
- b) calls and presides over the department meetings;
- c) contributes to the elaboration and implementation of the curricula;
- d) coordinates the research activity of the department;
- e) is responsible with the quality management and the financial resources management of the department;
- f) is responsible with the selection, employment, regular evaluation, development, motivation and cancellation of any working relation with the department's staff, in accordance with the legislation in force;
- g) ensures the regular self-evaluation of the department, for its classification, in accordance with the legislation in force;
- h) is responsible with the good organization of the contests for filling the positions within the department, respecting the quality norms, academic ethics and the legislation in force;
- i) proposes to the Faculty's Council the increase of the academic workload of the academic staff who do not carry out scientific research activity or its equivalent, as well as, in exceptional cases, the decrease of the minimal academic workload and its supplementing with scientific research activity, under the conditions of the legislation in force;
- j) participates to the establishment of the professional and transversal skills corresponding to the programs of study for the curriculum of which the subjects taught within the department contribute.
- k) fulfills any other task regarding the improvement of the education and research activity carried out within the department.

Art. 111. (1) The Department director can be removed from his position by the Rector, after the approval of the Senate, if one of the following situations applies: se constată una din următoarele situații:

- a) has committed infringements against the Code of academic ethics and professional deontology regarding the conflict of interest;
- b) finds himself in one of the situations of incompatibility stated by the legislation in force and the Code of academic ethics and professional deontology;
- c) does not fulfill his tasks regarding the performance standards in the academic and research activity within the department;
- d) produces prejudices to the interests and renown of USAMV Iași;
- e) at the request of the Dean or of one third of the academic and research tenured staff of the department, validated by a simple majority by the members of the department.

(2) In the case where the position of department director is vacated, new elections are organized, according with the legislation in force.

Art. 112. (1) **The Director of the Doctoral school** ensures the operative management of this structure;

(2) The Director of the Doctoral school is appointed according to the Code of doctoral studies;

(3) After validation by the Senate, the Director of the Doctoral school is confirmed by the Rector's decision.

Art. 113. The Director of the Doctoral school has the following **tasks**:

- a) elaborates the lists of posts according to the legislation in force and controls the fulfillment of the tasks set out in them;
- b) calls and presides over the meetings of the Doctoral school;
- c) contributes to the elaboration and implementation of the strategy of the Doctoral school;
- d) coordinates the research activity of the Doctoral school;
- e) is responsible with the quality management and the financial management of the Doctoral school;
- f) ensures the regular self-evaluation of the Doctoral school, according to the legislation in force;
- g) is responsible with the good organization of the contests for filling vacant positions by PhD students, respecting the quality norms, the academic ethics and the legislation in force;
- h) fulfills any other task regarding the activity of the Doctoral school.

Art. 114. The Director of the Doctoral school can be removed from his position by the Rector, after the approval of the Senate, if one of the following situations is identified:

- a) has committed infringements against the Code of academic ethics and professional deontology regarding the conflict of interest;
- b) finds himself in one of the situations of incompatibility stated by the legislation in force and the Code of academic ethics and professional deontology;
- c) does not fulfil his tasks regarding the performance standards in the academic and research activity within the Doctoral school;
- d) produces prejudices to the interests and renown of USAMV Iași;
- e) at the request of the CSUD director or of one third of the PhD advisors of the Doctoral School, validated by a simple majority and the members of the Doctoral schools.

Art. 115. (1) **The Committee of academic ethics and integrity** is established in accordance with Art. 306 al. 2 from Law 1/2011 and the Order no. 4492 / 06.07.2005, carrying out its activity based on a regulation approved by the Senate;

(2) The Committee of academic ethics and integrity has the mission to elaborate recommendations regarding the academic ethics, scientific research deontology, the relations between different groups of the academic community;

(3) The Committee of academic ethics and integrity analyses and solves any complaints submitted by the members of the academic and research body regarding the decisions of the management structures of USAMV Iași.

CHAPTER VIII – RIGHTS AND OBLIGATIONS OF THE MEMBERS OF THE UNIVERSITY

Art. 116. The academic, research, academic auxiliary and non-academic staff of USAMV Iași has rights and obligations that are covered by the legislation in force, by the present Charter and the provisions of the collective work contract.

Art. 117. **The rights** of the academic staff, guaranteed by the present Charter, are the following:

- a) the right to professional recognition and development;
- b) the right to use the material resources of the University for carrying out their professional tasks;
- c) the right to exercise their intellectual properties on the lectures and any other results of the academic and research activities;
- d) the right to put in practice innovative ideas for the modernization of the education process, with the approval of the department;
- e) the right to evaluate the professional skills of students, based on a system validated and appropriate to their own conscience;
- f) the right to carry out academic research, in accordance with the academic freedom, respecting the deontology norms and scientific research norms;
- g) the right to free communication of the results of research, within the university or outside of it, in accordance with the legislation in force;
- h) the right to discuss the result of the research from their domain of competence and propose standards of validation of the knowledge;
- i) the right to freely express professional opinions within the academic environment and to initiate actions outside this environment, if these do not affect the University's renown and the dignity of the profession;
- j) the right to participate to the activity of management of the department, faculty and the university;
- k) the right to elect and to be elected in management positions, under the provisions of the legislation in force, respecting the criteria of eligibility;
- l) the right to contest any decision hierarchically, at the Committee of academic ethics and deontology and at the legal courts;
- m) the right to have their position reserved, under the conditions established by the law;
- n) the right to be part of trade unions, professional, cultural, sports associations and organizations, organized under the auspices of USAMV Iași or outside of it;
- o) the right to participate to the social and public life in their own interests and in the benefit of the University.

Art. 118. (1) **The obligations** of the academic staff that are covered by the present Charter and the regulations established in accordance with it, set out in the list of posts and in the job description sheet, are the following:

- a) to fully fulfil and to an optimal level their professional obligations set out in the list of posts and the job description in order to contribute to the achievement of the mission of USAMV Iași;
- b) to respect in any circumstances the provisions of the Code of academic ethics and professional deontology, as well as the legislation force;
- c) to respect the University Charter and the regulations established in accordance with it;
- d) to represent the University at a national and international level, up to appropriate scientific standards;
- e) to respect the tasks covered by the legislation in force and the regulations of the University.
- f) the obligation to be regularly evaluated in accordance with the internal methodology and the legislation in force;
- g) the obligation to undertake the regular medical examination in accordance with the legislation in force;

(2) Beside the tasks set out in paragraph (1), the academic staff has the obligation to respect the following norms of conduit within the academic environment:

- a) to show mutual respect and support in fulfilling the professional tasks;
- b) to make critical observations on the professional competences of another academic staff only in the presence of the person being referred to;
- c) to have a decent attitude in relation to colleagues, students and other categories of staff.

Art. 119. (1) The rights and tasks of the research staff, research auxiliary staff and the non-academic staff covered by the general legislation regarding labour and by the individual job description sheet.

(2) The present Charter guarantees to the categories of staff mentioned in paragraph (1) the right:

- a) to carry out actions by their own accord, outside of the academic environment, if it does not affect the renown of the University;
- b) to carry out professional development activities under institutionalized forms;
- c) to be respected within the academic community;
- d) to be part of trade unions, professional, cultural, sports associations and organizations, organized under the auspices of USAMV Iași or outside of it.

(3) The categories of staff mentioned in paragraph (1) have the obligation to respect the same norms of conduit set out for the academic staff.

Art. 120. The meritorious activity of the academic staff may be rewarded by:

- a) addressing public thanks during department, faculty councils and Senate meetings;
- b) letters of appreciation from the part of the Rector;
- c) diplomas of merit issued by the University and awarded in front of the Senate;
- d) awarding annual prizes;
- e) awarding merit scores, according to the legal provisions and the internal methodology approved by the Senate.

Art. 121. (1) The non-fulfillment, out of negligence or deliberate action, of some professional tasks by the academic staff, set out in the list of posts or in the job description sheet, or not respecting the conduit norms, contrary to the interest and renown of USAMV Iași, is sanctioned disciplinarily, in accordance to the seriousness of the infringements, with:

- a) warning;
- b) the diminution of the basic wage, cumulated, according to each case, with the management allowance, for a determined period, in accordance with the legislation in force;
- c) suspension for a determined period of up to three years of the right to participate to any contest for filling an academic superior position, or of a management, guidance or control position, as a member of doctoral, master or bachelor committees, within USAMV Iași;
- d) the removal from a management position within USAMV Iași;
- e) disciplinary cancellation of the work contract.

(2) The material liability of the academic and administrative staff is established according to the labor legislation. The decision to impute, as well as other acts for recovering losses and prejudices, is done by the Management Board, except for the cases where, as stated by the law, there are other means required.

Art. 122. (1) The proposal of sanction is done by the department director or the director of the research unit, the dean, Rector or at least by one third of the total number of the members of the department or the management structures.

(2) The disciplinary sanction is applied in accordance with the legislation in force.

Art. 123. (1) The prior investigation of the facts before applying the sanction is mandatory and cannot surpass 30 days from the submission of the proposal. The right to defense of the incriminated person is guaranteed.

(2) On the basis of the result of research and according to the seriousness of the act, the sanctions are applied by:

a) the Dean, for sanctions set out in paragraph 121 points a) and b);

c) the Rector, for sanctions set out in paragraph 121 points c) to e).

Art. 124. The meritorious activity of researchers, academic auxiliary staff and non-academic staff may be rewarded by:

a) addressing public thanks by the direct superior;

b) awarding annual prizes;

c) awarding differential wages, according to legal provisions and the University's own methodology, approved by the Senate.

Art. 125. The non-fulfillment, out of negligence or deliberate action, of some professional tasks by the categories of staff mentioned in art. 119, set out in the list of posts or in the job description sheet, or not respecting the conduit norms, set out in the present Charter, is sanctioned disciplinarily, in accordance to the seriousness of the infringements, with:

a) warning;

b) the diminution of the basic wage, cumulated, according to each case, with the management allowance, for a determined period, in accordance with the legislation in force;

c) disciplinary cancellation of the work contract.

Art. 126. The proposal of sanction is, in principle, under the charge of the direct superior.

Art. 127. (1) The prior investigation of the facts before applying the sanction is mandatory and cannot surpass 30 days from the submission of the proposal. The right to defense of the incriminated person is guaranteed.

(2) On the basis of the result of research and according to the seriousness of the act, the sanctions are applied by the direct superior or the hierarchic superiors, according to the organizational structure of the University.

CHAPTER IX – FINANCING AND THE UNIVERSITY'S PATRIMONY

Art. 128. (1) USAMV Iași functions as an institution financed by the funds allocated from the State budget, funds obtained from scientific research, extension, consultancy, organization of specific courses, production activities, provision of services, microproduction, dividends, leases, associations, tuition fees, interests, donations, sponsorships, fees obtained from natural/legal persons, in accordance with the law, and other sources approved by the law, as well as the contributions of other ministries, loans or external financial support. The revenues obtained from other sources than the budgeted ones are managed integrally by the University, under the conditions of the legislation in force.

(2) All the financing resources of USAMV Iași are its own revenues.

(3) The financing of USAMV Iași from the state budget is done based on contract concluded with the competent ministry, with the two components: institutional contract for the basic financing, for the funds allocated for the scholarships and social protection of students, for the funds allocated for the institutional development, as well as for the financing of the investment objectives, and a supplementary contract for the financing of capital repairs, equipment and other investment expenses, as well as for accommodation and means subventions.

(4) USAMV Iași may benefit of a separate fund for the institutional development, from the state budget allocated by the ministry, based on the competitive criteria according to international standards.

(5) The financing of the scientific research is done according to the legislation in force specific for the research-development domain.

(6) The funds remaining at the end of the year from the budget execution set out in the institutional and complementary contracts, as well as the funds for scientific research and the extra-budgetary funds remain at the disposal of USAMV Iași.

(7) The revenues are used by the University under the conditions of academic autonomy, in order to attain its undertaken objectives, respecting the legislation in force and the criteria of opportunity and efficiency. The revenues are used for ensuring the salary rights of employees, the stimulation of the staff with meritorious results, carrying out investments, equipments, capital and current repairs, the modernization and rehabilitation of the education training, research and production facilities, the practical training facilities, supporting internal research, internal and external mobilities, the maintainance of equipments and buildings, subscriptions, services for the good development of the academic and administrative processes, the procurement of didactic materials, microproduction and maintainance, awarding scholarships etc.

(8) The expenditures at the level of the University or those that are decentralized will have to comprise a mandatory component regarding the institutional development.

Art. 129. (1) The expenditures of the University are done respecting the legal provisions in force and observing the objectives of the institutional development.

(2) The financial and material means obtained through sponsorships by the members of the academic community may be spent only under a strict regulation in accordance with the provisions of those particular sponsorships contracts, under the conditions of the legislation in force.

(3) The ways of establishing, developing and use of the material resources of the University, necessary for the professional training and scientific research, are proposed by the Management Board and approved by the Senate.

(4) At the level of all structures and management positions, there must be consistently promoted the principle of prudence in the management of the resources of USAMV Iași.

Art. 130. (1) **USAMV Iași disposes of its own patrimony**, managed according to the legislation in force. The patrimony of the University is composed by the total rights and obligations of economic and administrative nature, which are movable and immovable goods, that are highlighted as such in the University's inventory.

(2) The rights that USAMV Iași has over the goods from its own patrimony may be real, according to different cases, right of property or the stripping of this right, use, usufruct, servitude and superficies right, according to the provisions of the Civil Code, timeshare, by lease, concession, leased asset and others as such, or the right of management under the conditions of the legislation in force.

(3) The goods obtained out of the University's own financial resources, regardless of their origin, are a private property of USAMV Iași. The University has in its patrimony mobile and immobile goods, from the public domain or from the private domain of the state. The University has the right of property over the goods from its patrimony and may dispose of these under the conditions of the legislation in force.

(4) The subjective rights of the University over the goods from the public domain of the state may be rights of management, of use, of concession, or of lease, under the conditions of the legislation in force.

(5) The right of disposition over the elements of patrimony assets is regulated by the law. The University may award by contract the right of management and use over the patrimony goods of the companies or associations where it has the status of associate or shareholder, or to the foundations where it has the status of founder, with the approval of the Senate. The right of use and management over the goods that are public property cannot constitute a contribution of the University to the social capital of a company, foundation or association.

(6) Therenting of goods that are available from the patrimony assets is done only under the conditions of the legislation in force, with the approval of the Senate. Any destruction or material loss is recovered from those who are guilty of causing said loss, under the conditions of the legislation in force.

(7) The University, with the approval of the Senate, may establish or participate to the establishment of foundations, associations and companies. The Senate approves, at the proposal of the Management Board, the amount and structure of the contribution, according to each case, to the patrimony, respectively to the social capital of the structures mentioned.

CHAPTER X – PARTNERSHIP RELATIONS

Art. 131. (1) While exercising its mission and in order to promote defining values of the European Higher Education Area, USAMV Iași develops partnerships at a national and international level.

(2) In order to fulfil its mission, the University may associate with other higher education institutions or other organizations, under the conditions proposed by the Management Board and approved by the Senate.

(3) Within the forms of partnership, there will be promoted the most representative values, the mission and strategic objectives of the University. The realization of this process supposes:

- the development of some collaboration relations with the most prestigious universities at a national and international level

- the participation to consortium or cluster type structures, that promote programs of study and projects that are compatible with the ones offered by the University;

- the support for the members of the academic community to be efficiently involved in in the activities carried out by the professional and scientific associations consecrated at the national and international level;

- the consolidation of the partnerships with representative structures, of the economic, social and institutional environment;

- the promotion of some collaboration activities with thw economic and social environment that support specific projects, of a sectorial type, proposed by the members of the academic community.

(4) In order to increase the performance in education training and research activities, according to the law, the University may establish, on its own or by association, companies, foundations or associations, with the approval of the Senate.

(5) The conditions and ways in which contracts may be concluded with public institutions and with economic operators, for carrying out some projects of fundamental and applicative research or to increase the level of qualification of the specialists with highed education, are adopted and implemented by the Management Board of USAMV Iași.

(6) In order to fulfil its mission, USAMV Iași may participate to the establishment of associations or may form consortiums with other higher education or research institutions at the proposal of the Management Board and with the approval of the Senate.

(7) The ways and the conditions of carrying out international cooperation activities or of participating to European and international organizations of profile, are established by a regulation elaborated by the Mangement Board and approved by the Senate.

(8) The forms of cooperation are established by: interinstitutional agreements, framework conventions, memorandums of understanding, collaboration protocols, contracts for carrying out research projects, of professional training etc.

(9) The University develops the relations of collaboration with European and international bodies by the formalization of the adhesions (adhesions, declarations of adhesion) to the international bodies of higher education and research or to their programmatic documents.

(10) The University participates to the European competitions for research and education projects and to their development based on international partnership.

Also, USAMV Iași collaborates for the development of projects financed by the structural funds of the Europeana Union for the training of human resources through specific ways, such as courses and applications conducted by professors from universities from the European Union or the mobility of students, Phd students and the academic staff to European universities.

(11) An efficient way of international cooperation is represented by the organization of joint PhD studies, a system in which the PhD student carried out his activity under the guidance of an adviser form the University and of a second advisor from another country, based on a written agreement between USAMV Iași and the higher education institution from where the foreign advisor is.

Art. 132. (1) The representatives of student organizations and trade unions from USAMV Iași may participate to the activityof the management structures of the University (Faculty Council, Senate, Management Board, the Councils of the Doctoral schools an dthe Councils for doctoral studies), either as elected members, or as invited guests to the meetings of those structures.

(2) The student organizations that represent the interests of students at the level of each component of the academic community may participate as invited guests to the meetings when there are student related issues being discussed.

- (3) The students have at least one representative in the committees of ethics, of accommodation, of quality assurance, as well as in other committees with a social characteristic, in accordance with Law no. 1/2011.
- (4) The aspects that constitute basic concerns for the trade union and student organizations may be the subject of some analyses, debates or consultations, both with the representatives of those organizations and with other invited guests from the management bodies of the union trades or student organizations.
- (5) Periodically, the representatives from the management structures of the University organize meetings with the student representatives in the Senate and in the Faculty Councils, in order to analyze and to consult with regards to major issues of the education process, practical training of students, student scientific research, accommodation issues, issues regarding the awarding of scholarships and other forms of support for studies and life conditions (mobilities, medical assistance and healthcare etc.).
- (6) One of the ways of constructive collaboration with the trade union and student organisations is represented by the engagement of the representatives of these organizations in the organization committees comitetele of various manifestations specific to the academic life.
- (7) The University's management, through the Management Board, regularly organizes communions regarding the application and monitoring of the compliance with the provisions of the University Charter, the Student's Code, the Code of academic ethics and professional deontology, interal regulation, and other regulations that are specific to the education, research and social life activity of the University, to which the representatives of the trade union and student organizations are taking part.

CHAPTER XI – THE MANAGEMENT OF ACADEMIC QUALITY

Art. 133. (1) In order to promote the culture of the quality of the activity carried out within its community, USAMV Iași establishes structures for the quality assurance at the university, faculty, department level, as well as a body of internal quality auditors.

- (2) The procedures of quality evaluation are stated in the Regulation regarding the quality assurance, adopted by the Senate.
- (3) The results of the education and scientific activities carried out within the University, faculties and departments are made public by annual self-evaluation reports regarding the quality of the academic activity.
- (4) The students are members with full rights in the quality assurance process and elaborate annually, through their representatives in the Senate, a report of the evaluation of the academic quality assurance, which they make public.
- (5) The quality of the education and research activities carried out within the university is internally evaluated and certified externally under the conditions of the law, and the results of these are made public.
- (6) The academic and scientific activity of the academic and research staff is evaluated at least once every five years, in accordance with the legislation in force.
- (7) The evaluation of the didactic activity of the academic staff by the students is mandatory, its results being made public.

CHAPTER XIII – THE ACADEMIC CODE OF STUDENTS' RIGHTS AND OBLIGATIONS

Art. 135. (1) The status of students covered by the provisions of the present Code, is owned by the persons who are enrolled at the Bachelor, Master and PhD programs of study.

- (2) A person may be admitted and enrolled as a student, concomitently, at no more than two programs of study, regardless of the education institutions that offer them. Any financial subvention or scholarship from public funds is awarded, according to the legislation in force, only in one higher education institution, for only one program of study. In the case of students who transfer between universities or programs of study, the subvention follows the student.
- (3) A person may benefit from financing from the budget for only one program of Bachelor studies, for only one program of Master studies, for only one program of PhD studies.
- (4) Students, the postdoctoral researchers and the trainees are partners in the process of specialist training. Their opinion, expressed individually, through representatives or through surveys done

based on methodologies adopted by themselves, constitute a way of selfcontrol, of evaluation and development of the academic activity.

Art. 136. The students are members with full rights of the academic community, being partners in the management of USAMV Iași, including in the process of quality assurance of the academic activity.

Art. 137. The students' activity within the community is based on:

(1) The principle of non-discrimination – according to which all students benefit from equality of treatment from the part of the institution, any direct or indirect discrimination of any student based on criteria of gender, sexual orientation, age, race, ethnicity, religion, politics option, social origin, disabilities, family situation, trade union membership or activity being prohibited;

(2) The principle of participating to the decision-making process: all decisions adopted by the management structures of USAMV Iași are taken with the participation of the student representatives;

(3) The principle of transparency and of access to information – according to which students have the right to free access to information regarding their own educational trajectory and the life of the academic community to which they belong;

(4) The principle of the right to specialized support and to complementary services free of charge, consisting of guidance and counseling by the academic staff, outside of classes, seminars or laboratories; the counseling with the purpose of professional orientation during the studies; psychological counseling, if needed; access to the works of specialization and the scientific publications available at the Library of USAMV Iași; access to their own academic records.

(5) The principle of the liberty of speech – according to which the liberty of expressing their opinions is guaranteed within USAMV Iași, respecting the legislation in force.

(6) The principle of employability – the theoretical and practical content of the studies must be relevant to the domain of study and applicable in the social and economic life, the results of the learning process must be closely correlated with the skills trained by the programs of study and with the National Qualifications Framework; the education process must be centered on the student in a way that would offer them personal development opportunities, social integration, the capacity of being employed and mobility in the labour market;

Art. 138. At the proposal of the student representatives in the Senate, with the approval of the Management Board, the Senate adopts the system of monitoring the compliance with the provisions of the Academic Code of rights and obligations of students and trainees. The Students' League from USAMV Iași presents an annual report regarding the compliance with the code, which is made public.

Art. 139. At the moment of enrollment, the students and postdoctoral researchers conclude with USAMV Iași a contract of studies that is valid for the entire duration of the cycle of study or training. Any possible changes of its provisions are mentioned in additional acts.

Art. 140. The evaluation of the students and trainees' knowledge during their studies is done in accordance with the methodologies elaborated by the Management Board and approved by the Senate.

Art. 141. (1) Students are represented in all the consultative, deliberative and management structures of USAMV Iași.

(2) Students have the right to choose their own representatives within the management structures of USAMV Iași, according to the law. Students have a representative in the Management Board, the committees of ethics, of approval of the accommodation result, of quality assurance, as well as in other committees.

(3) The representing students are elected in a democratic way, by a direct and secret universal vote, at the level of all student groups, programs and cycles of study. They are the legitimate representatives of the students' interests within USAMV Iași.

(4) The ways of exercising the rights regarding the students' representation will be established by the methodology elaborated by the Management Board and approved by the Senate.

(5) Statutul de student reprezentant nu poate fi condiționat de către conducerea USAMV Iași.

Art. 142. The Students' League of USAMV Iași, through its bodies at the level of the faculties and that at the level of the university, expresses the USAMV Iași students' interests in relation to the University, the faculties, the departments and the technical-administrative structures.

Art. 143. The students of USAMV Iași have the following rights and liberties:

- to benefit from the provisions of the Law of National Education, the USAMV Iași Charter and the University's regulations;
- to have unlimited access to the decisions made by the management structures of the faculties and the University;
- to benefit from financing from the budget, after the admission contest and the evaluation after one year or one semester of their academic performance;
- to benefit from the financing of their studies or from scholarships, based on some contracts concluded with companies or with natural or legal persons;
- to have the right to freely choose the courses and specializations, according to the legislation in force and the curricula;
- to be informed during the first classes, regarding the analytic program (curriculum), the structure and objectives of the course, the skills it generates, as well as the methods of evaluation and examination;
- the right of intellectual property over the different papers/materials published during their program of study to which they are enrolled;
- to benefit from the mobility of the programs of study, in accordance with the regulations regarding the transferable credits;
- to use the laboratories, amphitheatres, lecture and seminar rooms, reading rooms, library, information points, accommodation spaces, gym facilities, sports facilities, and all the other spaces or services made available for them by USAMV Iași, free of charge or based on a fee agreed upon by the University's Senate;
- to participate to the contests organized by USAMV Iași and the ministry for the selection of beneficiaries of mobilities or scholarships abroad;
- to participate to the contest of allocation of the places where the practical training is carried out, set out in the curriculum;
- to receive and fill in questionnaires for the evaluation of the academic staff, courses, seminars and practical works;
- to participate to the student scientific activities, student contests, professional contests, cultural and sports activities.
- to elect and be elected in the consultative, deliberative and management structures at the faculty and university level;
- to be part of student organizations;
- to establish within USAMV Iași workshops, clubs, circles, cenacles, artistic and sports groups, organizations, as well as publications, according to the legislation in force;
- to carry out extracurricular activities that would contribute to their professional or moral-civic development, and to receive, based on the effort they make, a number of transferable credits, that would be noted in the diploma supplement, in accordance with the legislation in force;
- to receive scholarships and other forms of financial or material support, in accordance with the legislation on force and based on the regulations and methodologies approved by the Senate;
- to benefit from treatment for their health in health or rest resorts, in student camps, under the conditions established by the abilitated ministry;
- to benefit from services for information and academic, professional and social counseling, with no fees;
- to benefit from medical care and psychological care free of charge, within the medical offices in the campus or in clinics and specialized units, according to the law;
- to benefit from accommodation, under the conditions of the legislation in force, as well as the conditions of the internal regulations of USAMV Iași;
- to benefit from protection in the academic environment from the part of the authorities charged with the public order. The protection is solicited by any student, member of the academic community;
- to freely receive all the documents of study issued by USAMV Iași, as well as those attesting the status of student, according to the legislation in force;
- to benefit from fees reduced with 75% for the access in museums, concerts, theater, opera, movies, other cultural and sports manifestations organized by public institutions, in the limit of the approved budgets, according to the law;

- to have free access to information regarding the number, type and amount of all the fees charged by USAMV Iași;
- to benefit from other rights and liberties stipulated in the USAMV Iași Charter and in other internal regulations.

Art. 144. The ethnic Romanian students from outside the country borders, who receive scholarships from the Romanian state, benefit from gratuity for all manifestations organized on the territory of Romania, according to the law.

Art. 145. The candidates coming from environments with high socio-economic risk or marginalized from a social point of view – roma, graduates of high schools from the rural environment or from cities that have less than 10.000 inhabitants – may benefit from a number of budgeted places guaranteed, under the conditions of the law.

Art. 146. Students have the following obligations:

- to prepare and actively participate to classes, seminars and laboratories, as well as the regular examinations set out in the curricula;
- to elaborate and present projects and practical works;
- to pass the types of evaluation of knowledge in the sessions set out in the regulations.
- to check their academic records at the end of every semester and academic year;
- to manifest a civic behavior and respect towards their classmates, as well as towards the academic and administrative staff;
- to maintain and use with good care the material resources made available to them by USAMV Iași;
- to respect the rules of fire prevention and civil defence;
- to not smoke within the USAMV Iași facilities, with the exception of the places specifically indicated for this purpose. Contrary, they will support the sanctions established by the Senate, according to the legislation in force;
- to pay in due time their financial obligations towards USAMV Iași;
- to respect any other obligations set out in the present Charter and in other internal regulations.

Art. 147. (1) USAMV Iași awards prizes, scholarships, places in student camps and other similar stimulents, to the students with remarkable results in their academic training or in other activities that are beneficial to their personal and professional development, or who increase the renown of USAMV Iași, in the limit of the funds allocated from the state budget. USAMV Iași may grant such stimulents from its own revenues.

(2) The funds for scholarships and social protection for students are allocated depending on the number of students from the full-time studies, financed by the budget.

(3) Students benefit from performance, merit or study scholarships, for the stimulation of excellence, as well as social scholarships, for the financial support of those with reduced incomes, in the limit of the funds allocated from the budget, according to the legislation in force.

(4) Students who benefit from social or study scholarship may receive scholarships for academic performance as well.

(5) USAMV Iași supports the students with special needs and problems, as well as those with special educational needs, in the limit of the funds allocated from the state budget.

(6) USAMV Iași awards social scholarships to the students who come from disadvantaged families, as well as those who are institutionalized, according to the legislation in force.

(7) USAMV Iași may supplement the scholarships fund with its extrabudgetary own revenues.

(8) USAMV Iași may approve for students who represent special cases, the reduction of the tuition fees, in exchange for carrying out some activities, serving the interest of the University.

Art. 148. Students who come from families with reduced income benefit from a system of bank loans for carrying out their studies, guaranteed by the state, under the conditions of the legislation in force, through the Agency of credits and study scholarships. The graduates who will practice their profession for minimum five years in the rural environment will benefit from advantageous conditions for the credit, according to the law.

Art. 149. (1) USAMV Iași grants annually accommodation spaces to students, in the limit of the places available, respecting criteria established by specific regulations.

(2) The accommodation of students in the dormitories is done in the limit of places available, taking into account their academic performance and social circumstances, based on a fee.

(3) The functioning of the dormitories is done based on internal regulation.

(4) Some dormitories may function under hotel conditions, with fees established by the Senate, according to the legislation in force, during the vacation period.

(5) USAMV Iași ensures to its students the conditions for eating at the cafeteria-restaurant managed by the University.

(6) The expenses for the maintenance of the dormitories and cafeteria managed by USAMV Iași are covered by their own revenues and by budget subventions, allocated for this reason.

(7) The fees charged by USAMV Iași for students for the dormitories and cafeteria services are not more than the equal sum of the difference between the functioning costs, including the staff expenses, the expenses of utilities, basic materials, and consumable materials, and the expenses of current maintenance and subventions from the state budget.

(8) In order to guarantee transparency, USAMV Iași publishes regularly the revenues and expenditures balance for each student dormitory.

(9) USAMV Iași may grant accommodation subventions to students who choose another form of accommodation than the University's dormitories, in the limit of the funds allocated from the budget.

(10) Students who come from children homes or who are orphans of both parents may be exempted from paying the accommodation fee, according to the legislation in force.

Art. 150. During the academic year, students benefit from a fee reduced with 50% for the means of public transport, the internal auto, railway and naval transport. The students who are orphans of both parents or coming from children homes benefit from gratuity for the categories of transport established by the order of the qualified ministry.

Art. 151. The children of the academic activity are exempted from paying admission fees, for the Bachelor, Master and PhD programs of study, in accordance with the legal provisions in force and the admission methodology, and benefit from gratuity for the accommodation in the student dormitories.

Art. 152. (1) USAMV Iași encourages the cultural and sports activities of students. In this sense, there may be organized cultural, sports manifestations, professional and scientific conferences, activities of sanitary education, ceneles etc.

(2) The activities may be organized only outside of the study schedule, respectively of practical work schedule, without bringing prejudices directly or indirectly the professional-scientific activity.

(3) The responsibility of the organization of the cultural, education and sports activities belongs to the initiators.

(4) The use of the USAMV Iași spaces for cultural-education and sports activities is approved by the Management Board.

Art. 153. USAMV Iași is a founding member of the Alumni Association and supports its activity through which it obtains information regarding the insertion of graduates into the labour market, in order to increase the quality of the education and research process, develops relations with the business environment, obtains supplementary subventions etc.

Art. 154. (1) The non-compliance with the obligations set out in the regulation attracts the sanction of those who are guilty, depending on the seriousness of the non-compliance, according to the internal regulations.

(2) The complaints against the applied sanctions are addressed to the hierarchic structure that is superior to the person who has received the sanction. Their decisions are final.

CHAPTER XIV – THE CODE OF ACADEMIC ETHICS AND PROFESSIONAL DEONTOLOGY

Art. 155. (1) The Code of academic ethics and professional deontology comprises the rules of academic conduit, and the responsibility for any non-compliance;

(2) The Code of academic ethics and professional deontology expresses the principles and rules that the members of the academic community of USAV Iași agree to respect and follow in their academic activity, establishes the reference standards and the sanctions to which they expose the members of the academic community.

(3) The Code of academic ethics and professional deontology is part of the present Charter and it is elaborated in accordance with the legislation in force.

(4) In the University there can not simultaneously fill positions persons who are spouses, relatives, in-laws, including third-degree relatives, if they find themselves and with regards to each other in

positions of management, control, authority or institutional evaluation and they cannot be elected in PhD evaluation committees, other evaluation committees or contests, whose decisions affect the spouses, relatives, in-laws, including third-degree relatives.

(5) In order to ensure the compliance with the present code, the Committee for academic ethics and deontology is created and functions.

(6) The competence and structure of the Committee for academic ethics and deontology are proposed by the Management Board, approved by the Senate and by the Rector, according to the law.

(7) There cannot be part of the Committee for academic ethics and deontology the persons who hold a position of rector, vice-rector, dean, vice-dean, general administrative director, department director.

(8) The Committee for academic ethics and deontology functions based on its own regulations, approved by the Senate.

(9) The Committee for academic ethics and deontology has the following tasks:

a) analyzes the noncompliance situations, based on notifications received from the members of the academic community, from any person from outside the university or based on self-denouncement;

b) manages the analyzed notifications proposing the sanctions that will be applied;

c) within 30 days from the date of its establishment, it verifies and highlights the incompatibilities that happened during the validation of mandates of all the members of the management structures and signals the case of incompatibility to the Senate;

d) elaborates and makes public an annual report regarding the compliance with the academic ethics and professional deontology for the research activities;

(10) The decisions of the Committee for academic ethics and deontology are approved by the legal adviser of the University. The legal responsibility for the application of the decisions of the Committee for academic ethics and deontology belongs to the University.

Art. 156. (1) The conflict of interests is the situation in which the person has or could have a personal interest of a patrimony or non-patrimony nature, which could influence the achievement with objectivity and impartiality the tasks they have.

(2) The personal interest represents any advantage, material or of any other nature, pursued or obtained, directly or indirectly, for one's self or for another person, by the academic or research staff that exercises permanently or temporarily, with any title, a management or control position, by using their reputation, influence, facilities, relations and information to which they have access, in order to reach said interest.

(3) There are considered decisions or acts that are adopted or concluded under conditions of conflict of interest and those of deliberative structures in which at least one of the members are in a conflict of interests and has not abstained from voting or debates.

(4) In the case in which a person found in the situation of a conflict of interests, they have the obligation to immediately inform by writing the deliberative structure or the person who holds an executive function hierarchically superior to theirs.

(5) The persons who have been notified by the committee regarding the existence of a conflict of interests are obligated, within at least three days from knowing, to engage in the necessary measures that would cease the respective conflict.

(6) If within a period of six months, a person is obligated to abstain for at least three times from adopting a decision or concluding some documents because of the imminence of a conflict of interests, the Committee of academic ethics and professional deontology proceeds at the Rector's request to verify the existence of incompatibilities and other interdictions stipulated by the law.

(7) If at the date of the appointment as a Rector that particular person is a member of the USAMV Iași Senate, then they are suspended rightfully from their position of senator during the period of the Rector's mandate.

Art. 157. (1) The persons who find themselves in a situation of incompatibility must solve this issue within 30 days from the date of the notification towards the Committee of academic ethics and professional deontology.

(2) The noncompliance with this obligation is notified by the hierarchic superior, who acts toward cancelling the direct hierarchic relations between the persons who are found in a situation of incompatibility.

Art. 158. (1) There are considered serious non-compliance with the good code of professional and scientific conduct and are sanctioned according to the law, the following:

- a) the plagiarism of results or publications of other authors;
- b) the fabrication of scientific results or the replacement of results with fictitious data;
- c) the introduction of false data in grant or financing requests, as well as in any other official documents;
- d) the commercialization of scientific works in order to facilitate the forging of the status of author by the buyer;
- e) filling academic and research positions by persons who have had serious non-compliance incidents from the code of good conduct in the scientific research and academic activity, established according to the law.

(2) The advisors for Bachelor, Master and PhD theses react in solidarity with the authors for ensuring the original nature of said materials.

Art. 159. There are prohibited the discriminations between the members of the academic community based on criteria of age, gender, ethnicity, soliac origin, sexual, political or religious orientation, or any other types of discriminations, according to the law.

Art. 160. The sanctions that may be applied to the academic, research and research auxiliary staff by the Committee of academic ethics and professional deontology for the non-compliance with the academic ethics and deontology or for non-compliance with the code of good conduct in scientific research are as follows:

- a) warning;
- b) the diminution of the basic wage, cumulated, according to each case, with the management allowance, for a determined period, in accordance with the legislation in force;
- c) suspension for a determined period of up to three years of the right to participate to any contest for filling an academic superior position, or of a management, guidance or control position, as a member of doctoral, master or bachelor committees, within USAMV Iași;
- d) the removal from a management position within USAMV Iași;
- e) disciplinary cancellation of the work contract.

Art. 161. The sanctions that may be applied to students by the Committee for academic ethics and professional deontology for non-compliance with the academic ethics are as follows:

- a) written warning;
- b) expulsion;
- c) other sanctions set out in the code of academic ethics and professional deontology.

Art. 162. The sanctions established by the Committee for academic ethics and professional deontology are applied, depending on the case, by the Dean or the Rector, within 30 days from the written notice regarding said sanctions, according to the law.

CHAPTER XV – FINAL PROVISIONS

Art. 163 (1) The University Charter is adopted by the USAMV Iași Senate, with a qualified majority;

- (2) The adopted Charter may be modified with the vote of two thirds of the members of the Senate;
- (3) Based on the Charter, the General Regulation for the functioning of the University, as well as the other regulation stated in Art. 5, are elaborated, and will be submitted to the Senate's approval;
- (4) The University's own regulations are component parts of the University Charter.

The present Charter was approved during the University's Senate meeting of "Ion Ionescu de la Brad" University of Agricultural Sciences and Veterinary Medicine of Iași on **27.07.2011**, approved by the competent ministry by the Address **50224 / 06.09.2011** and modified by consultation with the academic community and validated in the Senate meeting on **18.12.2015**.

USAMV IAȘI

ORGANIZATIONAL CHART

